

Golden Opportunities

2022-2023

Global Diversity, Equity and Inclusion Report
McDonald's Corporation





Golden Opportunities

At McDonald's, when we talk about diversity, equity and inclusion (DEI), we're talking about creating space for everyone to succeed – no matter who they are, where they're from or how they identify. And we're talking about breaking down barriers so more people can access the opportunities for prosperity our organization offers.

Whether it's our global team of talented employees, our Franchisees, our complex supply chain, the valued customers we serve each and every day, or the communities we're proud to call home – we are committed to creating the pathways to success that let people shine.

About the Illustrator

John Jay Cabuay is a Filipino-American illustrator based in New York City. John Jay's illustrations have graced the covers of newspapers, magazines, and book jackets worldwide. He received his MFA in Illustration from the Fashion Institute of Technology.

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What's Inside



As a globally present company, we believe McDonald's is uniquely positioned to influence transformation at scale, helping to dismantle barriers to realize a more diverse, equitable and inclusive society.

Serving Up Opportunities 03

A Message From Our Vice President, People Diversity, Equity and Inclusion and Our Chief Sustainability & Social Impact Officer

Our Commitment to DEI 04

A Snapshot of Our Progress 06

Embedding DEI in the Employee Experience 10

Employees 08

How we help nurture and empower the 150,000+ employees in McDonald's offices and Company-owned and operated restaurants

Franchisees 19

How we enable small business owners in communities around the world

Suppliers 27

How we invest with our global network of suppliers

Customers 33

How we welcome guests in 40,000 locations around the world

Communities 38

How we support communities across more than 100 countries

A Message From Our CEO 44

Learn about McDonald's strategy and definitions on the Purpose & Impact pages of our corporate website.



Serving Up Opportunities

A Message From Our Vice President, People Diversity, Equity and Inclusion and Our Chief Sustainability & Social Impact Officer

As members of the McFamily, we know McDonald's is a special place – one brought to life by the millions of customers who visit us every day, and the thousands of unique, global communities we have the privilege to serve. As we continue to deliver on our purpose of feeding and fostering community, we must be steadfast in our commitment to live by our values.

As part of our value of Inclusion, we work to intentionally create opportunities for our employees, Franchisees, suppliers, customers, and communities. This work is guided by our three Global Diversity, Equity and Inclusion strategic pillars: 1) represent the diverse communities in which we operate, 2) accelerate cultures of inclusion and belonging, and 3) dismantle barriers to economic opportunity.

Building an inclusive, equitable culture starts with a strong foundation. Throughout our

history, we have sought to embed diversity, equity and inclusion into every layer of our System and foundation. We do this because it's good for business, it's the right thing to do, and because it enables us to deliver inclusive experiences people expect and love from McDonald's. No matter where people are, what they look like or how they identify, we strive to ensure they feel represented in our business.

As we describe in our latest Global Diversity, Equity and Inclusion Report, we are proud of our efforts to make McDonald's a more inclusive workplace. For the second year in a row, we increased the number of women in leadership roles globally, and substantially achieved equal pay for women globally in Company-owned and operated markets. Additionally, we continued offering training and development for our employees, while also creating space for cultural celebrations that recognize what matters most to our people.

We're also taking action to drive positive impact across the broader McDonald's System. As a result of our goal to invest in diverse-owned business, 25% of our annual U.S. systemwide spend in 2022 continued to be with diverse-owned suppliers. Additionally, more than 420 of our suppliers have signed our Mutual Commitment to Diversity, Equity and Inclusion pledge.

Our work with community organizations around the world continues to be a critical way we foster and support communities, helping reduce barriers to education and employment for underserved youth, supporting employees during hardships and natural disasters, and showing up in times of need. Since July 2018, about 1.7 million young people – many of whom come from Underrepresented Groups¹ – have participated in training programs and/or been hired in McDonald's (or participating Franchisee restaurants), helping support our goal to reduce barriers to employment for 2 million young people by the end of 2025.

¹ In the U.S., the term "Underrepresented Groups" generally means people who identify as women of all backgrounds and identities, people who identify as Black, Indigenous, Asian or Pacific Islander, or otherwise as people of color, people of Hispanic or Latino/a/x descent, people with disabilities, LGBTQ+ people, people from religious minorities, or people having a combination of these identities or attributes. For purposes of McDonald's Human Capital Metrics and Equal Pay reporting, Underrepresented Groups is defined as Black, Indigenous, Asian or Pacific Islander, people of Hispanic or Latino/a/x descent or people having a combination of these identities or attributes.



Best Practice Spotlight: Fueling the "S" in ESG – Fireside Chat with Jenny McColloch (left) and Reggie Miller (right)

For example, through Passport to Success, a life skills training course developed in partnership with the International Youth Foundation and community-based organizations, Black and Hispanic youth represent approximately 61% and 24% of the program's participants, respectively.

While we take this moment to celebrate our continued impact, we're not stopping here. Our commitment to inclusion remains steadfast, and we look forward to building on our foundation as we become an ever more inclusive brand.

Reginald J. Miller, VP, People Diversity, Equity and Inclusion, and **Jenny McColloch**, Chief Sustainability & Social Impact Officer

Our Commitment to DEI



Our Global DEI Strategic Pillars

We leverage McDonald's influence and scale to accelerate meaningful societal change for our employees, Franchisees, suppliers, customers and communities.

Led by our company values, and through globally consistent and locally relevant actions, we aim to:



Represent
the diverse communities in which we operate



Accelerate
cultures of inclusion and belonging



Dismantle
barriers to economic opportunity

Read more about our [DEI strategy](#) on our corporate website.

Guided By Our Values

Putting our people first is what makes us McDonald's. We have embedded foundational values that guide us in our daily interactions with one another.

Our Values



Serve
We put our customers and people first



Inclusion
We open doors to everyone



Integrity
We do the right thing



Community
We are good neighbors



Family
We get better together



Our Commitment to DEI (continued)

Our Vision for Inclusivity

We have a bold vision for what we hope to achieve: a completely inclusive brand. To make this vision a reality, we must first understand the needs and wants of the stakeholders in our value chain, finding new and better ways to serve them.

For Our Employees

We seek to provide more equitable access to opportunities for people and are working to build a workforce and leadership team that reflect the diversity of the communities we serve.

To drive leadership accountability for DEI efforts, in 2021, we incorporated quantitative human capital management-related metrics into annual incentive compensation for our CEO and Executive Vice Presidents.

For Our Franchisees

We are working to provide Franchisee candidates with alternatives to traditional financing options globally, and, in 2021, we pledged \$250 million over five years to provide alternatives to traditional funding in the U.S.

For Our Suppliers

As of the end of 2022, our U.S. systemwide spend with diverse-owned suppliers was 25% – about \$4.4 billion – resulting in McDonald's reaching its 25% diverse-owned supplier spend goal for the second year in a row. We will continue to focus on our engagement with diverse-owned suppliers, measuring and reporting on annual progress.

For Our Customers

We are working to create a sense of belonging and inclusion for our customers around the globe. That includes tailoring our campaigns to reflect local needs, customs and priorities.

For Our Communities

We are finding more ways to be there for the people who live and work in the places we call home. For example, in the U.S., we are investing \$3.5 million in Community Impact grants for the City of Chicago, including many that benefit Black and Latinx youth.

We increased our U.S. systemwide investment in diverse-owned media and production companies and content creators to 8.5% in 2022, and we aspire to reach 15% by the end of 2024.



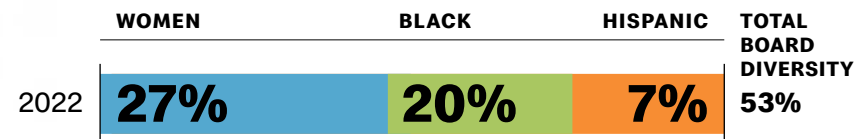
A Snapshot of Our Progress

Our Diversity Snapshot indicates the progress we've made against our goals to nurture an inclusive culture. By working to improve diversity at all levels of the McDonald's System, we aim to create an organization that reflects the communities it serves.

Board Diversity

As a leading global brand, we're proud of our efforts toward increasing representation throughout the organization, including on our Board of Directors, which is comprised of individuals with diverse backgrounds and experiences.

53% of our Board are women or from Underrepresented Groups²



Franchisee Diversity (U.S. System)

We are helping diversify our Franchisee community by generating more opportunities for new entrepreneurs and removing potential barriers to joining the McFamily.

30% of our Approved Owner/Operators (Franchisees) are women



32% of our Approved Owner/Operators (Franchisees) identified³ as either: Asian, Black or Hispanic



² Effective May 25, 2023, Robert Eckert and John Rogers, Jr. retired from the Company's Board of Directors.

³ 2022 data for existing Franchisees reflects information obtained through affinity group membership, informal identification and voluntary self-disclosure outside of the Registered Applicant process. More information regarding the Registered Applicant process can be found in [Franchising FAQs](#).

All data is reported as of December 31 of the stated calendar year. Footnotes [can be found here](#).

For more detail, [see our full Diversity Snapshot](#) – another step toward building greater accountability and transparency into our journey.

A Snapshot of Our Progress (continued)

Employee Diversity

Employee diversity is integral to our success as an organization and to our position as a change-maker in the communities in which we operate.



43% of Corporate staff are women at the Senior Director level and above.



28% of Corporate staff are from Underrepresented Groups at the Senior Director level and above (U.S.).

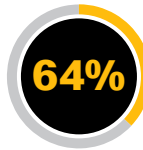
Employee Diversity at Company-Owned Restaurants



of managers globally are women (70% in the U.S.)



of restaurant staff globally are women (57% in the U.S.)



of U.S. managers are from Underrepresented Groups

Business Diversity

To bring about real impact, we strive to encourage change across our entire supply chain. As of the end of 2022, our U.S. systemwide spend with diverse-owned suppliers was 25%, resulting in McDonald's reaching its diverse-owned supplier spend goal for the second year in a row.

We will continue to focus on our engagement with diverse-owned suppliers, measuring and reporting on annual progress. See more about supply chain diversity on [page 27](#).

All data is reported as of December 31, 2022. Footnotes can be found [here](#).

For more detail, see our full Diversity Snapshot – another step towards building greater accountability and transparency into our journey.



Equal Pay for Equal Work

Our 2022 pay gap analysis showed women globally in Company-owned and operated markets were paid on average

\$.9991



for every \$1 paid to men for comparable work, and we took the necessary steps to close that gap in 2023.

Our 2022 pay gap analysis showed Underrepresented Groups in the U.S. were paid on average

\$1.0012



for every \$1 paid to other groups for comparable work.



Employees

Our strategy puts our people at the center.



Who Our Employees Are

We employ over 150,000 people worldwide, both in McDonald's offices and in Company-owned and operated restaurants.

Our DEI strategy is intrinsically linked to three philosophies: represent, accelerate and dismantle. It is designed to help McDonald's work toward being a place of opportunity for everyone who comes to work here – not just by attracting the best, diverse talent but by helping to foster a feeling of belonging too. And, because ambition is nothing without action, we underpin our commitment to inclusion with robust policies and actions that are designed to create real impact for employees, current and future.

We're working on building an inclusive environment where all employees can thrive, cultivating a diverse workforce, providing meaningful benefits, and reinforcing a culture of accountability from senior leadership down.

"We know that delivering an exceptional customer experience starts with putting people first. We're building an inclusive environment where all employees can thrive, cultivating a diverse workforce, providing meaningful benefits, and creating opportunities for people to build skills and take their career wherever they choose."

– Emilee Demartino, SVP, Chief People Officer, International Markets

Equal Pay for Equal Work

Working to close the gender pay gap is a key step on our journey to a more inclusive business.

Company employees are compensated at a level commensurate with their role, responsibility, impact, location, experience, knowledge, skills and performance, irrespective of any personal characteristics.

Our annual equal pay analysis showed we substantially attained equal pay in 2022. We have since taken the necessary steps to close the small gaps identified, including for women at staff and Company-owned restaurant levels in Company-owned and operated markets.

We closed the small pay gaps identified in our 2022 pay gap analysis. The 2022 analysis showed that women globally in Company-owned and operated markets were paid **\$0.9991** for every \$1 in base pay on average of what men are paid for similar work.

WOMEN



2022



\$0.9991

Our 2022 pay gap analysis showed on an aggregate basis, that there was no base pay gap disfavoring Underrepresented Groups in the U.S.



Embedding DEI in the Employee Experience

Building a culture of inclusion requires everyone at McDonald's to get involved in creating environments that nurture shared success.

That's why McDonald's offers employees services, benefits and initiatives to help them feel safer and more comfortable, both at work and in life.

Leadership Accountability for DEI

We're serious about holding ourselves and our leaders accountable for DEI progress, and about doing so with respect to local regulations and employment laws around the world. In 2021, we incorporated quantitative human capital management-related metrics into annual incentive compensation for our CEO and executive vice presidents. In 2021 and 2022, in addition to financial performance, executives were measured on several factors focused on driving behaviors and actions that help support the increase of representation of women and Underrepresented Groups in leadership roles (Senior Director and above) and championing our values.

Achievement against the human capital metrics is reported for Named Executive

Officers in McDonald's Annual SEC Proxy Filing, including the CEO, CFO, the President of McDonald's USA, the Global Chief Information Officer, and the Global Chief Legal Officer and Corporate Secretary.

In addition to holding our CEO and Executive Vice Presidents accountable for DEI efforts, in 2022 we introduced expectations holding all Vice Presidents, Senior Vice Presidents and Managing Directors accountable for their efforts, engaging in inclusive behaviors that support talent development and building a strong diverse succession pipeline, with their performance contributing to their annual performance ratings and incentive compensation.

Training and Mentoring

McDonald's believes in fostering a culture of continuous learning, acknowledging that growth and development are key to succeeding in an ever-changing world. Crucial to this is broadening our understanding of diverse perspectives and continuously enhancing

our practices and behaviors to create a more equitable, inclusive workplace.

Inclusive Leadership

During 2022, we worked with the Center for Creative Leadership to design an Inclusive Leadership course for employees in Director-level positions and above. Created, in part, to support progress against our initiative to hold our Vice Presidents, Senior Vice Presidents and Managing Directors accountable for engaging in inclusive behaviors that support talent development, the course encourages leaders to reflect on their own understanding of DEI and develop plans relevant to their teams. This practice encourages leaders to examine policies, practices, actions, circles of influence and connections that contribute to a culture of inclusion at McDonald's. Throughout the year, 62% of global directors and above, and 100% of officers, either completed or registered to attend the session.

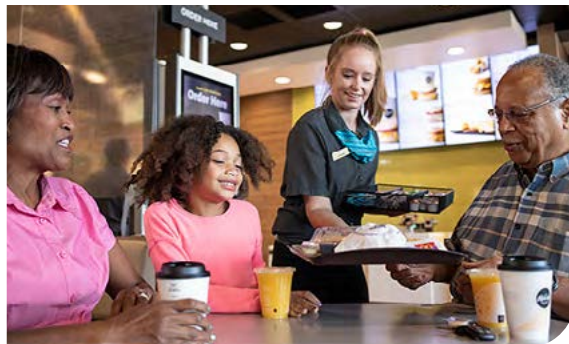


Embedding DEI in the Employee Experience (continued)

Curriculum DEI in Spain

Since 2022, McDonald's Spain has been raising awareness about DEI during onboarding processes for corporate and McDonald's Operated Company (McOpCo) employees. Particularly, initiatives like "Viviendo Nuestros Valores" (Living Our Values) have been designed to introduce McDonald's values and how to bring them to life in the workplace.

Another program, Curriculum DEI, creates space for exploring workplace psychological risks and accelerating a culture of belonging, with practical situations to ensure our people are truly living McDonald's values and representing the brand. Other topics include nurturing a speak-up culture, understanding inclusion, building safe, respectful workplaces, and preventing workplace violence.



Inclusive Benefits and Health Programs

At McDonald's, we understand the importance of helping everyone feel provided for when it comes to health care. It's why we believe in addressing the diverse health and well-being needs of all our employees and their families.

We have partnered with Included Health in the U.S. to connect U.S.-based employees enrolled in a McDonald's medical plan and covered dependents to quality healthcare resources. Included Health provides 24/7 guidance, advocacy and personalized virtual and in-person care – for both every day and urgent needs like primary care, behavioral health, and specialty care. We actively encourage U.S.-based Corporate staff and McOpCo restaurant employees who are enrolled in a McDonald's medical plan and their covered dependents to activate their no-cost Included Health account. This connects them with a team of clinical and service experts who are prepared to address the full spectrum of health care needs spanning the clinical and the administrative.

In 2022, we expanded our Included Health service for LGBTQ+ employees and their dependents to include specialized care teams supporting LGBTQ+ medical, administrative and insurance needs. The LGBTQ+ Health team, comprising queer and trans individuals, connects members to affirming care providers, from primary care clinicians and dermatologists to therapists and psychiatrists. Employees also receive resources and support for trans benefit coverage, gender-affirming care and surgery information.

In February 2023, following the success of the Included Health LGBTQ+ Health program, we launched Included Health's Black Health program to increase trust in healthcare and provide connections to quality, culturally competent resources.



Embedding DEI in the Employee Experience (continued)



Creating Space for Inclusivity

Our teams around the world have been working toward greater workplace inclusion, whether by raising awareness or supporting education and training initiatives.

Creating Space for Everyone in Austria

McDonald's Austria is helping make a difference by boosting cultural awareness and empowering women to follow enriching careers. They support the [Austrian Integration Fund's \(ÖIF\) 'KOMPASS – career paths for immigrant women'](#) and the BRAVE Jobs Consultation Center by [Trabalobe](#), which aim to help immigrant women find work that matches their qualifications.

Internally, the team aims to raise awareness about the different religions and backgrounds of our employees – collating all major cultural holidays and creating a DEI calendar for office and crew rooms. Each holiday has a unique QR code, which allows McDonald's Austria to share everyone's unique heritage and beliefs with content specifically created for each day.

Left: The "92 Nations, 1 team" mural campaign in Vienna, Austria

Challenging Stereotypes in Germany

During Diversity Awareness week, McDonald's Germany produced a series of activations to demystify stereotypes and other prejudices, including DEI-themed games and fireside chats. They hosted a series of "gender lunches" in the staff restaurant, providing opportunities for employees to explore the full spectrum of gender identities. Restaurants also launched Pride-themed additions to the menu, such as "Rainbow Sticks" and "Rainbow Coke Glass."

In 2022, McDonald's Germany created and launched two DEI podcasts. Through the podcasts, the team supports discussions on gender equity and diversity trends to raise awareness around key issues. One of the podcast episodes was recorded as part of the European LGBTQ+ celebration and demonstration, Christopher Street Day, and focused on the importance of LGBTQ+ community and the transition stories of two McDonald's employees.



Prioritizing Disability Inclusion

Creating inclusive workplaces means more than helping people feel represented. It also includes creating spaces where people with disabilities are given the support they need to thrive at McDonald's.

Disability Inclusion Strategy

To help drive continuous progress at McDonald's, we launched our Disability Inclusion Strategy in 2022. As part of this, we have looked at several ways to embed disability considerations into our workspaces.

Below, left to right: Tim Ledger; Susan Armstrong, Operations Consultant; and Biswa Phuyal from the Illinois Division of Rehabilitation Services



Romeoville Innovation Restaurant United States

McDonald's USA collaborated with the State of Illinois Vocational Rehabilitation Program, Division of Rehabilitation Services, to build a more inclusive working environment in the Romeoville Innovation Restaurant. Through this collaboration, McDonald's USA is recruiting more candidates with disabilities and exploring how to best implement inclusive hiring practices, including enhancing interview processes; engaging with candidates, as needed, to identify reasonable accommodations; and providing job coaching as part of the onboarding process.

By the end of November 2022, four disabled candidates had accepted offers to work at the Romeoville Innovation Restaurant, and McDonald's was awarded the Employer Innovation Award by the State of Illinois. McDonald's USA continues to evaluate the success of this program and aims to set a roadmap for corporate-owned stores going forward.



Above, left to right: Lolo Spencer and Melissa Harris, McDonald's Disability Inclusion Group Vice Chair, Sr. Manager of Digital Accessibility

“Let's Talk...” Discussing the issues that Matter

“Let's Talk...” is our engagement series that gives employees the opportunity to listen, learn and discuss topics that impact how we work and the experiences we have in our daily lives. It is delivered via a series of virtual fireside chats and facilitated discussions.

To mark International Day of Persons with Disabilities, one session focused on disability inclusion, and welcomed actress, model, influencer and disability advocate Lauren “Lolo” Spencer. Lolo shared her experiences as a Black, disabled woman, discussed ableism, and provided perspectives on how we can be better allies to our colleagues with disabilities across the McDonald's System and in our own communities.

Inclusive Project in Portugal

McDonald's Portugal has launched a groundbreaking inclusion project, designed to strengthen the employment opportunities for individuals with disabilities, with a particular emphasis in the deaf community. Collaborating with external organizations, their primary objectives are to expand the pool of talented candidates and establish an all-encompassing recruitment process that embodies inclusivity throughout.

Below: Augusto Manjate, member of McDonald's Portugal



Fostering Inclusion Through Employee Business Networks



Our Employee Business Networks (EBNs) are employee-led, volunteer business-focused forums. They exist to support inclusive work environments, foster relationships, advance career development opportunities and help grow our business.

EBNs help members network, learn from one another and develop their careers together. As well as offering a source of mentors, role models and sponsors, they also give members access to senior leadership, information on career strategies, and opportunities for leadership experience. Currently, we maintain one global network – Global Women Leadership’s Network (GWLN) – and nine that are based in the U.S.

Our EBNs help McDonald’s build a diverse pipeline of future leaders, and we recognize them as learning labs for leadership skills and mentoring. Active members practice leadership

skills to prepare for future roles – leading teams and projects, managing budgets, developing strategy, writing and presenting to senior leaders.

Throughout 2022, EBNs also took action by supporting causes and organizations that address issues that are relevant to members and that support McDonald’s purpose.

Summits to Accelerate Change

Our EBNs hosted several summits, all with the goal of creating a more inclusive, more effective organization.



Left to right: Maritza Hurtado, Lauren Flanagan, Dyanna Okazaki, Andre Austin, Ana Sanchez

EBN Summit 2022

In October 2022, our Global DEI team hosted 200 culture champions at an EBN Leadership Summit at McDonald’s HQ in Chicago. It was the first time in four years this event was able to take place in person, and provided the opportunity for members, leaders and emerging leaders to engage with senior business leaders and help their National EBN leadership teams draft a solid 2023 Annual Plan for their Network.

Left to right: Jonathan Foster, Josephine Wee, Gina Hardy, Rebecca Deck, Martha Mariscal

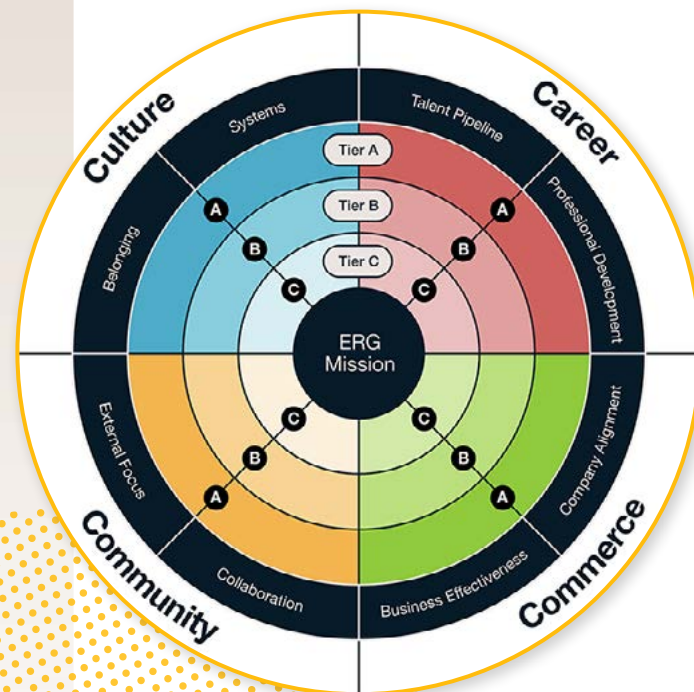


Information about each of our EBNs is available on our website.

Fostering Inclusion Through Employee Business Networks (continued)

The 4Cs Model™

McDonald's introduced a framework for planning, executing, and measuring the impact of EBNs on our overall business plan. This framework, called the "The 4C Model™" (Culture, Career, Commerce and Community) was developed by Dr. Robert Rodriguez of DRR Advisors LLC.



Dr. Rodriguez presented the framework and discussed how focusing on those pillars can help leaders build a more effective and impactful Network. When applied successfully, the 4C Model should create more opportunity and equity for members and leaders, resulting in accelerated inclusion, greater sense of belonging, and more meaningful connections.

Boosting Empowerment for Women

McDonald's first Middle East and Africa (MEA) Women's Leadership Summit in October 2022 brought together representatives from 14 markets including chapter leads, allies, executive sponsors and guests from global teams. They joined to discuss solutions that support women representation and empowerment.

Underpinning the summit was an exploration into the importance of innovation, collaboration and execution. Innovation will be key to shaping the future of the GWLN, with collaboration needed to share best practices and support the success of McDonald's globally. And, to continuously support women empowerment, we plan to look to effectively execute plans for enhancing women's experiences.



"It must be our collective ambition to ensure we continue to become a more inclusive and equitable workplace. Leadership networks like the GWLN are an important ally in that critical work."

– Jill McDonald, Executive Sponsor of the GWLN Advisory Board, EVP and President, International Operated Markets



Fostering Inclusion Through Employee Business Networks (continued)

Atlanta Field Office Summit

The Atlanta Field Office held its inaugural EBN Summit at The Coca-Cola Headquarters. It was a meeting of minds, with over 100 guests joining to learn about DEI.

The purpose of this summit was simple: **educate** staff on the DEI framework, **connect** the dots on the importance and impact of DEI to personal and business role models, and **champion** the spirit of inclusion by supporting EBNs.

Below: Members of the Atlanta Field Office at The Coca-Cola Headquarters



Celebrating Key Dates

We strive to live by our inclusion value each and every day. However, throughout the year, we also take key dates and international days of recognition as opportunities to bring together our people in celebrating diversity.

Promoting Diversity and Inclusion on Martin Luther King, Jr. Day

McDonald's Global DEI team commemorated Dr. Martin Luther King, Jr. Day with a global virtual celebration in January 2022. We were joined by many inspirational keynote speakers who shared messages on the importance of diversity and inclusion.

The aim of the event was to set the stage for our new global approach to inclusive cultural celebrations, to create multiple opportunities to hear from various perspectives across the business in the context of Dr. King's legacy, and to enable people to attend and participate despite busy schedules.



Left: Professor John Amaechi OBE

Our guest speaker, organizational psychologist, executive coach, bestselling author and former NBA player Professor John Amaechi OBE, focused on how inclusive leadership is better leadership – resulting in enhanced employee and customer experiences and a more successful business.

Celebrating Gender Equality on International Women's Day

McDonald's hosted a global virtual event to commemorate International Women's Day. Led by the Global DEI team, the event was a moment of connection, learning and celebration. Aligned with the theme of "Gender Equality Today for a Sustainable

Tomorrow," we highlighted the work we are doing to help support advancement and drive women's empowerment globally.

In the spirit of allyship, the event also included an interview with Amelia Nagoski, D.M.A., who (together with her twin, Emily Nagoski) wrote *Burnout: The Secret to Unlocking the Stress Cycle*, a book on how and why contemporary women experience stress, stressors and burnout – and how to avoid them. The conversation gave attendees actionable steps for better emotional and physical wellness, particularly aimed at anyone who has ever felt overwhelmed and exhausted while still being worried they "weren't doing enough."

Amelia Nagoski, D.M.A.



Fostering Inclusion Through Employee Business Networks (continued)

Loving Life, Real and Out Loud

By fostering a culture of care throughout the company, McDonald's is able to harness the innovation, creativity and collaboration that happens when diverse voices are heard and valued. During Pride 2022, we created a special webcast, available to employees globally, to share what McDonald's is doing to celebrate LGBTQ+ people and to ensure everyone in the Company feels seen, supported and, above all, proud.

Throughout the online presentation, people from across our staff discussed what Pride means for them. It also served as an opportunity for exploring what LGBTQ+ inclusion means for our business and people and how we can all be better allies. Expert speakers – both external and internal – explored the history of LGBTQ+ rights and how our teams around the globe are working to make McDonald's even stronger through inclusion.



We want to celebrate the LGBTQ+ community whenever and however we can, which is why, in 2022, we also took part in the Chicago Pride Parade. Many of our employees walked the route alongside the McDonald's Pride float, amplifying the message that, at McDonald's, everyone has the space to love their life "real and out loud."

International Day of Persons with Disabilities

The Disability Inclusion Group (DIG) is our most recently formed EBN. In December 2022, they hosted the company's first-ever global webcast celebrating International Day of Persons with Disabilities.

During the day, we celebrated and highlighted various ability-inclusive initiatives launched in our India, Mesoamerica, Pakistan, Portugal, Puerto Rico and U.S. markets. Additionally, we had a conversation with internationally known disability rights activist, Emily Ladau. It was a great learning opportunity for employees globally, with 1,800 attendees registering across 60 countries – 44% of whom were our global family outside the U.S.

Left: Members of the McDonald's PRIDE Network participating in Chicago's Pride Parade.

Pride in Australia



In August 2022, McDonald's Australia celebrated 'Wear it Purple Day' to support LGBTQIA+ youth and promote their rights to be proud of who they are. Restaurant and corporate employees were encouraged to wear purple, decorate stores, set up donation boxes, and attend a morning tea. As one of Australia's largest employers of young people, McDonald's Australia aims to support causes that promote education and inclusion for LGBTQIA+ youth.

Emma Peir (left), Director, People and Renee Smith (right), People Team Assistant – McDonald's Australia.



International Developmental Licensees



Our International Developmental Licensees (IDLs) are strategic partners to whom McDonald's has licensed its franchising rights in 79 markets across the globe.

These licensees are responsible for operating and managing their businesses, providing capital, and developing and opening new restaurants in their markets. The initiatives described below are separate DEI initiatives driven by the licensee and its employees.

Pakistan

Cultural and religious barriers in Pakistan have led to one of the lowest rates of women in employment globally, at over 23% in 2021.¹

To help address this, McDonald's Pakistan ran a campaign to dispel misconceptions and encourage more women to seek employment in our restaurants.

They ran recruitment campaigns at universities in Lahore, Islamabad and Karachi to engage more women candidates. As part of these campaigns, they highlighted some of the programs and benefits offered to support women employees, including flexible working

hours, uniform flexibility, and travel support for commuting. As of March 2023, McDonald's Pakistan has a women restaurant workforce (crew and managers) of 18% overall.

Hungary

McDonald's Hungary's inclusive hiring efforts are reflected in the high proportion of students, disabled workers and new mothers among staff. Throughout 2022, they continued their Employment of Career Entrants initiative in underserved regions.

In November 2022, the Family-Friendly Hungary Center performed a voluntary audit of McDonald's Hungary's operations and restaurants. They were certified as a Family-Friendly Workplace, recognizing their dedication to flexible and inclusive work environments.

The team introduced their new Complex Program to reinforce DEI in the organization.

¹ *Trading Economics.*

² *In 2022, 96.8% of men over the age of 15 in Qatar participated in the labor force; only 60.5% of women over 15 did.*

Wadi Al Banat Branch in McDonald's Qatar, 100% Operated by Women!

Left to right: Judilyn David, Rashmi Tamang, Christine Yna Pocos, Caroline Asimwe, Sheirra Rosas Lobrigo, Marlen Mendoza

It includes updated policies and directives, training, employee surveys and individualized working schedules.

Qatar

As of December 2022, McDonald's Qatar was certified by the Great Place to Work platform in recognition of their commitment to constant learning and creating an inclusive environment.

The team has implemented initiatives to drive inclusion, such as regular DEI training for Qatar-based teams. They are also taking steps to improve representation and address the national labor gap².

McDonald's Qatar is engaging women through workshops and learning sessions. As of March 2023, women representation at the restaurant level (crew and managers) was 43% and 36% of leadership were women – showing how they are turning their passion for inclusion into action.

Franchisees

Our Franchisees are small business owners in their own right, uplifting their communities.



Who Our Franchisees Are

Our Franchisees are key members of the local communities they serve – as employers, service providers, business leaders and role models. We're always looking for talented, hardworking, energetic individuals who want to be a part of our growing, thriving Franchisee community.

Our Franchisees are essential to the McDonald's business model. They're also small business owners who uplift their communities and provide employment. We're implementing strategies that help improve diverse Franchisee representation and inclusion globally.

There's strength in the diversity of talent and ownership. Our growth must also be underpinned by inclusion – providing opportunities to Franchisees and removing potential barriers to entry for Underrepresented Groups.

That's why we support our industry-leading Owner/Operator Associations that help drive a more inclusive McDonald's. And it's why we support Franchisee DEI development, delivering resources that help Franchisees thrive while increasing access.

“As local entrepreneurs, our Franchisees connect McDonald's to communities around the world – their dedication brings employment opportunities, generational wealth, and delicious meals. It's why we've set aside \$250 million in financial assistance to help more entrepreneurs from diverse backgrounds with limited capital get started on their Franchisee journey.”

– Brad Bogan, Vice President of US Strategic Franchising, McDonald's USA

Increasing Access to Opportunities



As of the end of 2022¹, **32%** of U.S. Franchisees were Asian, Black or Hispanic. Additionally, **30%** were women.

We know the opportunity to own a McDonald's restaurant can change people's lives, unlocking new doors to financial success and career satisfaction.



Right: Richard Tieu

It can positively shift a family's trajectory and create generational wealth for years to come. With our U.S. financing options, we're empowering more people to start on their franchising journey. Through a combination of recruiting, training and mentoring, we've also seen more people from Underrepresented Groups become entrepreneurs and start their own franchises.

By increasing access to franchising opportunities, not only do we improve our business; we also help strengthen local communities and drive financial stability and empowerment. We strive to continue to create pathways for candidates who aspire to join our McFamily and grow with us, supporting them especially at the commencement of their Franchisee journey.

Funding Ventures Into Self-Employment in the U.S.

In 2021, we pledged \$250 million over five years to provide alternatives to traditional funding in the U.S. Since then, we have reduced upfront equity requirements for eligible Franchisee candidates to allow a greater, more diverse pool of people to pursue small business ownership. We are now leveraging our banking partners to further increase access to opportunity for people wanting to become Franchisees.

One recipient of funding through our investment commitment is Richard Tieu, a successful entrepreneur who, today, owns and runs two McDonald's restaurants in California. Born in Vietnam, Richard and his family fled their home country to pursue a better, brighter future for their children.

Richard's family made their new home in the San Francisco Bay Area with only \$50 when they arrived. Richard's parents took on multiple jobs to support their family. This hardworking spirit was passed on to Richard, who, with a wife and two young daughters, decided he wanted to leave a legacy for his children. He was interested in becoming a McDonald's Franchisee because it represented a valuable opportunity to own his own business with a world-renowned Company.

He was accepted into the Franchisee Candidate Training Program and commenced tailored Owner/Operator training with McDonald's. This included gaining access to our network of Owner/Operator Associations – groups that enable connection between new and existing owners to share industry best practices. After completing training and becoming qualified to purchase, Richard worked with McDonald's to identify the financing structure that worked best for his situation. His down payment, coupled with lending assistance from McDonald's, enabled him to buy two restaurants.

¹2022 data for existing Franchisees reflects information obtained through affinity group membership, informal identification and voluntary self-disclosure outside of the Registered Applicant process. More information regarding the Registered Applicant process can be found in [Franchising FAQs](#)

Increasing Access to Opportunities (continued)



Anisha Sharma (left) and Shafali Shown-Keen (right)

In 2022, our UK&I market had recruited **14** new Franchisees, of which **36%** were women, and **43%** were considered diverse.²

Increasing UK and Ireland (UK&I) Franchisee Diversity

McDonald's UK&I is making conscious efforts to attract diverse talent with a Franchisee reputation and recruitment strategy built around four key pillars:

- Targeting marketing through our online platforms
- Recognizing Franchisee achievements
- Driving engagement through networking events
- Leveraging partnerships to reach Underrepresented Groups

As part of the strategy, McDonald's UK&I seeks to boost gender representation. This is exemplified by sisters Anisha Sharma and Shafali Shown-Keen, McDonald's Franchisees in London who own one and three restaurants, respectively. Both coming from backgrounds in corporate finance, the sisters moved into franchising as a way to build business legacies they could call their own.

²McDonald's UK&I measures and reports diversity progress in terms of gender and broad ethnicity categories only. The three broad ethnicity categories are White, Asian and Black.



“I was looking for a business that had accommodating hours, the opportunity for business growth with a trusted supply chain with an ecosystem that is proven and tested.”

– Reema Mavani, UK&I Franchisee

Of particular importance to both has been finding ways to support more women in their restaurants. When Anisha first began her journey, the management team was composed almost entirely of men. She quickly set to addressing this disparity to create a more equitable environment. Similarly, Shafali has increased the number of women managers on her staff. And, so that more women restaurant staff will feel empowered to speak up, Shafali hosts regular sessions in all her restaurants where women are encouraged to voice their opinions.

For both sisters, stepping up as a role model has been a key focus throughout their Franchisee process, empowering more future women business owners to pursue their professional dreams.

From IT to Franchisee

During 2017, Reema Mavani, a former IT account director, became a McDonald's Franchisee. Today, she runs seven restaurants in the U.K. and Ireland and won the British Franchise Awards' New Direction Franchisee of the Year Award in 2022.

Becoming a parent was the driving force Reema needed to find a career with greater flexibility. She and her husband discovered McDonald's at a franchising exhibition and, though they had never run a company before, felt they would be joining a supportive community – one that would give them the training they needed to be put in a position to succeed.

The initial nine-month training program took place mainly within the restaurant setting, in addition to completing elements at our Hamburger University. It included learning the operational foundations working as a crew member, and helped prepare Reema for running her own business as she worked through shift leadership and restaurant management modules. Reema has received support from McDonald's, particularly from one of our franchising consultants, who helped her develop business strategies. Today, as well as having the flexibility to manage her work-life balance, Reema enjoys building a workforce that represents her community, supporting local charities and mentoring other Franchisees – particularly women.

Increasing Access to Opportunities (continued)

Cutting the Cost of Becoming a Franchisee in Canada

McDonald's Canada is expanding its network of Franchisees and increasing its pipeline of potential candidates by nearly 50%. While becoming a Franchisee may be a rewarding path, it does come with financial responsibilities and upfront capital requirements. After talking to interested business owners and consulting the marketplace, McDonald's Canada decided to lower capital requirements to entry from \$1 million to \$700,000.

During 2022, McDonald's Canada also restructured restaurant economics, where feasible, contributing a percentage of buy-in price so people pay less at the outset to become Franchisees without negatively impacting the buy-in price negotiated by the purchaser with the seller. This eases pressures on Franchisees, maintains McDonald's rate of return and creates more opportunities for people to purchase the restaurants they operate. This ties into our wider strategy of *Accelerating the Arches* and one of its core pillars to drive restaurant development and capture increased demand in the market.

Spotlight on Women-owned Franchises

During 2022, three of our women Franchisees exemplified what people can do when they have the correct tools and guidance.

Entrepreneur Stephanie Jones, from Nova Scotia, started out in the business with two small restaurants in 2010 and with her latest purchases in 2022 she now has 11 restaurants spread across the province.



Stephanie Jones

Kelsey Filion Drozduk, who operates two McDonald's businesses in Manitoba, is positively impacting her local community while successfully balancing her responsibilities as a parent to two young children.

Lastly, Jennifer Antolin. She is a proud McDonald's Franchisee of 10 years who values the opportunity to serve and engage with people from all walks of life in her five Ontario-based restaurants. Our team in Canada spotlighted these stories in 2023, helping raise awareness among women that becoming a small business owner is achievable and worthwhile.



Jennifer Antolin



New Owner/Operator Kelsey Filion Drozduk with her two kids and husband on McHappy Day.

Our Owner/Operator Associations: A Network of Support



Increasing access to opportunities is vital to enhancing the diversity of our Owner/Operator (Franchisee) network. Once they have joined the McFamily, we want to help Franchisees sustain that level of support, with Owner/Operator Associations that encourage shared learning and growth.

Our System consists of several Owner/Operator Associations as valuable forums for Owner/Operators to network, learn from one another, share best practices and provide support for the communities they serve. We also have other Owner/Operator Associations across the globe.

AMOA: Promoting Growth and Equity in the U.S.

Throughout 2022, our Asian McDonald's Operator Association (AMOA) engaged in numerous conferences and community engagements, using their unified voice to help support their communities. AMOA has also worked to amplify McDonald's efforts to increase representation among our Franchisee base. Most notably, during the National Asian American Chamber of Commerce and Entrepreneurship's (National ACE) Unity Conference at McDonald's Global Headquarters, AMOA members shared their franchising journeys with Chamber of

Commerce representatives from across the U.S. as well as to potential future Asian and Pacific American (APA) Franchisees.

The group's work to increase demographic representation focuses around four core areas:

- **People:** Putting their people at the heart of their businesses and continuing to develop them, providing support for growth.
- **Franchising:** Actively participating in on-going conversations with National Franchising, National Field President, and Field Offices on behalf of AMOA members to help grow their businesses.
- **Economics:** Supporting success by helping each restaurant stand on its own and grow its cash flow.
- **Communication:** Sharing information and networking opportunities through quarterly membership calls, as well as facilitating regular engagements with AMOA Zone and Chapter Presidents to boost understanding of current issues.

APA Next Scholarship

In 2022, McDonald's USA organized its first-ever College Education Summit, bringing together influential APA thought leaders. The summit's goal was to assist APA students in charting their career paths for future success with educational and professional development opportunities.

Through the event, McDonald's USA collaborated with NextShark, a prominent APA media company, to explore underrepresentation of Asian communities, particularly among students. Renowned speakers discussed important topics such as college admissions, financial literacy and mental health – all through an APA lens.

The summit aligned with our wider commitment to support bright futures through education-focused programs, including the McDonald's/APIA³ Scholarship, which grants \$500,000 annually to help APA students reach their full potential. The AMOA is proud to partner with McDonald's USA toward funding and supporting the APA Next Scholarships.

³Asian and Pacific Islander Americans.

Left: Owner/Operator Ebrahim Maghsoud, AMOA Advocacy Chair, during 2022 National ACE Unity Conference



Our Owner/Operator Associations: A Network of Support (continued)



MHOA: Educational Opportunities for Hispanic Communities

Through the McDonald's Hispanic Owner-Operators Association (MHOA), several of our Franchisees are working to advance quality education opportunities for Hispanic communities. For example, MHOA helps fund the McDonald's HACER® National Scholarship, which has supported more than 17,000 Hispanic students in their pursuit of academic goals since 1985.

Founded by Owner/Operator Richard Castro, HACER offers up to 30 scholarships to outstanding Hispanic students annually, with recipients receiving between \$5,000 and \$100,000, and is supported by Franchisees in the Operator's National Advertising Fund (OPNAD) and MHOA. Students are selected based on academic achievement, community involvement, personal statement and financial situation.

In 2022, we were fortunate to have a former McDonald's crew member, astronaut Katya Echazarreta, join us in our HACER endeavors. The first Mexican-born woman to travel in space, Katya was a guest speaker on our HACER Education Tour. She also met face-to-face with McDonald's employees, sharing stories about her early life with McDonald's, her journey into space and how she believes that her first job at McDonald's contributed to her subsequent success.

Additionally, McDonald's donated \$1 million to the newly established Smithsonian National Museum of the American Latino in 2022. Phil Fuentes, one of our MHOA members in Chicago, serves on the museum board as secretary. Learn more about the National Museum of the American Latino on [page 43](#).

Left to right: Three students from Betty H. Fairfax High School in Phoenix, Arizona; Ana Juarez, VP of AGK Restaurants, Inc.; Luis Duran, past HACER recipient.



Owner/Operator Richard Castro (left) and astronaut Katya Echazarreta (right)



The HACER Scholarship Foundation offers up to 30 scholarships to outstanding Hispanic students annually, with recipients receiving between \$5,000 and \$100,000.

Our Owner/Operator Associations: A Network of Support (continued)



During the retreat, **WON** promoted the theme “Women Supporting Women” through team-building exercises, growth challenges, and well-being activities.

(Back, left to right): Nellie Thomas, Dulcy Purcell, Shelly Contreras, Randi Ray (Middle, left to right): Julie Pernecky, Kristen Fraser (Bottom, left to right): Jamie Straza, WON President, Melissa Montes, Maria Acosta, WON Vice Chair

WON: Championing Women's Empowerment



Women Owners Network (WON) champions women's empowerment within the McDonald's System and beyond. Throughout 2022, they focused on self-growth and supported women during the annual WON Retreat. It was an opportunity for attendees to remember that, while business is important, their health, well-being and mental health are also a top priority – “helping us be the best versions of ourselves.” During the retreat, WON promoted the theme, “Women Supporting Women” through team building exercises, growth challenges and well-being activities.

To advance their efforts, in 2022, WON welcomed a new Chairwoman, succeeding the next Chair of the new National Franchisee Leadership Alliance (NFLA). The group also set new priorities for the next few years, including:

- **Leading Women in Advocacy:** Coaching on how to advocate for yourself, build your brand, and boldly find your voice.
- **Creating a stronger culture for women at McDonald's** and establishing an environment that encourages a loyal employee base – bound by purpose.



NBMOA: Celebrating 50 Years of Success and Community Advocacy

Since its inception in 1972, the National Black McDonald's Operators Association (NBMOA) has believed in a mission of self-help, where members support each other to achieve a shared goal of business and economic success. The NBMOA also believes in financial and operational betterment for every member, as well as for Black business partners, the McDonald's Corporation and the Black community as a whole.

The NBMOA is one of our most active organizations when it comes to community engagement and organizational transformation. In 2022, NBMOA celebrated a tremendous occasion: their 50th anniversary. During those 50 years, NBMOA has received sponsorship from various international businesses, and partnered with local governments and colleagues to raise the bar on diversity and inclusion. They've championed greater equity for Black people throughout the McDonald's System, engaging with Black suppliers and businesses so our network better reflects the communities it serves.



On May 23, 2022, the City of Chicago renamed the street in front of Herman's first restaurant in Chicago's Woodlawn neighborhood after Herman Petty to honor his legacy.

Find out more about NBMOA's work over the last 50 years in their interactive [symposium program](#).

Herman Petty: A Legacy Honored

In 1968, Herman Petty became the first Black McDonald's Owner/Operator. Purchasing his first store on Stony Island Avenue in Chicago at the height of the civil rights movement, Herman helped create a new and brighter future for Black Americans, setting an example for future diverse entrepreneurs and business owners.

Sadly, Herman passed away in 2009, after a lifetime of achievement, inspiration and service to his community. To commemorate his life, the city of Chicago bestowed an honorary street naming on a section of Marquette Road between Stony Island Avenue and Dorchester Avenue, naming it “Herman Petty Way.”

Archways to Opportunity™

We know the people throughout our restaurant system have unique dreams and aspirations. As part of our overarching DEI strategy, we want to help empower McDonald's brand restaurant employees to achieve those dreams.

It's why we created Archways to Opportunity™ – a comprehensive education strategy with multiple programs that gives people in our U.S. Company-owned and participating franchised restaurants space to grow and learn.

Through the program, we're helping people accelerate their journey to success in multiple ways:

- Improving their English skills.
- Earning a high-school diploma.
- Supporting them toward a college degree.
- Helping create an education and career pathway by providing access to advisors – which extends to immediate family members.

By offering this support, we're helping advance inclusivity, dismantling barriers to new opportunities for more McDonald's brand restaurant employees.

Elizabeth – an Archways to Opportunity Success Story

Elizabeth Arroyo Gomez works on the front line of medicine. Currently working at Swedish Hospital, part of NorthShore University Health System in Chicago, she might take part in cataract surgery one day and a hip replacement the next – either way, she is supporting the health and well-being of her community.

Elizabeth credits her current success to her previous experience working at McDonald's. Here, she learned how to work as part of a team and provide the best treatment for customers, a skill she has brought to the operating theater. Through the Archways program, which helped fund her associate degree, Elizabeth graduated debt-free from Triton College in Illinois, and pursued her passion for healthcare.

Elizabeth feels grateful for all she learned at McDonald's, a Company that valued her as a team member and as an individual.



“In my job, you have to work as a team... but instead of serving customers, we're helping patients. You have to give them the best treatment, the same as you'd give a customer at McDonald's.”

– Elizabeth Arroyo Gomez, Surgical Technologist and former Archways to Opportunity participant



Archways to Opportunity Impact Since 2015

Between 2015 and 2022 year-end, the program had achieved:

- Increased access to education for more than **82,500** restaurant employees.
- Awarded college tuition assistance to more than **65,000** restaurant employees.
- Approximately **1,700** graduates in the Career Online High School program.
- More than **\$185 million** awarded in high school and college tuition assistance.



Suppliers

We engage suppliers who share our vision for a more inclusive society.



Who Our Suppliers Are

Our global network of suppliers includes a mix of large companies and smaller, family-owned businesses, all connected by an infrastructure of shared values, partnerships and technology.

Despite being a complex structure of both direct and indirect suppliers, we hold the expectation that everyone in our supply chain meets the same standards for quality, efficiency and ethical behavior. Through business relationships, we seek to embed trust and confidence on both sides. Long-term relationships give our suppliers confidence to grow and invest in their own business, creating a virtuous circle.

McDonald's has one of the most expansive supply chains in the world – something that is supported and made possible by our commitment to working with diverse-owned businesses.

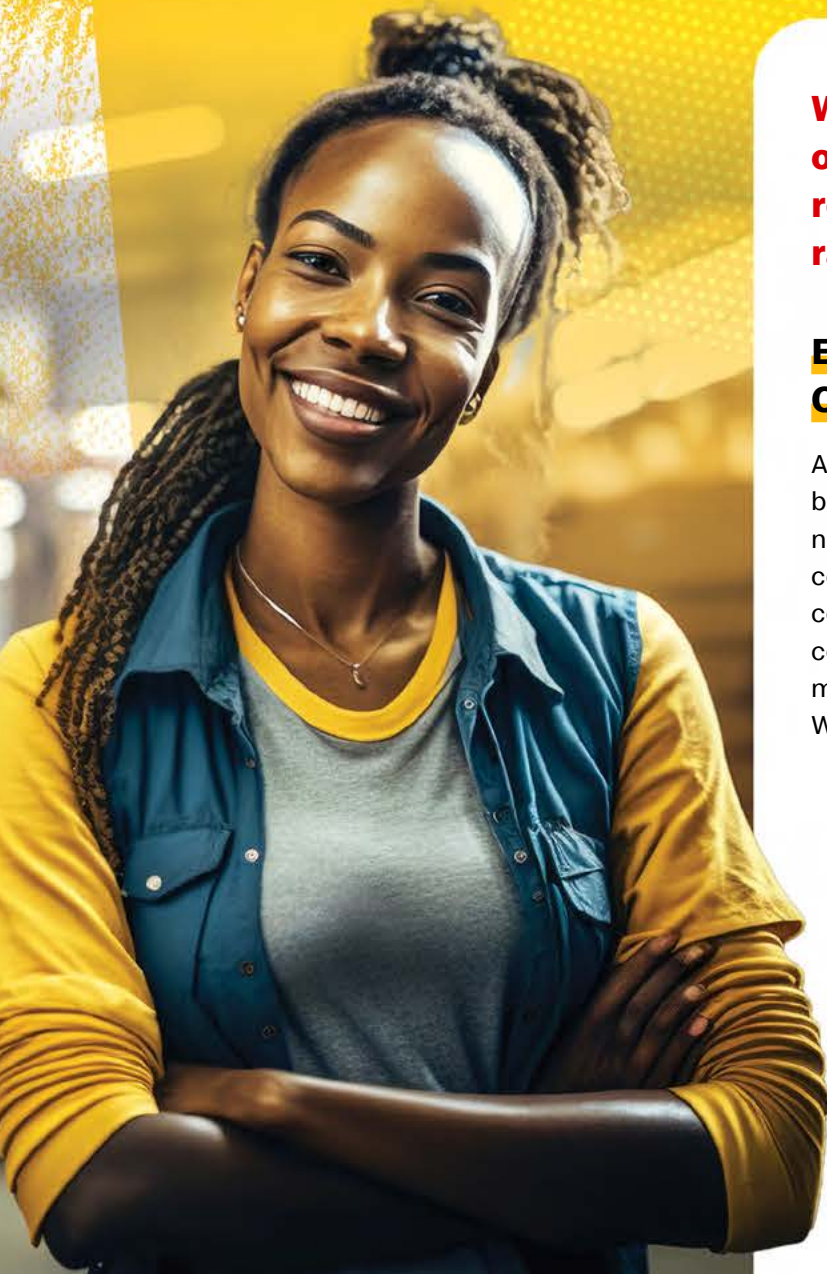
Not only are we proud of the relationships we've built with diverse-owned businesses, we also encourage suppliers, whether from diverse backgrounds or not, to share our vision for a more inclusive society and commit to supporting representation, inclusion and equity within their own businesses.

With our size, scale and relationships, we help bridge the gap between the businesses we work with and industry-certifying bodies to help suppliers across our System obtain business certifications, which opens doors for them to have continued economic success, even outside McDonald's.

“Through initiatives like our Mutual Commitment to DEI pledge, suppliers in the McDonald's System are helping create a diverse ecosystem – one dedicated to positive change, equity and equality for all.”

– Karmetria Burton, Senior Director, Global Business Diversity

Building a More Diverse Supply Chain



We believe a diverse supply chain – with people from a range of backgrounds and experiences – is a more innovative and resilient one; one with the ability to adapt and evolve more rapidly, especially in times of crisis.

Engagement with Diverse-Owned Suppliers

At McDonald's, our aspiration is to dismantle barriers to economic opportunity, and find new ways to support business owners in the communities we serve. To achieve this, we continue leveraging opportunities, such as conferences and engagement events, to meet more new and diverse-owned businesses. We also continue to mentor businesses that

seek to join our network, building our pipeline of diverse-owned suppliers and supporting them to better meet McDonald's requirements.

As of the end of 2022, our U.S. systemwide spend with diverse-owned suppliers was 25%, resulting in McDonald's reaching its 25% diverse-owned supplier spend goal for the second year in a row. We will continue to focus on our engagement with diverse-owned suppliers, measuring and reporting on annual progress.



“I am immensely grateful to McDonald's for their unwavering support as an advertiser, investing in minority businesses and embodying a true commitment to diversity. The business relationship with Canela has allowed us to launch impactful programs like RISING Notes, empowering underrepresented musicians and providing incredible opportunities for emerging artists.”

– Isabel Rafferty Zavala, CEO & Founder, Canela Media

Nurturing Shared Success for Black-Owned Suppliers

Over 20 years ago, our Black Owned Supplier Association (BOSA) was formed to leverage the strengths of Black-owned businesses in our supply network by elevating diversity through mentorship. This group of nine suppliers is passionate about delivering with excellence, growing their businesses, and creating a culture of collaboration that helps each member excel – in turn encouraging other Black-owned businesses to pursue opportunities with McDonald's.

BOSA members include:

- Anderson Dubose Company
- Baldwin Richardson Foods Co.
- Beavers Holdings (Best Diamond Packaging)
- Century Products LLC
- DAMRON Corporation
- Fair Oaks Foods
- New Horizons Baking Company
- Omar Supplies
- Way To Be

Building a More Diverse Supply Chain (continued)

Advancing Equity in Marketing

In 2022, we made progress in our ambition to increase our U.S. systemwide advertising spend with diverse-owned media and production companies, and content creators – including Black, Hispanic, Asian, women and LGBTQ+-owned partners – by the end of 2024. As of the end of 2022, McDonald's USA and its U.S. Franchisees have increased investment with diverse-owned media and production companies and content creators to 8.5% – up from 7.7% in 2021.

By providing more access to our suppliers, including more direct connections to McDonald's through a supplier summit, we've taken steps to help reduce potential barriers to working with us. Throughout the year, we also maintained key partnerships that allowed us to scale our work with media companies that have been proven to drive business results, including maintaining and strengthening our established multi-year endeavor partnerships with minority-owned properties by engaging the suppliers to provide greater access to McDonald's to foster deeper industry relationships.

We've also continued to take steps that help drive systemic change in the marketing ecosystem, including working with our Diverse Marketing Advisory Council, made up of leaders at top diverse-owned media companies. This group of executives provides insights to improve our marketing, while also helping us identify solutions for eliminating some of the biggest barriers to economic opportunity for diverse-owned media companies.

“The McDonald's collaboration not only provided significant exposure and investment opportunities, but also served as a catalyst for the rapid growth of Pod Digital Media. This collaboration is particularly impactful as McDonald's brand values strongly align with our commitment to empowering diverse voices and fostering opportunities for Black and Brown communities.”

– Gary Coichy, CEO, Pod Digital Media

“The McDonald's and REVOLT collaboration is not a performative corporate handshake. It's not just a campaign, this business relationship has allowed us to engage in transformative initiatives that center uplifting Black creators and narratives, reshaping educational landscapes for HBCU students, lighting up the stage for emerging music artists, and building safe havens for Black gamers to perfect their skills and elevate their status in the gaming world. Championing diversity and making progress for the Black community isn't charity; it's a business revolution that delivers for both brands and their audience – and we're just getting started.”

– Detavio Samuels, CEO, REVOLT



Supporting Progress with Our Mutual Commitment Pledge

We know our influence can accelerate positive impact, not just in our own business but also for our suppliers. We invite U.S.-based suppliers to share our dedication to inclusivity, demonstrating their shared focus by signing a Mutual Commitment to DEI (MCDEI) pledge.

By choosing to sign the MCDEI pledge, suppliers commit to implementing a DEI strategy in their business that includes:

- Training and/or education for employees to develop as better DEI practitioners and leaders.
- Efforts to increase representation in leadership and staff, as well as to increase usage of diverse-owned businesses.
- Investing in innovation with new partnerships and programs designed to make a measurable difference.
- Putting accountability systems in place to monitor and measure progress and share best practices with others.

To support suppliers that sign onto the MCDEI pledge, we offer resources and tools, such as access to [SupplyHive](#), that provide resources and shared learning to suppliers. Additionally, we host up to four MCDEI convenings annually,

creating space for businesses to share best practices and learn from each other. It also represents a chance for us to better understand what resources may be helpful to offer to our suppliers to support the advancement of their own DEI efforts, while sharing updates on our own progress.

As of the end of 2022, over 420 suppliers signed the MCDEI pledge. McDonald's U.S. systemwide spend with U.S.-based MCDEI signatories was \$14.2B in 2022.



Left to right: Chris Kempczinski: President & CEO, Marion Gross: EVP & Global Chief Supply Chain Officer, Reggie Miller: VP People DEI

Celebrating a Year of Mutual Commitment

In July 2022, we marked the one-year anniversary of MCDEI. Together with long-time supplier [Seramount](#), we hosted an event to commemorate the occasion.

We were joined by over 200 suppliers, community stakeholders and McDonald's leaders to celebrate diversity and reflect on the progress we've made together on this journey. Throughout the day-long event, various speakers took to the stage to discuss the importance of DEI, while networking and breakout sessions provided opportunities for discussing MCDEI successes and how we will continue to drive action within our respective organizations going forward.



Karmetria Burton,
Senior Director, Global
Business Diversity



A Day in the Life of a McDonald's Supplier



“I think it is very important to be generous and take care of women in our community. In doing so, we help create new leaders. I want my daughter to see women in powerful positions, to show her there are no limits to her ambitions, and that she is unstoppable.”

– Carmen Lopez, CEO of Vegenat

We know we have the opportunity to use our scale and influence to help accelerate change, not just in our own business but also for those businesses with which we work.

For many people, that simply means opening the door to opportunity and ensuring they have a fair shot at success.

In our supply network, we're privileged to work with many innovative, entrepreneurial business owners. We want to create space to celebrate some of these trailblazers and role models who are helping drive positive business outcomes, and who embody the spirit of entrepreneurship.

Family Business and Woman Empowerment

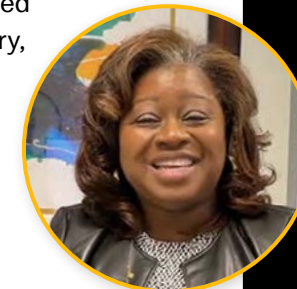
Carmen Lopez is CEO of Vegenat, a small family business with more than 40 years of history. Located in southwest Spain, the business supplies dehydrated onions to McDonald's in 14 European countries.

Alongside launching her own business, Carmen joined Vegenat 15 years ago, following her university degree. The continued development of both businesses – and of Carmen herself

– to what they are today is thanks to the mindset of continuous growth, studying and experimenting Carmen has adopted. Her success is a true testament to what women entrepreneurs can do and why strong women role models are so important for inspiring the next generation.

A New Day is Dawning

Trina Bediako is CEO of New Horizons Baking Company, a woman-led, minority-owned family business. The Ohio-based bakery, which supplies McDonald's with hamburger buns and English muffins, prides itself on having a diverse workforce and being an ethical organization. It is also in the top 25% of energy-efficient baking industry companies and is working toward further energy consumption reduction targets.



“The New Horizons Baking Company family of businesses acknowledges the importance of DE&I in thought and decision-making. It is a key component in our growth and continued success.”

– Trina Bediako, CEO of New Horizons Baking Company



A Day in the Life of a McDonald's Supplier (continued)

Food for the Future

Hispanic-owned and led family business Lopez-Dorada Foods has been a leading McDonald's supplier of beef, pork and poultry for decades and is the "secret weapon" behind the fan-favorite McRib®. A former McDonald's Franchisee in Los Angeles, John C. Lopez sold his restaurants and founded Lopez Foods in 1992 in Oklahoma City. Under ownership led by Eduardo "Ed" Sanchez and Lopez's sons, John Patrick and Dave, the business has become one of the nation's leading protein-focused food companies and continues to champion a diverse team that values its employees and emphasizes trust, workplace safety and community outreach.

Ed, who is the current Chairman and was a former CEO of the company, shares a unique, decades-long relationship with McDonald's in his own right – having held a range of positions including restaurant employee, franchisee management, and corporate executive before becoming an owner of Lopez-Dorada. Today, he alongside John Patrick and Dave – who serve as president and vice president, respectively – lead a veteran executive team that continues to build on Lopez-Dorada's solid foundation of legacy and success through innovation and dedication.

Breaking Down Barriers to Success

Third-generation entrepreneurs and sisters Erin Tolefree and Cara Hughes are president and vice president, respectively, of their family business, Baldwin Richardson Foods. Baldwin Richardson is a liquid products supplier responsible for McDonald's Chicken McNuggets® sauces, hot fudge, syrups and a whole range of other beloved flavors.

McDonald's has worked with Baldwin Richardson Foods for the past 25 years and, in that time, we have watched Erin and Cara grow their family business before taking the helm as the

Supplier of the Year Award with (left to right) John Patrick Lopez, Jim English (current Co-chairman), Ed Sanchez (Chairman), Dave Lopez

company's first women leaders. The sisters continue to preserve their father's legacy through strategic business expansion and are committed to extending opportunities to the next generation of entrepreneurs in their community – ultimately creating greater access for minorities in business.

Reddy Made Opportunities

Coming to America with \$5 in his pocket in 1978, Ram Reddy has become one of our many successful and flourishing suppliers. With a degree from his home country of India and other advanced degrees in the U.S., Ram wanted to pursue his dream of owning his own business and working with McDonald's.

His company, Flavor Reddy Foods, supplies "liquid products" such as sauces, dips, condiments and coffee syrups to restaurants in the U.S. and Canada. Additionally, Flavor Reddy Foods supplies McDonald's with hygiene products in the U.S. and Europe.

"We know that we're here because of the generations and leaders who came before us. We have an obligation to not only show up with excellence every day in how we operate our business but also create those opportunities for others, to pay it forward and make a positive impact."

– Erin Tolefree, President, Baldwin Richardson Foods

Erin Tolefree (left) and Cara Hughes (right)



"As a minority supplier to McDonald's for over 30 years, we feel it's our responsibility to provide a safe and inclusive workplace for our employees to attract and retain the best talent, while investing in the communities in which we do business."

– Ed Sanchez, Chairman, Lopez-Dorada Foods



"I wanted to control my own destiny and own my own piece of America, which is owning a business."

– Ram Reddy, CEO, Flavor Reddy Foods



Customers

McDonald's is for everyone.



Who Our Customers Are

Our customers – or guests – are the people we serve every day. Around the world, millions of customers visit our restaurants daily. They are a key driver of everything we do to evolve our business – inspiring product innovations to meet regional tastes and helping inform our efforts to enhance diversity wherever we operate.

We serve millions of people every day. That's millions of opportunities to create meaningful, memorable experiences for customers around the world.

From the cobble streets of Prague to the sunbaked boulevards of Palm Springs, our customers come from all walks of life and speak dozens of languages – and they're all welcome under the Golden Arches.

McDonald's is for everyone. That means whenever – and wherever – someone walks into one of our restaurants, they should feel seen, understood and valued.

We aim to deliver an inclusive experience for our customers around the globe, increasing diverse representation where our marketing appears and collaborating on initiatives that help create a greater sense of inclusivity for our customers around the world.

“We've taken bold steps to connect with our customers (aka: our “fans”) and understand their unique needs. We welcome and celebrate every person who walks through our doors. We continue to pursue commitments to create a more diversified customer and company culture, extending this diversity posture as we partner and invest in our suppliers in our approach to the business every day.”

– Tariq Hassan, Chief Marketing & CX Officer, McDonald's USA

Creating Campaigns With Impact

For people to feel welcome at McDonald's restaurants around the world, we need to create campaigns that help them feel seen and considered.

To work toward this, we are taking steps to tailor our customer campaigns to be even more inclusive and to reflect local needs, customs and priorities.

Making Delicious Moments Accessible for More People in India



McDonald's India is enhancing experiences for customers with disabilities through the EatQual platform. EatQual 1.0 is an innovative packaging solution that helps make enjoying a burger simpler for people with upper arm disabilities. The packaging, which is specially designed for use with a single hand, is now available across all 300 McDonald's India restaurants.



In 2022, the team continued to deliver the message that McDonald's India strives to make delicious moments easy for everyone. A special EatQual 2.0 campaign received 13.4 million impressions, earning McDonald's a prestigious [Effie Award](#) for marketing excellence as well as a Gold Award in the Ease & Convenience category at McDonald's own 2022 Feel-Good Marketing Awards. McDonald's India has since continued with EatQual 3.0, reflecting their ongoing commitment to more inclusive packaging.

Creating Connections Through Sign Language in Finland



In Finland, 3,000 people use sign language as their native language, while another 5,500 use it on a regular basis¹. In 2022, we partnered with sign language rap artist Marko Vuoriheimo, or Signmark as he goes by on stage, to commission a song called ***Something bigger (I'm lovin' it)***.

The accompanying [music video](#) uses sign language from start to finish – helping more Finnish people enjoy the song. The collaboration is also helping raise the profile of issues surrounding deafness and hearing disabilities while promoting engagement with our brand.

¹ [Finland Government report on application of language legislation 2021.](#)



Creating Campaigns With Impact (continued)



However You Are, McDonald's Goes With You in Spain

In Spain, rather than hosting one big celebration during Pride Month, the team took a different approach to show how their commitment to LGBTQ+ inclusivity is a central part of how they live our values.

Through the campaign, leaders and employees stepped up to show how they put inclusivity into action. A dedicated webpage and video were created to share these testimonies while crew members wore T-shirts with the slogan, “Lovin’ him, her, them, me.”

Social media influencers were engaged to help spread the message that “However you are, McDonald’s goes with you.” The campaign was also linked to a recruitment effort, supporting applications with great results.

Bringing Families Together in Singapore

Spending time away from loved ones can be difficult and painful for many – something that was brought into sharp focus in Singapore during a nationwide COVID-19 lockdown. McDonald’s Singapore wanted to help lessen the impact of

this separation for families split across Singapore and Malaysia. Leading up to Ramadan 2021, they launched the “My Happy Table” campaign to bring 26 families back together, using innovative video technologies to create virtual dining tables where people could enjoy a meal with their loved ones.

Inspiring Children to Dream Big

In 2022, in over 70 countries across the world, McDonald’s launched the Little People, BIG DREAMS™ “I Can” Happy Meal® Readers campaign to help advance youth literacy and show young people they can do anything. It’s an extension of our Happy Meal Readers program, where families can choose between a book or a toy when buying a Happy Meal in the majority of markets.

Through the campaign, customers can get one of 17 inspiring children’s books with their Happy Meal. Each book features diverse role models in different professional fields, from science to sports. They include inspiring titles such as *I Can Be a Curious Scientist*, *I Can Be a Brave Adventurer* and *I Can Be an Incredible Inventor*.



Magnifying Our Impact



BLACK & POSITIVELY GOLDEN



Our drive to create inclusive spaces and marketing materials – where customers from all walks of life can see themselves represented – comes from the inside.

However, to amplify our impact, we believe we need to advance efforts externally too, partnering with changemakers and locally relevant organizations to advance DEI at scale.

Black Futures

In 2022, we helped promote the work of the Black & Positively Golden® campaign through Future 22 – an initiative to support passionate Gen Z Black leaders across the U.S. who are creating a better future for themselves and their communities. Using the Black & Positively Golden social media account – @WeAreGolden – we created a campaign to magnify the voices of Black entrepreneurs, advocates, philanthropists, activists and more.

Future 22 Beneficiaries

- **J.C. Smith**, a 26-year-old advocate for Black American Sign Language, is dedicated to creating positive change. Hailing from Jackson, Mississippi, J.C. is currently studying at Gallaudet University in Washington, D.C.,

where he champions the Black and deaf community. He has taken on leadership roles at Gallaudet and works actively to preserve the often-overlooked history of Black American Sign Language, a unique subset of American Sign Language. Despite being the youngest member of the National Black Deaf Advocates – and only just getting started in his advocacy work – J.C. is already making a significant impact.

- **Yasmine Jameelah**, a 30-year-old entrepreneur, journalist and wellness advocate, is creating healing spaces for Black individuals through her organization, Transparent & Black. In just under three years, Yasmine has grown her digital community to over 80,000 members, with a reach of over 3.2 million. Her work has been recognized by VICE, Refinery29, Vaseline, POPSUGAR Fitness, SELF and Girlfriend Collective. As a journalist, Yasmine focuses on raising awareness about mental health, the Black maternal mortality crisis and body positivity. She is deeply committed to reclaiming space for marginalized communities.

Celebrating Asian Lives and Achievements

While diverse representation, including Asian Pacific Americans, has increased, we know there is always more work to be done. Our aim is that customers, and the communities we serve, are given space to celebrate their creative heritage and experiences.

McDonald's continues to support and amplify Asian Pacific American Heritage Month (APAHM) celebrations. In 2022, McDonald's created a four-part graphical series called "Drawing on Heritage," where we enlisted the support of Asian Pacific Americans to produce art that reflected their unique perspectives of growing up in the Asian American community. With over 5 million readers, as well as 13,500 unique visits to our dedicated webpage, we then helped share these stories with a wider audience.

We also commissioned Chinese American artist Michele Lam (mewTripled) to illustrate the lives of four iconic Asian Americans: Jeanie Jew, Jokichi Takamine, Dalip Singh Saund and Duke Kahanamoku.



Magnifying Our Impact (continued)

Each icon contributed to key moments in history, and the campaign created a stage for magnifying awareness of their achievements. To share these stories with as many people as possible, we partnered with Asian-centric media outlet NextShark, receiving over 130,000 social media impressions for the campaign.

Stories for Hispanic People, By Hispanic People

As of 2020, only 4.7% of U.S. screenwriters are Hispanic, despite representing approximately 18% of the total population.² In 2022, we

launched the Spotlight Dorado campaign, leveraging our scale to help enhance Hispanic representation in the film industry. Through the campaign, we're connecting Hispanic talent to industry mentors and new, bigger audiences, helping break down barriers to equitable industry visibility, access and opportunity.

We launched a competition for Hispanic filmmakers to show off their talents by putting forward short film ideas. Three finalists were selected and given a \$75,000 budget to bring their films to life. The competition culminated in a showcase, when the completed films were

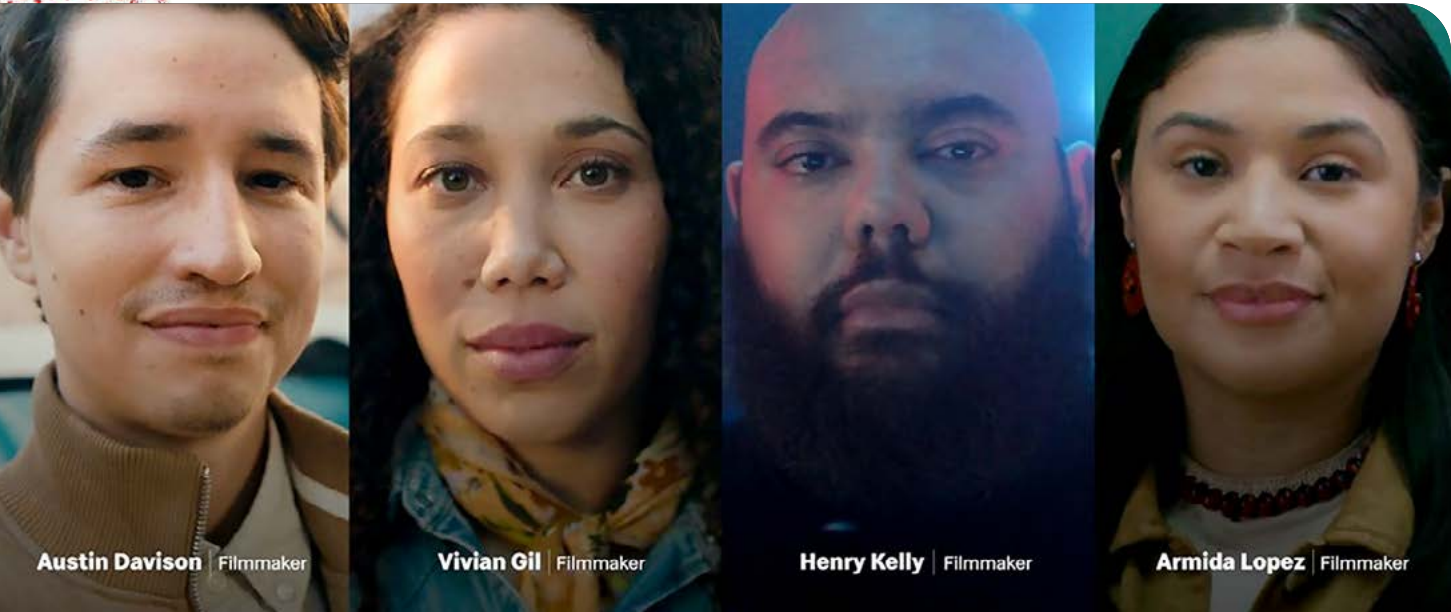
shown to an audience of 275 people and the public's favorite was announced as the winner. As part of their prize, winners were given the opportunity to collaborate with McDonald's on a commercial production shoot.

Spotlighting Hispanic Cultural Events

The FIFA World Cup is a globally unifying event, bringing people and countries together in celebration and healthy competition. During 2022, it presented the perfect opportunity to engage with more of our Hispanic customers with a new campaign – Vamos a McDonald's (Wanna Go to McDonald's?).

Knowing that soccer is a major sporting interest among U.S. Hispanic communities, we connected with our Hispanic customers through Partido Dorado – a free-to-attend celebrity match in Los Angeles. More than 5,700 fans watched diverse soccer legends take on musicians, radio personalities, gamers and influencers. As well as being a fun day, the event served as a fundraising opportunity, with \$30,000 in donations raised for three charities.

² *Writers Guild of America Inclusion Report 2020*



Austin Davison | Filmmaker

Vivian Gil | Filmmaker

Henry Kelly | Filmmaker

Armida Lopez | Filmmaker

The Vamos a McDonalds Campaign (Wanna Go to McDonald's?) successfully earned over **1.2 billion** media impressions and more than **1,200,000** social media impressions.



Communities

We believe we have a responsibility to use global scale for positive impact.



Who Our Communities Are

With over 40,000 restaurants worldwide, McDonald's has a significant presence around the world. Our communities are not only the areas that surround our restaurants, but also our customers and employees. With our global presence, we believe we have a responsibility to use that scale for positive impact.

We strive to create opportunities that support underrepresented communities to help them thrive, and we seek out partnerships that magnify positive social impact in the places we call home.

We are elevating communal advancement by funding cultural and heritage preservation, supporting local organizations, helping reduce barriers to education and opportunity, and delivering timely crisis response.

“Our purpose is to feed and foster local communities, nourishing people with a sense of belonging and acceptance. To us, that means understanding what each community needs and always striving to deliver excellence – both in our restaurants and where our customers live and work.”

– Jon Banner, EVP and Global Chief Impact Officer

Supporting Communities in Need

Guided by our values, we believe we have a responsibility and opportunity to make a positive impact in the communities we serve. We aim to leverage our influence and scale to help improve lives.

Leveraging Our Global Footprint for Local Impact

Our restaurants are important community centers around the world, providing space for families and friends to meet over food and drinks in a welcoming atmosphere. But we know there's a difference between being in a community and being an active part of one, so we want to leverage McDonald's global footprint and local presence to make our brand a valuable part of the communities we serve.



Supporting Local Causes

We know local organizations have a greater understanding of and connection with those in need. We invest in well-established charities that are already doing good work on the ground so, together, we can help create meaningful change.

Chicago Community Impact Grants

Through our Chicago Community Impact Grants Program, McDonald's is supporting young people with a \$3.5 million investment in 40 neighborhood organizations. Launched in 2022 in partnership with The Chicago Community Trust, this grantmaking initiative targets Chicago's South and West Sides. It helps McDonald's distribute grants to local nonprofit organizations that are actively working to address the city's most pressing needs, particularly for Black and Latinx youth. Funding supports organizations that prioritize critical community programming such as workforce development, life skills training, mentoring, crisis prevention, mental health counseling, and pre-employment support.

LGBTIQ+ Allyship in Malta



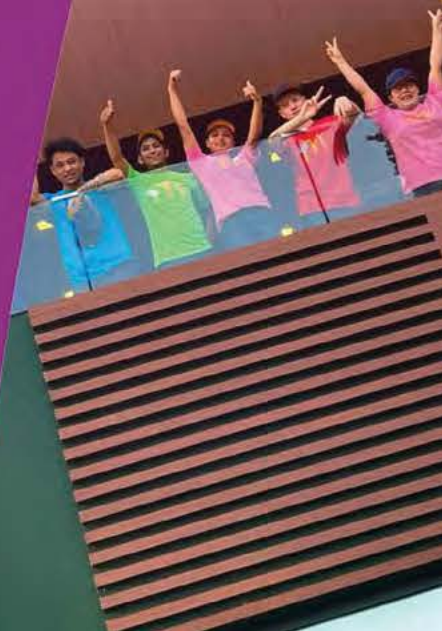
In 2022, McDonald's Malta donated €10,000 to the Malta LGBTIQ Rights Movement for their *Dar il-Qawsalla Project*, a halfway house for unhoused members of the LGBTIQ+ community. The project is expected to start welcoming residents in 2024.

In its restaurants, McDonald's Malta supplied Pride-themed T-shirts for crew members and published social media posts to publicly communicate their support for the LGBTIQ+ community. Teams placed Pride flags in front of the restaurant in the capital, Valletta, and offered free refreshments to Pride March participants. McDonald's Malta also supported the first ever Pride March in Gozo, Malta's sister island. They donated food to NGO LGBTI+ Gozo for volunteers setting up the Pride March.

Members of the Malta team (left to right): Sanja Galea, Juan Antonio Garrido Macho, Alison Bugeja



LGBTIQ+
GOZO



Supporting Communities in Need (continued)

Investing in Young People

The Youth Opportunity Program

We want to create space for young people around the world to succeed. It's why, in 2018, we launched our Youth Opportunity program in collaboration with the International Youth Foundation (IYF). Through job readiness training, employment opportunities and workplace development programs, we are working to reduce barriers to employment for 2 million young people by the end of 2025.

The barriers to education and employment success for young people vary from market to market, depending on local cultural, demographic and political landscapes. That's why each McDonald's market has developed its own definition of "Opportunity Youth" to inform local program design and success metrics. For example, the U.S. defines Opportunity Youth as young people aged 16–24 from households with incomes at 200% of the federal poverty line (FPL) or less. China defines Opportunity Youth as individuals aged 16–24 years old that have a certificate of disability issued by the government. By the end of 2022, approximately 1.7 million young people globally participated in training



programs and/or were hired in McDonald's or participating Franchisee restaurants.¹

Passport to Success

We're helping reduce barriers to training for young people from disadvantaged backgrounds. In the U.S., McDonald's worked with IYF and nine local community-based organizations to deliver a life skills training course called Passport to Success, available to people who align with our U.S. definition of Opportunity Youth.

Passport to Success includes over 30 in-person interactive learning opportunities to strengthen social-emotional learning and soft skills. A virtual tool – Passport to Success Explorer – provides 12 gamified lessons on mobile devices, designed

in response to instructional challenges posed by COVID-19. Competencies covered by the digital curriculum include resilience, teamwork, communication, self-awareness and respecting others. As concerns about systemic racism and youth mental health have escalated in the past few years, the life skills curriculum was also expanded to include modules on cultural diversity, self-advocacy and self-care.

¹This figure is based on actual and, in some cases, extrapolated hiring data for the following participating markets: Argentina, Australia, Brazil, Canada, China, Colombia, Hong Kong, Italy, Japan, Korea, Mexico, Portugal, Spain, Switzerland, the U.K. and the U.S. McDonald's collects data from McOpCo and participating Franchisees, but extrapolates where it does not have access to the underlying data globally. Additional markets that provide training data include: Argentina, Austria, Brazil, Colombia, Denmark, France, Germany, Italy, Jordan, Mexico, the Netherlands, Switzerland, the U.K. and the U.S.

As of February 2023, Passport to Success has supported 9,604 Black and 3,778 Hispanic youth, representing approximately 61% and 24% of program participants, respectively.



Supporting Communities in Need (continued)



Ariana Diaz, Digital Engagement Manager at McDonald's mentoring a Youth Opportunity participant

Ambassador Program

As well as creating pathways to opportunity for people, we also want to offer space for underrepresented voices to be heard. Another program McDonald's has collaborated with IYF on is the Youth Opportunity Ambassador Program. Through it, participants, also known as YO Ambassadors, have opportunities to share their perspective on potential inequitable barriers to success. They also have access to a digital leadership curriculum and networking opportunities.

Monthly career panels are hosted with McDonald's Company employees and external experts to discuss current issues impacting young people, such as mental health, career pathways and how to get involved in the community.

Recognizing our Global Volunteers

In addition to promoting employee giving, we provide opportunities for our people to give back to communities in other ways, like volunteering. In September 2022, we held McDonald's first Global Volunteer Month to galvanize employees across our System to creating inclusive impact through volunteering. Throughout the month, approximately 8,500 volunteers participated in 120 events – collectively spending over 16,700 hours giving back in locally meaningful ways to communities around the world.

Global Volunteer Awards

Every two years, we host our Global Volunteer Awards to recognize employees, Franchisees and suppliers who volunteer in one of four impact areas. Winners are selected from global nominations, with each receiving a \$25,000 grant for the charity they supported.

During 2022, four people were celebrated for their unwavering commitment to their local communities in the following categories:

- **Our Planet:** Jennifer Power received this award for her work with the 10th Dublin Kiltiernan Scouts, teaching diverse young people about the environment and enjoying the outdoors.
- **Community Connection:** Ngoc Elaydo was rewarded for volunteering on various programs with Seattle's Atlantic Street Center, whose mission is to help families raise successful children through services and advocacy for social justice and equity.
- **Jobs, Inclusion & Empowerment:** Simon Thurston was recognized for his support of Australian young persons' charity Burn Bright through facilitation and mentoring.
- **Food Quality & Sourcing:** Tracey Thoen received this award for her volunteer efforts at Ronald McDonald House Charities Saskatchewan by supporting their Home for Dinner program.



McDonald's employees participating in a Service to the Armed Forces kit-packing event.

McDonald's Veteran Employee Business Network participated by hosting Service to the Armed Forces kit-packing events with the American Red Cross where volunteers helped pack **2,000 hospital kits that were distributed to Veterans at a Chicago VA Medical Center.**



Supporting Communities in Need (continued)



Supporting Sport, Culture and Art in the Communities We Serve

We're engaging communities through tailored initiatives that leverage the value of local culture, sports and the arts to drive positive change.

Boosting Equity Through Basketball in Canada

In Canada, McDonald's partnered with the Toronto Raptors and Maple Leaf Sports & Entertainment Ltd (MLSE) to help raise funds for MLSE Foundation: Change the Game. It's an initiative that harnesses sport to address the systemic barriers preventing youth from recognizing and reaching their potential. Throughout the regular 2022–23 basketball season, for every three-pointer made by the

Raptors, a donation of \$133 was made to Change the Game, with the goal of raising \$200,000 by the end of the 2022–23 regular season. This year's donation has been earmarked to help make play more equitable for BIPOC (Black, Indigenous, People of Color) youth and girls, as well as to fund new courts and facilities.

Inspiring, Empowering and Connecting People With Resources

McDonald's made a two-year, \$5 million commitment to the Obama Foundation to help drive economic development and employment opportunities in Chicago between 2022 and 2023. As part of this, in 2022, we hosted a career day with local high school students that included networking and career exploration with McDonald's employees and a tour of McDonald's headquarters.

Promoting Community Soccer with Arcos Dorados in Uruguay

In Latin America, soccer plays a large cultural role in bringing communities together. To promote and support equality in sport, the first genderless soccer tournament has been launched in Uruguay – an initiative from the Uruguayan Soccer Association and our International Developmental Licensee, Arcos Dorados. The AUF Equality Cup represents the first tournament where points from official male and female first-division tournaments are combined to create a single score that reflects both teams' success and promotes gender equality in sport. The ultimate champion will then be determined by the combined highest score on the annual table.



Supporting Communities in Need (continued)

Celebrating Latino History and Culture in the U.S.



In 2022, McDonald's contributed a founding donation of \$1 million to the Smithsonian's National Museum of the American Latino. Through the new space – which is currently under development – visitors will learn about the role diverse Latinx communities have played in helping advance democracy, freedom and economic opportunity in the U.S. Although not opening for several years, our investment in the museum reinforces our long-time support of the Latino community.



We made a **\$1 million** founding donation to the Smithsonian's National Museum of the American Latino.

Integrating Refugees Into the Greek Labor Market



In 2021, amid COVID-19-related labor market changes and an influx of refugees, McDonald's Greece connected with the Athens Coordination Center for Migrant & Refugee issues (ACCMR), the first municipality-led coordination hub in Greece for organizations supporting migrants and refugees living in Athens. Our collaboration with ACCMR represents one part of our wider, ongoing commitment to help integrate refugees into European labor markets.

McDonald's Greece has given a presentation to ACCMR members outlining employment opportunities for refugees – from indefinite contract agreements to a guarantee of the same salary and flexible work allowances as Greek nationals. As of 2022, McDonald's Greece continues liaising with ACCMR to make a meaningful impact on refugee employment and integration. This involves clearly outlining the benefits that come with working for us, such as paid training and free meal allowances, and encouraging more refugees to apply.

Azerbaijan Art Therapy



In collaboration with the social organization Care Group, McDonald's Azerbaijan has run intervention art therapy sessions for children facing difficult life circumstances. Additionally, Care Group's psychosocial support has been delivered to around 50 vulnerable children and their family members in the city of Ganja.

Under Care Group's "Young Writers" social project, McDonald's Azerbaijan supported children in accessing "Fairytale Therapy" to increase their self-confidence and self-esteem. During the project, participants each wrote their own fairytale which was then published in a book – helping to increase literacy levels, improve psychological states and create space for vulnerable children to shine.



Participants of the Young Writers project during the emotional-regulation team-building activity.



CEO Message – Our Path Forward



Moving Toward a Brighter Future

I've been a proud member of the McFamily for the better part of a decade. In that time, I've witnessed a remarkable transformation of our business: we're serving more customers and communities, and the relevancy and trust in our Brand has enabled us to make an even greater global impact. And while so much of our business has evolved, I can always depend on the commitment, dedication, and passion of our people.

Every day, our people strive to deliver on our promise of feel-good moments and delicious food for millions of customers around the world. It's our people who continue to transform and innovate our business and who serve communities around the world. It's our people who, time and again, have kept us accountable for living our values and realizing our purpose. Simply put, our people move McDonald's toward a brighter future.

Moving toward a brighter future means taking steps to help every customer and restaurant employee feel welcomed and safe in our restaurants, no matter where in the world they are. It means nurturing inclusive spaces where employees, Franchisees, and suppliers from all backgrounds can thrive. It means making space for unique perspectives and diverse

voices to shine. Importantly, it means being there for our communities through good times and bad, helping create equitable pathways so everyone can flourish.

In this year's Global Diversity, Equity, and Inclusion Report, we detail the progress we've made – and the work we have yet to do – toward our ambition of greater equity and inclusion for every member of our System. Creating opportunities for more people is the foundation on which McDonald's was built, and I'm proud of our continued commitment to this.

We're supporting our employees by offering inclusive benefits and health programs, inclusive of a no-cost service that connects employees with a team of clinical and service experts prepared to address their full spectrum of healthcare needs. In 2022, we expanded the service: U.S.-based LGBTQ+ employees and/or their dependents can now access dedicated, specialized care teams supporting LGBTQ+ medical, administrative, and insurance needs.

We're creating a more inclusive culture by championing DEI leadership training, implementing strategies that help support increasing diversity from the top down, and introducing benchmarks that hold leaders accountable for building a strong, diverse future talent pipeline.

"I want everyone, everywhere to know that when they see the Golden Arches, they're welcome."

– Chris Kempczinski, McDonald's President and CEO

Chris Kempczinski with McDonald's employees



While McDonald's has made real progress in creating a more equitable, inclusive, and diverse global business, there's always more to be done. And, as I've said before, it's work we welcome. Everyone who works under the Arches deserves to work in a safe, respectful and inclusive workplace. Anything less is unacceptable. To further our values of Serve and Inclusion, all McDonald's restaurants worldwide are accountable to a strong set of Global Brand Standards addressing topics like harassment prevention and workplace safety.

We know that realizing the future that we want will take persistence, dedication, and steadfast commitment to living these values, and are resolved to continuing this important work in partnership with our Franchisees and partners around the world. Together, we can set a higher standard for our people, our industry, and our society.

Our aim is to open doors, to raise voices, to lower barriers, and to collectively move us toward a brighter future. I want everyone, everywhere to know that when they see the Golden Arches, they're welcome.

Chris Kempczinski,
McDonald's President and CEO