

and designed creative communications for one global across the System by October 1, 2023.

marketing approach. The marketing campaign produced the highest engagement ever for a globally led campaign with 79 markets participating and saw the largest ever GMAL activation in 49 markets and 5,500 restaurants - delivering against objectives for loyalty and CRM through gamification. The team introduced and launched our 'responsible and ethical recruitment principles' that will be implemented Lauren Altmin Clement Brossard **Sherif Coutry** Jennifer DelVecchio Tara Dermott Katie Dittmann

In loving memory of Tarek El Kady for the significant

Best Burger was developed to address taste and quality gaps versus competition, encompassing small changes that lead to hotter, tastier, juicier burgers for our customers, and a renewed sense of pride for our crew. The crossfunctional Deployment team came together to reignite momentum and develop innovative solutions to overcome challenges and deploy. Their perseverance resulted in overachieving deployment expectations and strong positive Market results. In 2022, Best Burger was deployed in 50+ Markets, accomplished by strong Market collaboration. The team developed virtual training sessions and partnered with BU leads to create Centers of Excellence that enabled multiple Markets within a region to deploy at once. Best Burger has consistently delivered positive results in every Market including increases in "great tasting burgers" within six months of launch and an average of 1-2 points of sales comp in beef patties. The team partnered with Markets to identify improvements that make deployment easier for crew and create the best food experience for the customer. This 'better together' mentality has led to Systemwide enhancements and a projected completion of deployment

operations, established a coalition with other FIFA partners

Lukas Steiniger Manu Vilarroig

role he played in this team.

in over 100 Markets by the end of 2023.

Mario Barradas Michelle Cook Rafael Espinosa Dana Grinshpan Nick Kearvell Janet Kish Natasha Love Sharon Ng

Linda Niklasson Kathy Pittens Christian Richter Yokasta Rodriques William Russell

Jay Stark

Values every day.

Pam Arroyo Nazar Bedii Ariana Diaz Lesley Drum Laura Heathfield Jacobe Hollins Marli Horwitz Megan Jarman Mandy Kallah-Bharj Claire Matthews

Rita Neves

Olaya Prado

US

Julie Adler Kris Couch Laura Eichler Robert Franklin

Lisa Grassi Shelly Hicks Amy Johnson

Havonnah Johnson

Devon Largio Karen Osika

Beth Scheaf Jose Villamar Jane Weaver

Operations PACE

The Operations PACE Team conducted transformational work that has led to the successfully development, implementation, and launch of our new operations performance management system. The team needed a replacement for the ROIP system that elevates our operations standards execution and focuses on everyday performance of the restaurants. Operations PACE delivers

on both those imperatives, integrating McDonald's operations consulting and assessment processes to Run Great Restaurants. The team took a collaborative approach; leveraging global materials, partnering with initiative leads to update digital and delivery standards, and consulting Owner/Operators to get feedback on the approach. This led to a two-phase plan to ensure PACE was deployed in a way that provided restaurant teams with adequate time to learn the new processes. The U.S. is already seeing operations performance improvement, with OSAT, OEPE and KVS scores all improving. Food safety pass rates also improved vs 2021 performance. The U.S. Operations PACE team did an exceptional job of creatively customizing and deploying a new operations performance management system. That system meets the objectives of positioning restaurants to meet operational standards and elevating the consulting we offer Owner/Operator organizations, while significantly improving consumers' experience to continue the journey

of increasing trust in the McDonald's brand.

Bruce Bentley Ray Berndt Mike Cramer Kathy Dorsey Beata Gausmann Mahalla Jared Jenny Matovich Laura Migetz Heidi Molina Anthony Redel Juan Sepulveda Sue Stenberg Theresa Suehr Rochelle Tandy

Sarah Weil Dana Weller

listened to.

Ladoris Banks David Bowen **Emily Coffey**

Amanda Davidoff

Benica Griffin Kieran Layton Kristin McDevitt Alexa Morse Maura Neville **Becky Rentzel** Jason Rutta

Jay Shah Megan Sison Kate Sorensen Charlie Tilka

MARKETS (IOM)

Finance Transformation

ANZ

Imogen Aitken Morgan Anderson

Kristina MacDonald

Nicola Van Moerkerken

Mobile Order and Pay

faster deployment.

Jae Ah Kim Rita Azevedo

Aïssa Dekari Philippe Dupraz Jorge Ferreira Rita Figueiredo Marija Gogunova Martina Hostansky Justyna Kowara

Rui Luis

Dany Pinheiro David Smadja Margarida Vieira

UKRAINE

In February 2022, McDonald's Ukraine made the decision to stop operations due to the outbreak of full-scale war at the territory of Ukraine and temporary close all the restaurants. After all restaurants were closed for almost 7 months, the Business Recovery team was preparing and executing the reopening plan. This meant developing a detailed reopening plan which included implementing new safety and security procedures, communicating to all employees, designing new training for crew, resuming supply chain and finding new suppliers where necessary, and optimizing the restaurant menu. This preparation was key to the team's success. The restaurant opening plan was accelerated and completed with 65 reopenings (including 2 brand new restaurants) in 2022, and 23 restaurants planned for reopening in Q1/Q2 of 2023. Sales and GCs for the first month of opening exceed projections with an average of 1542 GCs per restaurants and all-time high delivery scores. 99% of employees state that they believe the company is doing everything possible to keep employees safe. These results were achieved with restaurant working hours reduced to 12 hours per day instead of the usual 24, and with power outages and air alerts disrupting restaurants operations. These results were made possible due to the coordinated and efficient work of the Recovery Team.

Business Recovery

Oleg Atanov

Oksana Demianchuk Kateryna lurchenko Yuriy Kalitovskiy

Oleksandra Livandovska

Serhii Nevmerzhytskyi

UK & IRELAND

the programmes.

Lauren Cook Amy Cridland

Caroline Anderson

Alexandra Daniels Lynwen Davies Katy Edwards Jenny Grant Mel Harrison

Amanda Lindsay Moe Nakmouch Julian Rumsey Jack Sanderson Zoey Savage Wayne Sealey Rob Steadman

INTERNATIONAL

MARKETS (IDLM)

MALAYSIA

McDonald's Vocational Academy

DEVELOPMENTAL LICENSED

People is the key foundation to the business growth in Malaysia. Experiencing low employment rate and very competitive labor market, it is crucial to have strategic, longterm people strategy. The team is committed to bringing out the best of its potential employees and providing them the opportunities to grow and flourish within our organization. Therefore, we have established several talent development programmes designed to provide youths all over Malaysia with the right skills, and a promising career ahead. The first stage was providing training that is certified by the Skills Development Department. The team engaged with the Ministry of Human Resource to collaborate with the Skills Development Department on National Dual Training System (SLDN). The SLDN programme is an industryoriented training that combines workplace and institutional training. During an 18-month training period, McDonald's apprentices are expected to undergo 70% practical training in the restaurant and 30% theoretical lessons conducted in classrooms. Upon completion, they are awarded the Malaysian Skills Certificate and a job opportunity with McDonald's. McDonald's Malaysia was the first F&B

Company in the industry to implement such a programme - founding the McDonald's Vocational Acadamy – and we have been widely celebrated by external organizations, and by the Malaysia government. To date we have more than 3,500 apprentices currently undergoing or graduated from the SLDN programme in more than 250 restaurants. The programme has also increased crew engagement and crew turnover has improved from 104% (2017) to 58% (2022).

Zainal Abidin Othman Sarala Devi Francis Pavlas

Noorhayati Mohd Ramly

Mohd Shaifullizad Md Taib

Restaurant Efficiency Evolution Team

This team led the design of a new structure for restaurants, focused around People, Product and Place. The People CoE operate hiring, training, and scheduling to manage labor. Product CoE operate ordering to manage inventory efficiency. Place CoE operate PM calendar, overnight cleaning and M&R. This has created a seamless customer experience with daily operations simplified and the daily workload reduced around 30%. At the restaurant level, a General Manager leads 2 Customer Experience Managers who are empowered to focus more on customers -

delivering good taste, good service and speed for the best customer experience. A new overnight cleaning and M&R model means multiple restaurants share this service. Crew are happier and retention has increased, leading to fewer recruitment needs and better customer experience. A new digital system of PEOPLE-PRODUCT-PLACE integrated with the app for restaurant managers is providing real time data to support e-scheduling, e-production, store inventory etc. The work has led to a better restaurant experience for

managers and crew, and for our customers.

Greg Gu Estella Li Neal Li Junbin Lin Dong Liu Feng Liu Alex Lu Yifu Qian

Denise Wang

DENMARK

The Nordics selected Denmark as the lead market for the implementation of McCafé, setting up a cross functional team to drive this project, with support from all three legs of the stool. The ambition was clear - high quality barista coffee should be available to our customers through all order points across the Market. Deployment kicked-off in September 2020 and the team has made amazing progress, completing deployment in 14 months. By September 2022 McCafé was the second largest Barista-coffee chain in Denmark with 87 stores countrywide, measured on stores and on market share on "to-go" barista-coffee. Two years after the market introduction of the brand "McCafé" it is recognized by 73% of the Danish population. More than 1 of 4 of the Danish consumers has tasted our delicious Barista coffee (26%). Since deployment, the "consideration to buy coffee" among Danish consumers has increased from 29% to 39%. McCafé decisions in Denmark have been driven by the belief we need to take coffee as seriously as our burgers. We teamed up with one of the worlds most accredited coffee experts to host the Barista training program and collaborated with the Danish well-known brand and coffee-supplier "Peter Larsen Kaffe" on training and quality

Nordic McCafé Team

Ting Wu Cynthia Xu Cy Yang Yi Zhou Bright Zhu Robin Zhu

assurance.

Jesper Alstrup Birgitte Durlev Tim Engholt Mads Frandsen Ulla Hansen

Christina Lygaard Catrine Nielsen Louise Nielsen Mads Sømod

Camilla Steffensen Kenneth Vorbeck

JAPAN

advantage for McDonalds Japan.

Inma De La Vega

Noriko Sugiyama **Edward Symington** Tomohiro Tajima Kentaro Watanabe Ryosuke Watanabe

Koji Yoshizawa

Imane Abid

Haidar Ali

Sami Abu Nasser Sara Abuobeid

Ossama Chaaban Bashar Chabaan Wasen Kader

Ayoub Mozaffari

Vinod Puthanveedu

Mohammed Salem

role he played in this team.

In loving memory of Tarek El Kady for the significant

Umit Pinar

Isma Qureshi

Hisham Sidky

Priyantha Mohotiarachchi

MEA BU & QATAR

FIFA World Cup Market Activation Team

with the global team on the activation plan. A crisis response team was set up focused on risk management and communication. Using best practice from markets that had previously hosted a World Cup, the team ensured McDonald's Qatar was 100% ready for the event and

In late 2020 the MEA BU formed a cross functional team that worked in close partnership with the McDonald's Qatar team to ensure the market was set up for success heading into the World Cup. The team drove on the ground activation - with a focus on workforce planning, training, operations, new restaurant development and supply chain capacity. The team led local market and regional Marketing, collaborating

operationally prepared. Third party assessments conducted on our people practices were very positive and Qatar is leading the region in deploying the responsible recruitment standards. A unique McCafé was built at the International Broadcast Center in Qatar National Convention Center and two flagship restaurants were opened - Al Bayt restaurant, and Lusail Boulevard McDonald's, both located near the biggest stadiums in the country. McDonald's Qatar received a Responsible Leadership CSR Award from Qatar's Prime Minister for community initiatives lead by Qatar team.

Sarah Grady Tatsuya Issiki Kenji Kojima Keiichi Kusaka Makoto Minami Ryotaro Ono Dongin Park Yuu Sasaki

Breakthrough Supply Chain Resiliency

In the face of significant global challenges, our Japan Logistics and Sourcing Team developed and implemented a series of innovative solutions which protected supply and allowed McDonald's Japan to continue delighting our customers and achieve significant growth in 2022. In early 2022, major flooding and heavy snowfall in North America prevented the ongoing supply of fries to Japan. Initially this resulted in us limiting sales to small size fries only, however it served as the driver in finding innovative means to secure future supply and build up our inventory. Working closely with our Global colleagues and local partners, the team developed a series of cutting-edge solutions. These included chartering dedicated Reefer Ships to transport over containers of MacFries. With McDonald's restaurants operating in US military bases in Japan, we leveraged this relationship to secure space on Military Vessels to help transport our Fries. Within 6 weeks, our inventory levels in Japan increased from 2 days to 5 weeks, or a million cases of Fries across our DCs. Recognizing Japan's role within the Global Supply Chain, the team leveraged this model to build up additional inventory for other Asia markets – establishing the "Asia Fries Hub", supporting McDonald's markets across the region. While our competitors struggled to maintain supply, we turned this huge challenge into a competitive

Mohd Nazrol Majid Rahimah Noh Hassan

Zarina Osman Marzita Primus Rosli Salim

Loh Soo Cheng

CHINA

Daniel Tan Boon Keat

Nor Hidayah Ismail Rosedalina Ibrahim

Suzliza Idris Oh Kian Ming

Empowering the Female Leader

The Empowering the Female Leader (EFL) Programme was founded to address the root of gender parity and bring to life our leadership game changer. It provides bespoke development to talented female leaders in the restaurants, supporting our wider DE&I vision and plan for change ambitions; helping secure our future talent pipeline of female leaders not only in Operations, but also across the UK&I market, as Operations also serves as talent feeder to the system. Having the EFL also provides women the opportunity to develop more career- supportive relationships, which are likely to play a direct role in helping them to stay and grow their career at McDonald's. The purpose of the EFL is to build a network of female talent across all areas of Operations by providing a programme to support everyone's personal and professional development. The additional power of the programme has been through sharing real-life experiences from women and men across the UK&I through i-stories. The candidates have enjoyed countless opportunities to hear from and engage with our Executive Leaders, Directors and Consultants throughout

Iana Nechaieva

Andriy Parinov Anatoliy Pidduda Snizhana Pushkar Yuriy Rostomyan Inna Siechko Iuliia Sviatun

Oleksandra Barabanshchykova

Claudio Carvalho Gabriel Cherpillod

PORTUGAL & SWITZERLAND

Portugal and Switzerland volunteered to pilot Mobile Order & Pay as market 0 for IOMBU in a tight opportunity window. This project required an understanding of

consumer purchase motivations to be able to provide the best customer and people experience. This was a cross functional project involving Digital, Technology, Operations, Finance, Legal and O/O's in both countries, in addition to coordinating with Global teams. The challenge was huge; within six months markets had to review and assess technical specs, map the end-to-end process, and identify the need for content at every step. The team developed and mapped the various user journeys and created crew training documentation and POP sign-posting. They also developed and mapped payment processes, identifying and fixing issues along the way. They designed support tools and FAQs for O/Os and restaurant teams and engaged with O/O's to sell MO&P - launching a campaign to trigger trial and install new purchase behaviors in the Markets. Portugal & Switzerland realized early on that combining strengths would be more efficient than each market re-inventing the wheel, and this resulted in effective collaboration across the Markets - structured around daily communication, joint training sessions and monthly project updates. Thanks to this set-up, MO&P was successfully launched by Portugal and Switzerland and very well received by the business and the O/O's community, who saw MO&P as a key milestone in our crew and experience transformation journey. The collaboration resulted in an accelerated rollout and the opportunity to share learnings which has led to further,

Melissa Ellis Dale Galluzzo

Najib Sif Erin Taylor Philip Turner

INTERNATIONAL OPERATED

This team has spent the last two and a half years designing and testing a new system to drive Finance Transformation globally. Being the first market to work through Finance Transformation, the ANZ team has had the responsibility of setting the benchmark for how processes will look globally, as well determining what a modern finance team look like. This transformation has been tried a few times before over the years, and this team has been the first team to successfully launch! The benefits of this change include a modern cloud-based system which is more intuitive to operate and maintain, and able to produce streamlined reporting and cleaner data across the globe. The team have been pivotal in the launch of this system, working closely with Global and Market teams and external suppliers, showing perseverance, dedication, and integrity through difficult times with high levels of pressure coming from many different stakeholders. The system is now live and in the early phase of implementation, and the progress the team has made is admirable. The team is continually striving for the best system and outcomes for our business, to ensure that as we roll out across future markets, we are delivering the best in practice as a Global Finance function.

People Brand Standards

The U.S. People Brand Standards (PBS) is a multi-year cross functional project that truly set a precedent for protection of our People and Brand not only for the McDonald's System

but the QSR industry at large. This team set PBS on the pathway to become one of the most notable initiatives demonstrating McDonald's commitment to putting our People at the heart of our business! The team created a process that balanced the core requirements of the Global Brand Standards with the unique operating routines of the US Business, navigating complexity to ensure that we could effectively measure our commitment to creating a safe and respectful workplace for all, with as little disruption to the restaurants as possible. This required significant coordination in selecting and developing an assessment process managed through a third-party vendor to ensure that standards could be assessed fairly. The team ensured crew and managers are knowledgeable on what to expect from the McDonald's System in terms of culture, their safety, the ability to be trained to deliver on our purpose to feed and foster communities, and to ensure they are

John Richardson

Mateusz Podczarski

Abiman Rajadurai Brendan Welsh

Franchising Initiatives

To keep moving forward as a System, we needed to ask ourselves: how do we continue to create the world's greatest franchising opportunity for generations to come? How do we balance deep roots in our McFamily with outside experience and new skills? How do we ensure that we are meeting the needs and expectations of those who count on McDonald's? The answer is an updated Franchising vision and 4 main policy updates that bring greater clarity, transparency, and consistency into our franchising process. This team has worked to update current policies, create new policies, established new reporting processes and educate the System on the changes. They deployed an external franchisee candidate recruiting campaign, developed a more robust franchisee candidate training program and redesigned end-to-end process flow for all candidates. Ownership polices have also been updated to foster a culture of accountability. They implemented a new Growth Policy that helps provide a clearer path forward for operators and separates the process from the awarding of New Term. These changes put the guest experience at the core of how we make growth decisions all of which enable us to continue to attract and retain the industry's best owner/ operators, representing the diverse communities we serve.

Barbara Yehling

Workplace: Digital Crew Communication

With Workplace, the goal has always been to deliver a people-first tool that strengthens restaurant performance. This is underpinned by the belief that engaged, informed employees stay with us longer and deliver more feelgood moments to our customers. 2022 was a big year for Workplace - the partnership between Global Technology and Global People has helped us sustain and deploy

Workplace in 20 Countries, to nearly half a million McFamily members, with an average of 76% weekly active users. Market collaboration has created a digital community that strengthens restaurant culture and connections. It's streamlined how restaurants receive the information they need while providing crew with valuable communication features like recognition, surveys, polls, livestreams, language translations, and a document repository. The results speak for themselves with 88% of crew across Poland, Portugal and Spain saying Workplace provides the knowledge they need to do their job better, and Franchisee Net Promotor scores over 80 for many markets, with an average of 5 million monthly messages posted on the platform. Workplace has brought fun back into restaurants and created a sense of purpose and belonging among crew, so people feel valued and equipped to live our McDonald's

Best Burger Deployment

and MEA Markets was set up. This team led with our Values

M CORPORATE **FIFA World Cup Global Leadership Team** McDonald's had the opportunity to bring some lightness and feel-good moments during the world's biggest celebration - the FIFA World Cup. Given the unique dynamic of this World Cup, a global leadership team consisting of representatives from Global Impact, MCX, Legal, Security as they engaged in stakeholder conversations, worked with the Qatar Market to plan the complex on the ground

System.

from market to global level.

Fiona Jennings Tess Mattingly Laura McElroy Jessica Rivas Dana Sheedy Andrew Southey Miranda Steele

Inclusion, Integrity, Community and Family.

The Circle of Excellence Award recognizes crossfunctional teams that achieve significant and measurable results that contribute to our business, A winning team **Supports our Purpose** of Feeding and Fostering Communities, Drives our Mission of Making Delicious Feel-good Moments Easy for Everyone and Brings to Life our Values of Serve, Our 2022 Award celebrates the following 15 teams for their outstanding contribution to the McDonald's