



The **Circle of Excellence Award** recognizes cross-functional teams that achieve significant and measurable results that contribute to our business, from market to global level.

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, Inclusion, Integrity, Community and Family.

Our 2021 Award celebrates the following **15 teams** for their outstanding contribution to the McDonald's System.

## CORPORATE

### GLOBAL

#### DE&I Team

Over the last year, the Global Diversity, Equity and Inclusion cross-functional team worked tirelessly to uphold McDonald's commitment and actions towards building a more diverse, equitable and inclusive culture both within the McDonald's System and the communities which it serves. Working together at various stages throughout 2021, this team of individuals supported the deployment of numerous specific company actions that directly support McDonald's progress in this area.

The following initiatives were undertaken; 1) Tying CEO and EVP Compensation to Human Capital Metrics. 2) Closing gender pay gaps across Markets and reaching pay equity in the US 3) Launching a Mutual Commitment to Diversity Equity and Inclusion initiative alongside our suppliers. 4) Registered applicant fund to support diverse franchisees - increasing the number of new franchisees from all backgrounds; including historically underrepresented groups, in McDonald's U.S. and all McDonald's International Operated Markets. 5) B2B focused initiative to increase spend with diverse-owned suppliers. 6) Sharing our DEI scorecard with stakeholders. 7) Roll out of Legal DEI Strategy.

While there is still much work to be done, collectively, this group of individuals has been thoughtful, innovative and devoted in their work in bringing McDonald's values of Inclusion, Family and Community to life.

- Myrna Bell
- Hope Bentley
- Derek Berube
- Mary Burrelle
- Karmetria Burton
- Lori Duggan
- Simone Gourguechon
- Steven Hunter
- Amy Johnson
- Kristen Jones
- Monica Kosby
- Andrea Pettaway
- Yvonne Prang
- Caitlin Schwind
- Kyorgan Smith-Williams
- Elizabeth Wassef

#### Global Loyalty

In today's on-demand economy, consumers expect faster, more personalized, and more convenient service. MyMcDonald's Rewards provides an answer to this by providing all of that with a side of World Famous Fries®. What better way to put our customers first than to reward them for actions they're already taking in a way that improves their overall McDonald's experience?

Members from five global functions came together to create a feel-good, inclusive, engaging loyalty program that gives guests points for simply purchasing the food they love to redeem for free food. It's another way we're giving value to our communities who give so much to us.

Building and executing MMR took Herculean efforts and unprecedented collaboration, as the team wrestled with shaping an on-brand program that stays true to our values, mission, and goals; is globally consistent but locally flexible; valuable for guests, Owner/Operators, and McDonald's; and operationally simple, improving guest and crew experience. The team worked with markets internationally to sell loyalty into leadership and franchisees, create a tailored plan and training materials, pilot, and launch.

In 2021, this team completed successful launches in 18 markets, with more planned for 2022. We currently have over 286M guests feeling rewarded at McDonald's worldwide. 286M members of the community forging emotional bonds with our brand and our people. MMR touches every member of our Three-legged Stool. This team continues to work tirelessly to weave loyalty throughout the fabric of our organization, to create connections with our community, to evolve and optimize—to solidify McDonald's as the leading global omni-channel restaurant brand that makes feel-good moments easy for everyone.

- Kostis Agrafiotis
- Taylor Belyea
- Maximo Buchholz
- William Burns
- Bess Cades
- Gareth Chohan
- Jaclyn Holtzman
- Tammy Krieger
- Stephanie Koenig
- Richard Long
- Sana Mohammed
- Meredith Palomino
- Rupal Patel
- Serena Pruitt
- Michelle Ruehle

#### GSC Crisis Team

In a challenging year, the GSC Global Crisis Team worked diligently to assure supply to our restaurants with vital Packaging, Toys, Chicks, Equipment and Construction/Development products all while managing the complex Logistics / Ocean Freight circumstances resulting from the Covid-19 pandemic and the aftereffects. These collaborative efforts across different functions and geographies helped to maintain our supply chain in its most critical hour, doing so while ensuring our McDonald's Values and Supply Chain Three-Legged Stool philosophy helped to guide the way.

Across many markets, we saw dramatic increases in demand due to consumer shifts to take-out and McDelivery which enabled our Packaging team to implement creative solutions to ensure we could meet both interim and future demand. Similarly, our guests were loving our Chicken products, causing demand to increase significantly, which meant our supply chains needed to be reviewed and revamped to accommodate and plan for current and future trends of a fast-growing category. The Toys and Equipment Development teams ensured we continued to have toy options in place for our younger guests, the most crucial part of any McDonald's Happy Meal! The Equipment/Development team were tasked with ensuring current and future restaurant and business growth goals could be met while facing these difficult headwinds and competing with auto/electronic industries for components.

Serving our guests and internal stakeholders while ensuring our people are well cared for, considering all opinions and making ethically based decisions, and keeping our communities close at heart while getting better together as a McFamily have been guiding principles for this critical team as they keep our vital supply chain moving.

- Christine Beck
- Dan Bernard
- Inma De La Vega
- Marie Emery
- Rafael Espinosa
- Franz Heideberger
- Darren Holmberg
- Dan Leek
- Kandice McLeod
- Christiaan Pilkington
- Cesar Pina
- Kristyn Puzen
- John Sulit
- Ed Symington
- Alexia Zepeda

## UNITED STATES

### US

#### Crispy Juicy Tender Chicken Team

In the middle of the Pandemic, as the Chicken Wars raged, McDonald's U.S. launched a crispy, juicy, tender Chicken Sandwich that delivered for our customers, drove the business, and diminished the efforts of the competition.

The chicken category has been growing at a rate of 4% over the past five years in the U.S., propelled by chicken specialists who have elevated consumer expectations on chicken quality and taste. While we have held strength in core chicken products, the threat of not delivering on a credible, craveable large chicken sandwich for our customers was mounting. The U.S. chicken team set out to create a best-in-class chicken sandwich that could be served at the speed, convenience and value of our business. Leading with the Values of Serve, Family and Inclusion, the team came to a solution that consumers across all geographic and multi-cultural segments loved and that our crew could operationalize in 14,000 restaurants.

The measures of success at launch exceeded all expectations with chicken lifting the business by +2.4% in sales and +1.4 in GCs, exceeding projections. In the first 8 weeks of launch, 18% of the US population tried the new sandwich. The product exceeded consumer benchmarks with 92% satisfaction and 88% repurchase intent scores.

Growing in chicken is critical in driving our holistic business, and this launch was a key step in achieving this ambition. We could not have achieved this success without the dedication and collaborative spirit of a team that came together to make each other better.

- Anna Flores
- Alise Engles
- David Gallo
- Alex Gaski
- Sarah Haas
- Charles Krawtsiek
- Ernie Meier
- Joe Obuchowski
- Matt Saweikis
- Jessica Schuize
- Kevin Sims
- Silvia Son
- Veronica Thompson
- Loretta Vandenberg
- Amy Vogel

#### MyMcDonald's Rewards

MyMcDonald's Rewards had a truly remarkable launch across 14,000+ restaurants – thanks to a united effort from McDonald's USA. Fueling the larger digital ambition strategy, the team set out to launch MyMcDonald's Rewards: the most compelling program that our fans have ever experienced... all while building on the energy of the crew, the convenience of the drive-thru, and the relationship of our customers. MyMcDonald's Rewards is the key to our digital future - we now finally have the ability to meet customers where they are at, learn from their behaviors, and reward them for being our fans.

Because of COVID ramifications, immediate digital growth became a necessity to survive in our industry – QSR experienced expedited digital penetration (+100% in 2020), as consumers became obsessed with app convenience.

The US 'Loyalty Squad' was formed to create, pilot, and launch a best-in-class program that involved an intensive 5 month, five-part rollout which included a technology pilot test, three phases of Ops testing, and an advertised sales test. Not only was this rollout executed, but the team's work both during the pilot and launch has been widely regarded (from employees and operators) as the most successful digital deployment in our history of the US market.

A few months post-launch, original expectations have all been met or exceeded – demonstrating the precision of the team's work. We had over 26 million active users by November and average weekly cash flow increased between \$162 and \$319 per restaurant, with a 40% increase in digital sales per restaurant.

- Jack Balcarcel
- Jenna Bomba
- Bryce Boothby
- Chris Conigliaro
- Jeff Curran
- Gina Delisi
- David Ehrlich
- Raquel Ellison
- Drew Fodor
- Chuck Kasper
- Lauren Kemp
- Jamie Krinsky
- Jesse Pamperin
- Kelley Pettry
- Jen Slack

#### U.S. Employee Value Proposition

When the pandemic began and staffing challenges started to nip at the heels of the business, it became clear that we needed to better offerings in McDonald's US restaurants, it became clear that a North Star was needed to help align the corporation and owner-operators to better meet the needs of their people to prevent further negative impacts to the business. The intent behind designing and activating a defined Employee Value Proposition for our US restaurants was to create a national plan and work together with owner-operators to change the employment experience at McDonald's.

The work has propelled people front and center in critical business conversations across the system and has solidified people as a growth driver for the business. Receiving national endorsement of this work and obtaining nearly 100% local endorsement at the business unit level is merely scratching the surface of incredible people-focused actions being taken. The EVP work has accelerated the progress for McDonald's to become not just a respected employer, but an admired one.

Within our corporation owned restaurants, we recognized the immediate need to focus on a consistent People practices and benefit offerings in McDonald's US restaurants, the most compelling program that our fans have ever experienced... all while building on the energy of the crew, the convenience of the drive-thru, and the relationship of our customers. MyMcDonald's Rewards is the key to our digital future - we now finally have the ability to meet customers where they are at, learn from their behaviors, and reward them for being our fans.

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## INTERNATIONAL OPERATED MARKETS (IOM)

### AUSTRALIA

#### Workplace CFT

McDonald's Australia launched Workplace by Facebook to its 100,000+ restaurant employees in November 2020, resulting in a significant change in the way we communicate and engage with our people. This project was particularly important as its inception was derived through our key Value of Serve by listening to our system needs and taking action on what was important – informing, engaging and empowering our people to 'Run Great Restaurants'.

The McDonald's Workplace team has embodied the McDonald's values of family and community through a strong partnership and collaboration with the Facebook Workplace team. This has resulted in shaping the way Facebook design and deploy features - both existing and brand new.

McDonald's Australia achieved the fastest activation of Workplace ever seen in an organisation with significant frontline users, reaching 90% activated accounts in just 6 months, 81% of crew, 95% of restaurant managers and 79% of all licenses now engage with the platform each week.

- Zoe Alexiou
- Sean Cardiff
- Ben Clark
- Jesse Donaldson
- Caitlin Greenland
- Amanda McMenemy
- Oliver Pitman
- Milliza Raux
- Dimi Tsoulakis

### NETHERLANDS

#### Cross-functional Data Team

Data is the invisible fuel of our business plan, from Big Data to Big Data. With around 3 million transactions per week, the Netherlands has the chance to use data to enable customer experiences that are personalized, faster, easier & more valuable. To accelerate our market data analytics capabilities, we connected three key areas: People, Process and Technology.

The team co-developed the agile forecasting tool, which is now showcased in many IOM/BU markets. With this tool we can project business KPIs, the impact on operational KPIs (WAAT & MC) and the purchasing quantities. This has resulted in a fully data driven marketing/food ordering for 2022. It has supported supply chain decisions leading to a 50% decrease in waste and already led to a 0.05% increase of sales. Another example is the diagnostic analytics where you can do A/B testing on content level on the Outdoor Digital Menu Boards. We can test and influence the impact on sales, ordering time and TET - this resulted in an uplift of 5% Cars per Day / Drive vs non-DMB DTs.

Within supply chain the use of data has resulted in a decrease food waste of 34%.

By bringing together multiple disciplines from across the system, this team has shown the tremendous power we have when we work together. All of our core values are represented - this is the power of data, and above all - our people.

- Taal Bianca
- Ivo de Groot
- Constantijn de Jonge
- Lotta Deinum
- Yvonne Haeck
- Nadia Smit
- Nikita Tijssens
- Wichert Thierrierman
- Nick Tol
- Lindsey van Dijk
- Annelies van Pelt
- Rik Vandewall
- Steven Wierema
- Quint Zieftjens

### UKRAINE

#### CFT Packaging and Recycling

CFT Packaging & Recycling has assisted McDonald's Ukraine in doubling down on its environmental agenda. First, the team has helped McDonald's to reduce annual waste collection costs by 11 000 000 UAH (\$ 415 000 USD) which represents a 60% reduction to the previous year. Between January and June 2021, we handed over for recycling approximately 1080 tons of secondary raw materials, 100 tons of paper cups, and almost 2 tons of polyethylene. A variety of strategic solutions developed by the team, such as packaging-related changes and a switch to environmentally friendly materials, boosted the sorting and recycling project.

Second, the launch of our sorting, recycling, and raw material reuse program spurred the shaping of a waste recycling system and the development of environmentally conscious partnerships across Ukraine. McDonald's Ukraine partnered with 30 recycling facilities to create a positive impact on the local communities. Third, the team helped to organize waste management systems in cities across the country. For example, in Lviv, where the recycling journey started, McDonald's received the Mayor's award. This award recognized how McDonald's helped the city effectively approach waste management issues. Finally, McDonald's encouraged millions of Ukrainians to learn how to sort their waste and already led to a 0.05% increase of sales. Another example is the diagnostic analytics where you can do A/B testing on content level on the Outdoor Digital Menu Boards. We can test and influence the impact on sales, ordering time and TET - this resulted in an uplift of 5% Cars per Day / Drive vs non-DMB DTs.

With the enterprise mindset, the team is already sharing its knowledge and solutions with McDonald's teams in other Markets.

- Sahitra Acqulova
- Viktor Grisha
- Petro Kinash
- Olesya Kornienko
- Yuriy Kos
- Yana Nechaeva
- Anatoliy Pidjuda
- Natalia Reizina
- Ekaterina Yurchenko

### UK & IRELAND

#### Plan for Change

In October 2021, the UK&I business launched Plan for Change, our long-term, innovative ambition to embed sustainability within our business and a framework for how we shape and validate our trust activity, providing multiple axes to engage and build trust with consumers and stakeholders.

Against the backdrop of an ever-evolving sustainability and ethical landscape, this plan underpins our Growth Strategy, Accelerating the Arches, with a real focus on what we do and how we do it as a company.

The working group comprised representatives from nine functions, creating a cohesive, dynamic and progressive approach to developing the Plan for Change, with scalability and global impact - it is now seen as a blueprint for best practice across the system. The team followed a rigorous process to develop four pillars (People, Planet, Restaurants and Food), underpinned by 29 goals and commitments. For external launch, the team worked together effectively, to ensure messaging was credible for TV Ads and refreshed web content, was compelling and informative for both consumers and stakeholders, under the banner Change a Little, Change a Lot.

The Plan for Change is key to achieving our global purpose of feeding and fostering communities, supports our global ambition to become net zero by 2050, and raises the bar by becoming the first Market to set an accelerated net zero target of 2040 for the UK&I. Impacting all three legs of the stool, the Plan for Change will ensure our business is resilient in the future, meaning we can deliver delicious feel good moments for years to come.

- Chris Armstrong
- Chloe Bissell
- Hetty Gittus
- Gareth Hudson
- Fiona Jennings
- Jessica Martin
- Helen McFarlane
- Ben Parry
- Nina Prichard
- Nikki Remmer
- Faharati Schortsaniti
- Sasha Segar
- Harriet Wilson
- Meeta Zakharia

## CHINA

### CHINA

#### Chicken Supply Roadmap

The goal of the McDonald's China chicken supply roadmap team was to develop a roadmap to ensure chicken supply for McDonald's China from 2022 to 2026. Chicken supply is at significant risk in the Market and without a clear roadmap and assurance of supply, the growth plan for the Roadmap would be very challenging to deliver.

Working very efficiently, the project team delivered on their goals and objectives within 100 days. They developed a supply roadmap and aligned on four key strategies to sustain supply over the next 5 years: 1) Vertical integration supply enhancement, 2) ASI supply uplift, 3) Importation and new Wing product development, 4) Pilot a new training model.

This project team leveraged McDonald's best talent globally and locally, working as one team in a transparent, collaborative fashion. The team brought alive the 'Serve, Inclusion and Family' values of the company, developing the right solution to enable us to continue to feed and foster communities.

- Bruce Feinberg
- Julie Harper
- Chee Haur Ngiam
- Sophie Jiang
- Yolanda Jiang
- David Jiang
- Andy Li
- Eric Li
- Cesar Pina
- Remi Rocca
- Kevin Tian
- Olivia Ye
- Candy Yuan
- Jason Zhang

## INTERNATIONAL DEVELOPMENTAL LICENSED MARKETS (IDL)

### HUNGARY

#### 'Chicken War' Team

The 'Chicken War Team' was established at the end of 2020 to maximize the 'Commit to the Core' growth pillar by building McDonald's chicken credentials.

With excellent local suppliers of chicken across the country, the objective of the team was to build and execute on a strategy that ensures McDonald's is the number 1 IEO restaurant for chicken in Hungary.

The Team developed a 3-year customer obsessed chicken strategy that builds on local, relevant insights and our core chicken icons - identifying 4 growth areas: 1) Exploit the boneless chicken category building further chicken pieces and focusing on the iconic McNuggets. 2) Build quality credentials of core McCicken and bring excitement with fresh new chicken LTOs. Promote 100% local sourcing. 3) Develop new whole muscle innovation as new premium patty and reposition wraps as a premium sub-brand. 4) Maximize taste & spiciness with excitement, crunchiness spreading and spicy variations in all price levels.

The first year results of the Chicken War Plan are impressive: Chicken sales share grew from 25.4% (2020) to 30.5% (2021). HOT Great tasting chicken KPI also grew from 28 (2020) to 31 (2021). Our highest ever market share was achieved in June with 18.8% IEO R3 visit share% (HOT).

The cross-functional team set ambitious targets and identified the need to adapt system operations and procedures in order to meet customer demand. The team's ongoing proactive chicken business despite the Covid crisis and lay a solid foundation for our future growth.

- Bianka Andavölgyi
- Eszter Bódi
- Tibor Cséleányi
- Andréa Horváth
- András Horváth
- Patricia Kuczkó
- Eszter Lakuczó
- Márk Szabó
- Vera Szabolcsi
- Ágnes Vácnai
- Roberta Vág
- Klaudia Visnyei

### JAPAN

#### Feel Good Marketing - Creative Transformation Team

Q4 2021 was McDonald's Japan's 25th consecutive quarter of growth, following the 2015 business turnaround. In the last couple of years, key business and brand metrics have seen significant improvement driven by the biggest advance in Brand Affinity and Brand Trust in our history.

Beginning in late 2019, as part of our strategy to mitigate the VAT increase, the Creative Transformation Team commenced a concerted effort to transform our customer perception from 'Like to Love'. At the core, was a single-minded approach to embed a much deeper understanding of our customers' motivations and a commitment to shift from years of rational product and offer driven messaging, to relevant and relatable story telling that drove an emotive response.

The four pillars of the approach have been; 1. A relentless effort to uncover the insights which enable us to tell real stories that matter to our customers. 2. A separate 'always on' focus on selecting the right marketing talent, casting, and music, with genuine brand attachment. 3. A shift to marketing 'Branded Platforms' and the introduction of 'Brand Stories' for Core menu along with our 50th anniversary campaign. 4. An ongoing process of living our values, sharing best thinking practices, training and developing feel good moment that our customers love, while bringing the System along with them. Leveraging these pillars during 2021, the team has delivered multiple key campaigns which have contributed to defining who we are as a brand and what we stand for in Japan.

- Mayu Akiyama
- Yoshihito Honda
- Tatsuya Issiki
- Yuta Kasahara
- Shingo Kojima
- Hiroko Matsushima
- Takashi Nishizawa
- Sho Oniyama
- Midori Oyuu
- Takashi Saga
- Sae Shimamoto
- Taiwa Shimura
- Katsuhiko Teshima
- Kokoro Toyama
- Chisato Yoshidomi

### KOREA

#### The BTS Team

In June 2021, this team made a significant contribution to making delicious feel-good moments memorable for everyone in Korea. The BTS Meal as part of the Famous Order campaign was flawlessly executed and generated incredible business results, with sales growing over 300% sales growth. The momentum created by this campaign was sustained into the second half of the year with a Comp Sales increase of 12% year-over-year. The news of the BTS Meal became a moment of national pride and was celebrated across the country.

The Team demonstrated effective collaboration, engaging the whole system to deliver on the goals. Restaurants received total makeover during crew engagement and the campaign received huge PR coverage with social coverage at an all-time high and McDonald's driving an average of 32 million mentions that of competitors across all platforms. QRAL downloads increased by 208% over the period of the campaign.

- KwangEun Hong
- Ara Jo
- Anna Kim
- DaeWon Kim
- HaeYeon Lee
- YunHee Lee
- Younjung Park
- Leon Suh

### MEA

#### MEA Women Leadership Network

Gender balance makes McDonald's stronger and is at the heart of our inclusive Culture. We are committed to creating a workplace where every woman is equally supported and empowered to realize their full potential.

In 2021 we launched MEA Women Leadership Network in the Middle East and Africa to create a sustainable network to serve as a catalyst for change in the region and activate a WLN chapter in each market. The cross-functional team embarked to develop a strategic approach that supports the unique culture in each market, determine specific goals and metrics for success and achieve agreed upon market targets to increase women in the organization at home office and in the restaurants.

As part of the major initiatives to activate WLN, we asked Markets to nominate and participate in Watch in 2021. This program aims to celebrate the achievements of the brightest, most dynamic, and promising female talent across the MEA Business Unit at various levels that have inspired others, have strong business achievements and are passionate about driving the business forward. We now have 17 WLN established across MEA.

The MEA WLN team have led transformative change, partnering with DLS, employees, suppliers and beyond to promote diversity efforts across the MEA Business Unit by forging a path of gender equality at all levels.

- Kimberlee Ballard
- Ossama Chaaban
- Kristina Dorn
- Nazifa Janetkhan
- Wasen Kader
- Mareen Mtonintshi
- Umit Pinar
- Tracy Salter
- Nargis Yeszhanova