



The **Circle of Excellence Award** recognizes cross functional teams that **collaborate across the organization** with an **enterprise mindset** to achieve significant and measurable results. Winning teams have implemented horizontal ways of working in order to solve valuable problems effectively.

Our 2025 Award celebrates the following 12 teams for their outstanding contribution to the McDonald's System.

Accelerating Restaurant and Digital Capabilities across IDL

Over the past few years, this global cross functional team has transformed how millions of crew and customers experience McDonald's across IDL markets. By unifying ordering, payment, delivery, and loyalty into one global app, they grew digital sales from 119 million dollars in 2019 to 3.5 billion dollars in 2024, with strong additional growth already seen in 2025.

At the same time, they migrated 25 markets to Sesame, McDonald's most stable and future ready POS, strengthening operational reliability and positioning all IDL markets to complete the transition by 2028. Deployment timelines fell to six months per market, and Japan achieved its lowest POS incident rate, giving crew more reliable systems and smoother workflows.

The team also unlocked Mobile Order and Pay across 35 markets and integrated five payment providers to support CRM, promotions, and loyalty activation. With 12 markets unified into GMAI, they simplified delivery operations and eliminated legacy apps, setting a global standard for digital excellence.

- Sandeep Annamaneni
- Nipun Arora
- Funda Aygun
- Tony Chua
- Jason Holland
- Sharif Idris
- Nilan Jayasuriya
- Ravalnath Kamat
- Alan Loke
- Tetsuaki Marumo
- Nicola Mylan
- Sharon Ng
- Samuel Ramalho
- Pavan Sethurathnam
- Akanksha Sharma
- Wayne Tan
- Rishi Tibarewala
- Venkatesh Tungala
- Sean Ward
- Martin Woodward

Accuracy Scales and Integration

The Accuracy Scales and Integration Global Team delivered a major step forward in building a better McDonald's in 2025. Acting with exceptional speed, the team transformed an initially limited 3PO deployment into a true global programme by integrating accuracy check scales with the Sesame platform across Drive Thru and Delivery. During 2025, more than 3,500 restaurants in 16 markets adopted the solution, with 5,500 total scales projected by year end and a further 9,000 forecast for 2026. This technology now double checks more than 4 million orders each week, correcting 4.5 percent before handoff, reducing customer complaints and easing crew workload. Between January and October, 121 million weighed orders led to 5.5 million issues resolved before reaching customers.

The programme showcases scalable innovation, evolving the Le Balance prototype from France into a global standard and co creating an AI powered system that identifies discrepancies in under a second. The team also reimagined the business model, designing a flexible single brain software platform and negotiating new vendor structures that cut software pricing by more than 50 percent.

By removing manual verification steps and improving accuracy, the initiative enhances customer trust, speeds service and frees crew to focus on meaningful interactions.

- Akshatha Anil
- Jean-Pierre Calloud
- Melanie Cleary
- John Colfer
- Trevor Davis
- Adam Glen
- Vishal Godse
- Matt Grant
- Jamie Johnson
- Mark Klinker
- Prince Marfo
- Jakub Mazurek
- Mounir Mourad
- Dave Passmore
- Grant Pelletier
- Jennifer Roberts
- Nathalie Roth
- Paul Saunders
- John Smart
- Diogo Sousa

Anatomy of Great Taste

The Anatomy of Great Taste (AOGT) is one of McDonald's most influential consumer research programs in recent years. It has accelerated progress on Great Taste and Quality, supported the closing of satisfaction gaps, and strengthened menu led growth. Designed to build a shared language and framework for Taste and Quality, AOGT deepened understanding of McDonald's strengths and opportunities compared with competitors and generated clear action plans for Beef, Chicken, and Beverages.

AOGT has played a major role in shaping McDonald's global strategy and has become a key input to priorities for the next three to five years. It introduced a more coordinated approach to Taste and Quality by measuring the impact of bundled initiatives and linking the AOGT framework directly to Menu Architecture. This partnership with Corporate Strategy enabled the sizing of category opportunities and created clearer expectations for each menu area. As Phase 2 begins, top markets are aligned on a unified framework and planning model.

AOGT also informed development of the Restaurant Next Chicken Menu, helping the Global Menu team sharpen focus and accelerate one of the company's largest single year waves of product development. Insights from AOGT supported confidence in direction, leading to versioned concepts tested in four operational restaurants by the end of 2025, with expansion plans underway.

- Ellie Besand
- Matt Cahill
- Michaela Charette
- Roger Di Domenico
- Jacob Ford
- Darci Forrest
- Chris Heppie
- Tomasz Kazmierski
- Alyssa Kranzmann
- Jenny Lennon
- Paul Liu
- Jose Lopez Avila
- Alfonso Pacheco
- Nicola Pitman
- Jorge Ramirez
- Chris Young

Beverage Market 0 Advertised Sales Test

The program delivered strong business results, driving a 2.9 percent incremental sales lift in Colorado and 2.0 percent in Wisconsin. The advertised sales test was a proof of concept on the ability to execute a modernized beverage portfolio within existing McDonald's restaurants building the foundation for the 2026 United States launch and generating learnings that now support Canada, Germany, Australia and upcoming IOM and IDL markets in 2027. The work reflected strong collaboration across Global, Segment and Market teams.

The team moved at paced from project initiation to in market execution in five months, deploying in 500 restaurants across the two markets with objectives to test to launch and test to learn. Early progress was achieved without a formal dedicated Beverage team. Cross functional partners across Marketing, CX, BCC, SIP, RGM, Operations, Equipment, Technology, and Field worked together with alignment across MET, OPNAD, NFLA, and NLSC embodying agility. The team refined PMIX, equipment, operations, and go to market plans, building operator confidence.

The successfully test energized the system, strengthened confidence for 2026, and position the business for significant incremental sales. Adopting the share and steal model, Australia – as the IOM Market 0 – quickly assembled a team and executed a 10-store micro-ops test ahead of their 500 store test beginning February 2026 prior to national rollout with learnings guiding upcoming launches across both Canada and Germany reinforcing McDonald's Culture Norms and Values.

- David Bondy
- Zach Cobb
- Meghan Fernandes
- Allison Garriepy
- Diane Gau
- Lincoln Hawks
- Lancy Huynh
- Tony Jackson
- Mike Lingo
- Brielle Maher
- Todd Manisco
- Noah Maslanka
- Connor Patterson
- Daniella Pittiglio
- Leo Renz
- David Roman
- Erika Sulecki
- Gina Tabascio
- Yaritza Vallejo
- Laura Zimmerman

CO2 Emissions Reduction: Refrigerant Gas & ESG Management

Refrigerant gases account for more than 70 percent of Arcos Dorados' Scope 1 emissions, making them the company's most significant operational environmental challenge.

In 2024, the ESG and Maintenance teams launched a coordinated regional strategy focused on operational efficiency through gas recovery, reuse, and proper disposal, and environmental efficiency through replacing outdated equipment with low GWP systems. Results exceeded expectations. NOLAD reduced net refrigerant gas consumption per restaurant by 57 percent, Brazil achieved more than 50 percent, and SLAD delivered more than 35 percent, surpassing targets in every market. Stronger monitoring, centralized purchasing, standardized recovery processes, and technical capability building, including Brazil's partnership with SENAI, played a critical role. Markets such as Costa Rica, Mexico, and Puerto Rico also advanced important local initiatives.

This multi country effort delivered measurable environmental impact, avoided unnecessary operational costs, and directly advanced Arcos Dorados' Sustainability Linked Bond emissions commitments, reinforcing its leadership in climate action.

- Daniel Arenas
- Roberto Argentim
- Luis Fernando Barajas Vargas
- Guillermo Delgado
- Bruno Guilhermino Fernandes
- Rodrigo Fernandez
- Angel Gabriel Fernandez
- Angel Gustavo Gassetto
- Gustavo Rodriguez
- Juan Carlos Tahuilan
- Marie Paule Tarrisse
- Thiago Vasconcelos Duenha
- Hernan Villalobos
- Christian Ariel Vommaro
- Facundo Zamarripa

GF Mod, Wave 1 Deployment

The Global Finance Wave One Team, spanning Australia, New Zealand, Austria, Germany, Luxembourg, Poland, the United Kingdom, Ireland, and Switzerland, set a new benchmark for partnership in delivering one of McDonald's most complex enterprise transformations. Working closely with the GF Mod program team, they delivered Wave One on time and at scale, overcoming challenges through creativity, trust, and resilience. Their approach ensured a successful launch and established the model for all future waves. Speed was essential. The team built and executed an end to end plan that addressed risks quickly and adapted strategies to protect the timeline.

When deadlines tightened, they created an agile technology testing solution that kept the project moving. Their success came from innovation and collaboration, co creating scalable processes, onboarding journeys, talent strategies, and organizational design frameworks now used across future waves. Through strong prioritization, they accelerated progress toward One McDonald's Way and laid the foundation for continued finance transformation.

- Ziyad Abdelqader
- Morgan Anderson
- Patrick Collins
- Maria Darriba
- Miranda Fraser
- Dirren Hartzell
- Eva Kienzl
- Ashley Leonard
- Caitlin Marks
- Tami Martin
- Alain Meyer
- Barbara Müller
- Zafe Pang
- Anna Pula
- Alison Russell
- Daniel Sontag
- Jennifer Sturch
- Danny Van Beurden
- Carla Villafuerte
- Justin Whitehead

Integrated Delivery - Flexible Logistics Capability (FLC)

In 2025, the Flexible Logistics Capability team advanced McDonald's strategy by building a scalable and integrated delivery solution that strengthens global operational excellence.

As part of Investor Day commitments, the team created the global model that will allow McDonald's to scale integrated Delivery and move toward the goal of having 30 percent of delivery orders placed through McDonald's owned channels. The team's speed was a defining strength. They launched an Open Pilot in Portugal, going live in 15 restaurants in one day through strong cross functional alignment, Agile ways of working, and rapid execution from design to deployment.

They also accelerated partner negotiations and approvals to meet ambitious timelines without reducing quality. Through innovation, the team redesigned the logistics model using middleware providers, enabling dynamic partner selection and standardized APIs for scalable fulfillment. They also improved reconciliation processes and strengthened global capabilities through collaboration and development.

- Samarth Agarwal
- Sachin Amin
- Alex Bragagnolo
- Tiago Coutinho
- Jorge Ferreira
- Silvia Grilo
- Prachi Kamble
- Sheng Lee
- Rita Montenegro
- Cristian Ortiz
- Nelson Pinto
- Steven Rodd
- Jeannine Small
- Cláudio Sousa
- Diogo Sousa
- Ava Souza
- Sally Tran
- Dalilah Vaquera
- Fabian Vergara
- Kumara Withana Arachchige

McDonald's Global Offices Core Team

In 2025, the Global Offices Core Team achieved a major milestone by establishing McDonald's corporate presence in two new global hubs in Mexico City and Hyderabad. This marked the company's return to India after nearly two decades and the first corporate office in Mexico in McDonald's seventy-year history. Beginning with a blank slate, the team adopted a start-up mindset as they quickly built more than ten core functions, including legal entities, compliance, benefits, payroll, food attraction, and entire office space.

They navigated local market differences with agility and curiosity while making foundational decisions that would shape McDonald's future. Strong partnerships with local experts helped them create the legal, financial, and operational infrastructure needed to launch at speed. Their work unlocks long-term potential by enabling greater insourcing, expanding innovation to new talent pools, and supporting around-the-clock access. Today, more than six hundred colleagues work across the new Mexico and India offices, reflecting the team's vision and execution.

- Wendy Akinrinmade
- Jennifer Biles
- Sara Brown
- Danette Clarno
- Anthony Curtis
- Natasha Dimovski
- Lane Fraley
- Sabrina Hallenbeck
- Ian Ho
- Jesse Lewin
- Sheri Malec
- Anna Martin
- Michael Oldham
- Luke Pennington
- Rodrigo Reygadas
- Caitlin Schwind
- Meghan Selz
- Kevin Simpson
- Rob Wis
- Nicholas Zappa

Minecraft Campaign

The Minecraft program set a new benchmark for the industry and redefined what a McDonald's global campaign can deliver.

After teasing the campaign, Minecraft content surged and generated more than twenty thousand new videos - changing the trajectory of consumer anticipation for the movie ahead of the premiere, proving that McDonald's can shape cultural moments rather than simply respond to them. A highly cross functional global team created value across Restaurants, Loyalty, Delivery, and Marketing, driving strong April 2025 performance and sustained share momentum over the following months in major markets including France, the United States, the United Kingdom, Italy, Spain, and Canada.

The campaign produced comp sales lifts of 1.5 to 11.9 percent and comp guest count lifts of 0.4 to 6.4 percent. It also introduced several firsts, including a vertically integrated campaign across more than one hundred markets, a global digital offer for Gen Z and Gen A, an in-game integration, global non-food Loyalty rewards, and a unified Sauce. The program sparked cultural excitement and demonstrated what only McDonald's can do.

- Rebecca Anderson
- Jose Bautista
- Kendra Bruton
- Emily Cheung
- Teresa Dolan
- Anna Engel
- Lauren Garcia
- Nathaniel Gaynor
- Amy Goldberg
- Courtney Harris
- Stella Kleynerman
- Natalie Mayen
- Nancy Meza
- Tanya Mirari
- Alexia Missin
- Fatma Othman
- Angellic Ross
- Aaron Russell
- Gabby Shishkoff
- Lukas Steiniger

PSP Strategy for Recovery

Malaysia's diverse population, made up of Malay, Chinese, and Indian communities, shaped the significant business impact that followed the Middle East conflict in October 2023.

Before the boycott, Malays represented more than 60 percent of McDonald's customer base, but that figure has fallen below 20 percent, contributing to a more than 50 percent decline in baseline sales. At the same time, non Malay penetration has risen to 70 percent. To respond, the team built a data driven strategy grounded in racial dynamics and consumer sentiment.

Using fence sitter studies, focus groups, zero party data, social listening, and HOT tracking, they activated the Persuade, Strengthen, Protect framework. They worked to win back Malay fence sitters by elevating local ownership, community engagement, and Muslim centric programs, while reinforcing loyalty through trust building activities and strong value platforms. They also strengthened trust with non Malays through targeted cultural communications.

This approach stabilized performance and improved trust, sentiment, and internal engagement across the market.

- Afni Adnan
- Teh An Nee
- Wan Bahiyah
- Wan Shariena Bahrom
- Ariff Hadi
- Hazian Hamdan
- Faiz Hamid
- Teoh Hong Chin
- Syahruil Isa
- Shadan Ismail
- Chin Mei Lee
- Azman Mohammad
- Fairul Mohd
- Fauzi Mohd
- Aaron Raj
- Nasir Rakhir
- Faizul Rizal
- Ahmad Shihafudin
- Shamsidar Yahya
- Samantha Yap

Round-Up for Ronald McDonald House in GMA

We proudly nominate the cross functional team that accelerated the launch of Round-Up for Ronald McDonald House in the Global Mobile App, demonstrating how McDonald's can move fast, think big, and deliver meaningful impact for the business and our founding mission partner.

Originally scheduled for late 2026, the Global Technology team prioritized and delivered native donation functionality nearly a year early, launching in the United States on November 13, 2025. This swift acceleration addressed franchisee demand and declining Donation Box revenue, reflecting strong alignment across Global Technology, Global Impact, and the U.S. Market. The team replaced fragmented workarounds with a seamless donation experience that allows customers to round up or make fixed contributions during payment.

This modern digital donation box is projected to generate fifteen million dollars in incremental U.S. donations in 2026, with global expansion ahead. Built with no additional budget, the solution strengthens McDonald's reputation, boosts loyalty engagement, and supports Ronald McDonald House as it works to serve twice as many families by 2030.

- Maryam Afzal
- Samarth Agarwal
- Paige Baldacci
- Samuel Dawes
- Samuel Garcia
- Laura Gomez
- Jonathan Kelly
- Namit Nayak
- Kwabena Nuamah
- Aili Reome
- Emily Roeder
- Joanna Sabato
- Timothy Shaw
- Adam Smith
- Faizan Tahir
- Meredith Warren
- Nicholas Wilczynski

Workplace to McD Connect Migration

In May 2024, McDonald's learned that Workplace would be decommissioned by August 2025, affecting 26 markets and more than 500,000 restaurant employees. With over one hundred integrated environments and strong frontline adoption, the Digital Employee Engagement Team and technology partners immediately mobilized to identify a scalable replacement.

Within weeks, they evaluated more than fifty platforms, conducted fifteen demos, and completed a full cross functional RFP. By September, Blink was selected as the new partner, and contracting was fast tracked to begin technical discovery. The team worked closely with markets and CPOs to co create migration timelines that aligned with local priorities and major initiatives.

By year end, deployment plans were finalized and a global change toolkit was launched to support consistent communication. Ten months after the announcement, the first pilot launched in the Netherlands, followed by on time migrations for all remaining markets.

Today, McD Connect surpasses Workplace in reach and engagement, with continued platform enhancements underway.

- Pam Arroyo
- Ana Ayrempour
- Mark Brooks
- Melanie Cleary
- Brigitte Boer
- Ryan de Laat
- Nadine El Hassani
- Mandy Kallah-Bharj
- Meg Mairdwell
- Claire Matthews
- Nancy Moore
- Annika Nelson
- Oliver Pitman
- Vanessa Poulin
- Olivia Prado
- Rosa Scarpa
- Jan Schatz
- Ferdinand Schusdziarra
- Yurivan Assensi