



McDonald's Global Statement of Principles Against Discrimination, Harassment and Retaliation

Our Goals

At McDonald's each of us is responsible for promoting a culture that results in a safe, respectful, diverse and inclusive work environment where people can flourish. The purpose of this Global Statement of Principles Against Discrimination, Harassment, and Retaliation ("these Principles") is to ensure that, consistent with our Values, our company-owned restaurant and staff employees can thrive in an inclusive workplace free from all forms of discrimination, harassment, and retaliation. These Principles protect our employees against inappropriate actions that are unwanted and unwelcome and/or which create an intimidating, offensive, unsafe, or hostile work environment.

Our Values

- **Serve:** We put our customers and people first. McDonald's is a people company. We value the people who work for and with us, and the customers who we serve, above all else.
- **Inclusion:** We open our doors to everyone. We value diverse perspectives, and we want to create a welcoming and supportive environment for all.
- **Integrity:** We do the right thing. We prioritize safety and wellbeing and believe that everyone working under the Arches is entitled to work in an environment free from harassment, violence and discrimination.
- **Community:** We are good neighbors. We give back to our local communities and think globally to build a better future.
- **Family:** We get better together. We believe that we all have a role to play in creating a safe, respectful, diverse, and inclusive workplace.

How do these Principles apply?

These Principles describe McDonald's minimum standards for addressing and preventing discrimination, harassment, and retaliation for McDonald's Company-owned restaurant employees and staff globally. While these principles do not apply to franchisees or their employees, our franchisees are required to comply with all laws, and we encourage them to implement similar principles in their own businesses.

Each of McDonald's majority-owned subsidiaries will implement specific local policies addressing discrimination, harassment, and retaliation in their market, making sure that those policies are consistent with these Principles while adhering to applicable local laws. These policies should apply to all McDonald's company-owned restaurant employees and staff in each market. Among other requirements, the local policy must set out how to address and prevent discrimination, harassment and



retaliation and provide employees with clear and detailed information on how they can report concerns that they may have.

McDonald's recognizes that different markets have different cultural norms and that certain issues may be approached differently depending on the market. The local policy in place in each market should be referred to for specific guidance on any particular issue or concern. However, these Principles set forth minimum expectations regarding how McDonald's employees should be treated, and how they should treat each other.

Nothing in these Principles is meant to conflict with local law, including labor and employment laws, which can vary from country to country. To the extent that you perceive a conflict between these Principles and with local law, please contact a Human Resources partner to discuss further.

Who is covered by these Principles?

These Principles apply to all employees of McDonald's Corporation and our majority owned subsidiaries – both company owned restaurant employees and staff globally ("McDonald's employees").

Further, we do not tolerate discrimination, harassment, or retaliation of employees by non-employees (for example, interns, temporary workers, independent contractors, franchisees, guests, customers, vendors and suppliers), or of non-employees by employees.

These Principles apply (without limitation) in all of the following situations:

- On McDonald's property;
- Using McDonald's communication systems, equipment or resources;
- During off-site McDonald's sponsored events, business meals, meetings, training, or other work activities;
- During (and commuting to and from) business trips; and
- Any conduct outside working hours, including text messaging and using social media on personal devices, where the conduct has an impact on employment with or engagement by McDonald's.

Our Expectations

- We treat each other with respect and dignity at all times. We provide equal employment opportunities for applicants and employees. We make employment decisions based on merit, experience, and business needs, not on who a person is, where a person comes from, or what a person believes.
- We do not tolerate or condone harassment or discrimination of any kind, including harassment or discrimination based on the following non-exhaustive list of protected characteristics (in addition to any other status protected by law):



- Race, color, ethnic or national origin;
 - Age;
 - Religion, religious beliefs, and religious practices;
 - Sex, including pregnancy, childbirth, and breastfeeding;
 - Sexual orientation;
 - Gender identity, gender expression, and gender stereotypes;
 - Nationality, citizenship or ancestry;
 - Physical or mental disability, or medical condition;
 - Parental or marital status; and/or
 - Status as a victim of domestic violence, sexual assault or stalking.
- We do not tolerate violence of any kind including, but not limited, to gender-based violence.
 - We do not tolerate retaliation against anyone who raises a concern or complaint about any conduct that might violate these standards.
 - These Principles cover a wide range of conduct—even if the conduct only offends some people, but would be considered acceptable to other people. While definitions of discrimination, harassment and retaliation vary from country to country, certain behaviors are never acceptable at McDonald's. These include but are not limited to:
 - Discriminatory employment actions against an individual based on a protected characteristic, including but not limited to hiring and firing decisions, pay and/or promotions decisions; and assignments and career development decisions.
 - Unwelcome verbal conduct such as threats, epithets, derogatory comments or slurs, unwanted nicknames, derogatory jokes, or comments or teasing about an individual's dress or presentation;
 - Unwelcome postings or communications such as posting or sharing derogatory posters, photographs, cartoons, or drawings or sharing emails, texts, or pictures that are degrading, make someone uncomfortable or are insulting;
 - Unwelcome physical conduct such as unwanted touching or physical assault;
 - Sexual harassment, which is harassment specifically based on sex and includes any:



- unwelcome sexual advances,
 - unsolicited sexual attention, demand or request for sexual access or favors,
 - verbal abuse of a sexual nature, sexual innuendo or other unwelcome verbal conduct of a sexual nature,
 - unwelcome physical conduct of a sexual nature or sexual assault, and
 - “quid pro quo” harassment, meaning any action or conduct that threatens or insinuates, either explicitly or implicitly, that an employee’s refusal to submit to sexual advances will adversely affect that staff member, or rewarding or promising to reward staff who submit to such advances;
- Retaliation (or threatening to retaliate), including punishing someone or taking a negative employment action because someone raised a concern or complaint of potential harassment, discrimination, or retaliation, or because someone participated in an investigation. Examples might include:
 - Termination of employment;
 - Reduction in pay, hours, or favorable work assignments;
 - Disciplining, or reassigning someone; or
 - Demoting or transferring an employee.
 - Retaliating or threatening retaliation against an individual after a negative response from that individual to sexual advances or other potentially harassing activities;
 - Unreasonably or unjustifiably excluding an individual from normal workplace conversations and making them feel unwelcome;
 - Undermining or deliberately impeding someone’s work;
 - Circulating rumors or gossip
 - Unwarranted criticism or belittling of opinions; and
 - Any other conduct that shows hostility toward, disrespect for or mistreatment of an individual.

All employees at Company-owned restaurants & staff are expected to:

- Uphold McDonald’s Values.
- Treat everyone with respect and dignity.
- Be accountable for their actions.



- Help create a work environment that is safe and free of hostility.
- Role-model safe, respectful, courteous and inclusive behavior.
- An employee can become an active bystander if he or she decides to do or say something in response to observing an action contrary to these Principles. These Principles are designed to encourage employees to step in when they see or hear something that causes them concern, and where they feel that they may safely do so.

In addition, managers & supervisors (in both Company-owned restaurants and staff offices) are expected to:

- Ensure that employees have access to local policies and training on how to create a safe, respectful, and inclusive workplace.
- Take allegations of discrimination, harassment, violence, and retaliation seriously.
- Report any instances of alleged misconduct that could violate these Principles, consistent with local market policy.
- Impose timely and proportionate corrective action when warranted after consultation with HR where appropriate.
- Not condone retaliation in any form where concerns or complaints are raised that might violate these Principles.