



Inclusion at McDonald's

“We're a people business, and never forget it.” — Fred Turner

McDonald's position and our commitment to inclusion is steadfast. Since our founding, we've prided ourselves on understanding that the foundation of our business is people. Our success is a direct result of the work our collective System has done to become the world's community restaurant.

As we reflect on our progress, there is a lot to be immensely proud of. Our accomplishments include improving leadership diversity, achieving gender pay equity at all levels, meeting our US system wide supplier diversity aspirational spend goal and recruiting the largest Registered Applicant pipeline.

As part of our ongoing inclusion efforts, **our work is evolving.** Guided by our enterprise-wide global inclusion strategy, OUR Golden Rule – to treat everyone with dignity, fairness and respect, always – we continue to put people first and create access to opportunity for all our customers, employees, Franchisees and suppliers.

What does this mean in practice?

People

- ✓ Yearly external demographic reporting as part of Purpose & Impact report
- ✓ Internal tracking, transparency and identification of focus areas to drive accountability
- ✓ Annual pay equity audit and remediation
- ✓ Efforts to build an inclusive pipeline through strategies embedded in the recruitment, retention, and succession planning processes
- ✓ Continuing existing third-party development offerings, ensuring they are available for all
- ✓ Continue inclusive leadership courses for all leaders while evolving broader learning portfolio
- ✓ Supporting Employee Business Networks, ensuring priorities drive the business in the 2025 planning cycle. Our volunteer-led EBNs continue to welcome everyone, including allies.
- ✓ Holding the CEO and Executive Officers accountable for efforts that drive employee engagement and our values, including the value of Inclusion

Communities

- ✓ Championing and investing in causes that matter to McDonald's customers and communities

Supply Chain

- ✓ Yearly reporting on supplier spend transparency as part of Purpose & Impact report
- ✓ Efforts to increase access to opportunity for suppliers of all backgrounds in our supply chain
- ✓ Commitment to inclusive marketing spend
- ✓ Continue integrated discussions with suppliers about their inclusion efforts as part of business reviews
- ✓ Continue sharing best practices, collaborating with suppliers, and connecting with industry organizations to advance inclusive sourcing practices
- ✓ Our Global Inclusion Team remains in place to continue working with suppliers and internal stakeholders on supplier diversity

Franchising

- ✓ Efforts to increase access to opportunity and recruitment of franchisees of all backgrounds
- ✓ Support of Operator Affinity Groups

As we continue to execute on our strategy, we will be guided by our core principles:

- 1 Our system thrives when we are shaped by the communities in which we operate
- 2 Our early and full adoption of inclusion gives us a competitive advantage
- 3 Individuals perform their best when they feel they belong
- 4 Our priority is responsible business- acting lawfully and being responsive to the business environment.

For more information on McDonald's approach to inclusion, visit our website: <https://corporate.mcdonalds.com/>