

2023–2024

Diversity Snapshot

McDonald's Corporation



Diversity Snapshot



Diversity, Equity & Inclusion

Guided by our values, we are committed to helping empower the people and communities we serve and create opportunities for everyone to succeed.

A global company the size of McDonald's can have the opportunity to make a positive difference in the world. Every time someone walks through the doors of a McDonald's restaurant, rolls into a drive-thru, sees McDonald's commercials or experiences our brand, we have a chance to build community and foster inclusion.



Our 2023 Diversity Snapshot


Our Employees




To have a workforce that represents the diverse communities we operate in, we believe diversity in our employee pipeline is integral to our success as an organization and our position as a change-maker in our communities. We're implementing initiatives that help support our aspiration to increase representation at leadership levels.


Across our Corporate Staff at the Senior Director level and above:

 **44%** globally are women.

 **33%** in the U.S. are from Underrepresented Groups.¹

At Company-owned and operated restaurants:

 **62%** of managers globally are women (68% in the U.S.)


 **66%** of U.S. managers are from Underrepresented Groups.¹

Our Franchisees



We are implementing strategies to support our ambition to increase diverse representation within our Franchisee community in the U.S. by generating more opportunities for entrepreneurs of all backgrounds, including through efforts that seek to address potential socioeconomic barriers candidates may face in joining McDonald's.

 **30%** of U.S. Franchisees are women.

 **33%** of U.S. Franchisees identified² as either Asian, Black or Hispanic.

Our Suppliers



We continue to prioritize creating opportunities for suppliers of all backgrounds. Our U.S. systemwide spend with diverse-owned suppliers was 26.2%, resulting in McDonald's reaching its diverse-owned supplier aspirational spend goal for the third year in a row.

Our Strategy in Brief

The Company's strategy for the future is built on a simple idea: when we live our values, we succeed. Our approach to diversity, equity and inclusion (DEI) focuses on three areas:

- 1 **Representing the diverse communities in which we operate.**
- 2 **Accelerating cultures of inclusion and belonging.**
- 3 **Dismantling barriers to economic opportunity.**

Whether it's our talented employees, Franchisees or global network of suppliers, we are committed to creating pathways to success that help everyone grow and thrive. We also strive to create welcoming, inclusive experiences for our communities around the world.

- 📖 Read more about our community efforts on page 65 of the Purpose & Impact Report.
- 📖 To see more of our strategy in detail, visit our [Diversity, Equity & Inclusion](#) web page.

Publishing Our Performance

The data in this report covers representation for our employees, Board and Franchisees, as well as business diversity spend, including our investment in diverse-owned media and production companies and content creators.

- 📖 For more diversity data, please see our [Appendix](#) on page 72 of the Purpose & Impact Report.

Employees

We strive to be a place of opportunity for everyone who works for our brand. We aim to attract, retain and promote the best talent and to foster a feeling of belonging for all of our employees. And, because we know that ambition is nothing without action, we underpin our commitment to our employees with robust policies and practices that are designed to foster an inclusive environment and to fuel their career development.

Inclusive Leadership

We are prioritizing the development of inclusive leaders. Since 2022, we have offered an Inclusive Leadership course for employees in Director-level positions and above. The inclusive leadership offerings are a supplement to the on-demand online courses, virtual employee-led courses and a variety of other learning resources available from our learning and development team.

Promoting Inclusive Recruitment, Hiring and Promotion Processes

We seek to embed various practices into our hiring and promotion processes to help promote access to opportunities. For example, to create awareness of opportunities with our brand in the United States, we drive on-campus partnerships with various institutions, including those serving minorities, prioritize the inclusiveness of our job postings, and attend a variety of career fairs and workshops aimed at attracting top talent. We also design interviews and interview guides to help support equity and fairness throughout selection, interview and offer processes.

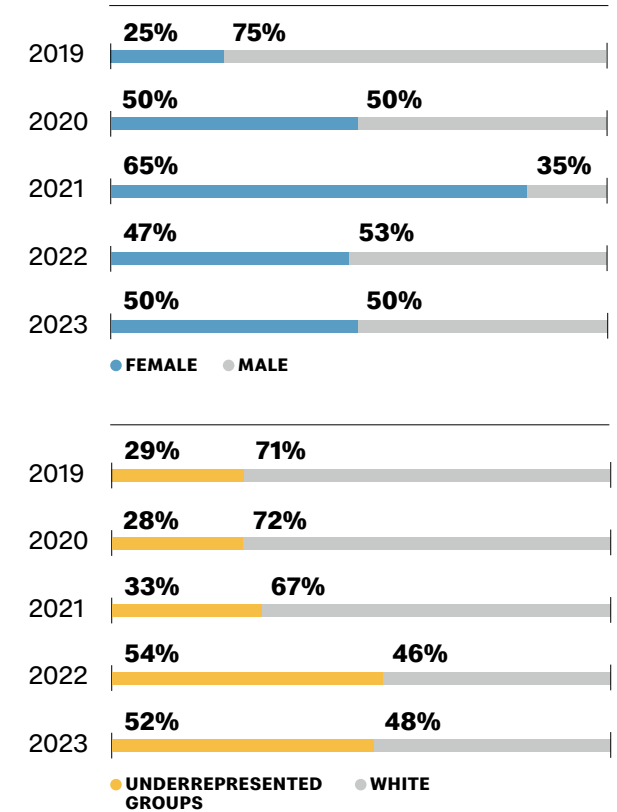
Internally, we promote job visibility to support access to growth opportunities. We maintain Job Posting Guidelines outlining our requirement that, subject to limited exceptions, all roles in the U.S. (levels G6 and below) must be posted for five days. By setting this expectation, we help drive awareness of internal opportunities.

Definition:

In the U.S., the term "Underrepresented Groups" generally means people who identify as Black, Indigenous, Asian or Pacific Islander, or otherwise as people of color, people of Hispanic or Latino/a/x descent, people with disabilities, people who identify as LGBTQ+, people from religious minorities, or people having a combination of these identities or attributes. For purposes of McDonald's reporting, including with respect to Human Capital Metrics and Equal Pay, "Underrepresented Groups" is defined as people who identify as Black, Indigenous, Asian or Pacific Islander, people of Hispanic or Latino/a/x descent, or people having a combination of these identities or attributes.

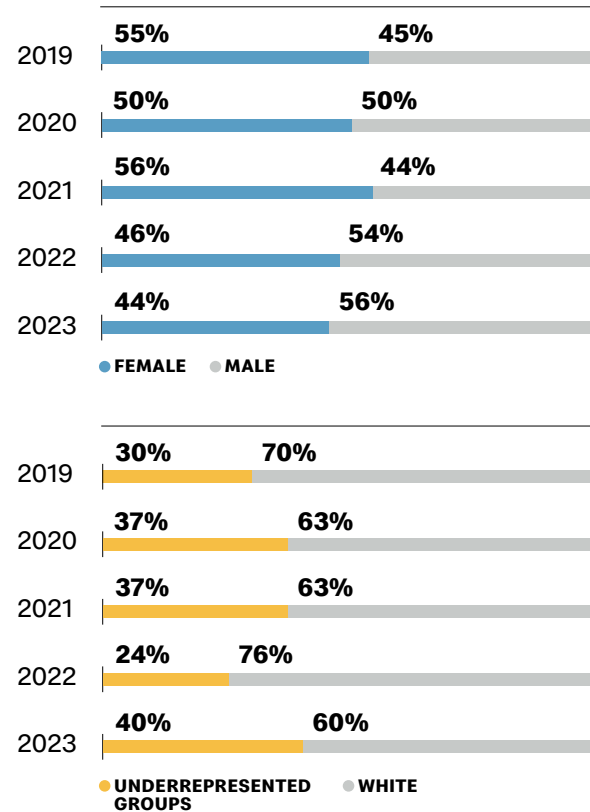


All External U.S.-Based Senior Director and Above Hiring³





All U.S.-Based Senior Director and Above Promotions³



Development and Succession Plans

We take tangible steps to develop our talent pipeline to help ensure employees of all backgrounds are able to achieve their full potential at the Company.

Corporate officers are asked to take steps to put intentional succession plans in place to support the pipeline for leadership roles throughout the organization. The expectations are that these succession plans are an honest, viable, actionable depiction of the true readiness of the pipeline and provide employees with the support needed for upward advancement.

Leadership Accountability and Governance

We're serious about holding ourselves and our leaders accountable for driving an inclusive culture, and doing so in accordance with local regulations and employment laws around the world.

To reinforce the importance of the Company's values, the Company's annual incentive plan includes financial performance metrics, as well as strategic measures that hold executives accountable for efforts toward the Company's DEI ambitions.

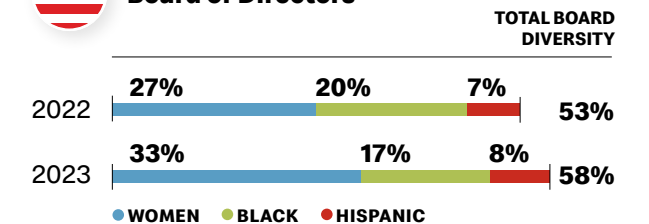
Board Diversity

Due to the global and complex nature of our business, our Board believes it is imperative that its composition embodies a diverse set of viewpoints, perspectives, and experiences to most effectively discharge its business oversight responsibility. Our Board also believes having Directors of different genders, races and ethnicities contributes positively to its balance and effectiveness.

As of the end of 2023, more than half of our Board (58%) was comprised of Directors who are women or racially/ethnically diverse, and more than 30% of our Board was comprised of female Directors.



Board of Directors⁴



Representation of Women

GOAL

By the end of 2025, McDonald's aspires to increase representation of women in leadership roles globally (Senior Director and above) to 45%, with an overall goal to reach gender parity globally in leadership roles (Senior Director and above) by the end of 2030.

PROGRESS

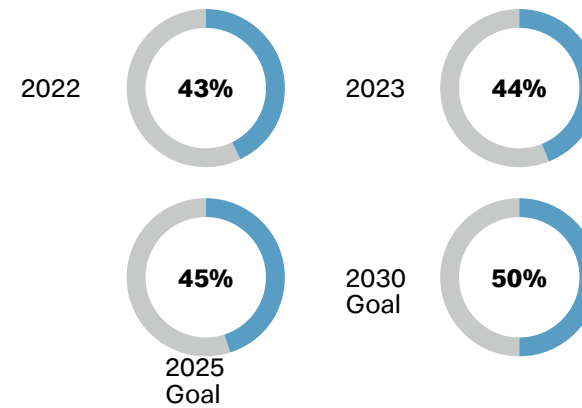
As of the end of 2023, 44% of leadership roles (Senior Director and above) globally are held by women.⁵

Women's leadership representation at McDonald's – at the Senior Director and above levels – has increased for the third year in a row. Gender balance is a critical underpinning of our Global DEI ambition and we strive to achieve our goal through international work in support of our women globally.

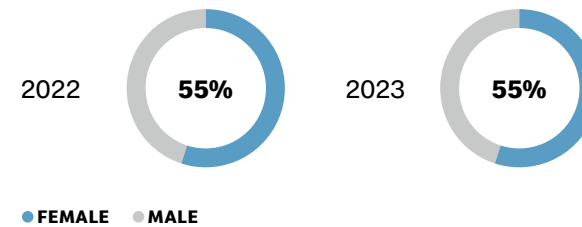


Corporate Staff: Global

Senior Director and Above⁵



All Corporate Staff⁵

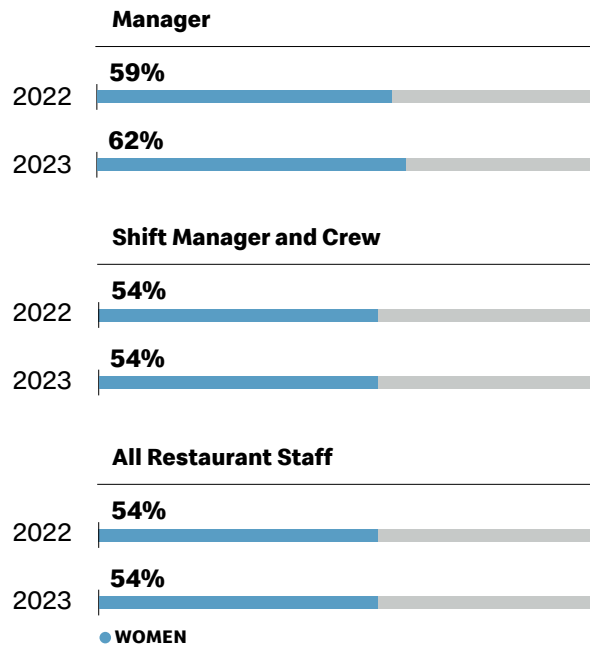


● FEMALE ● MALE

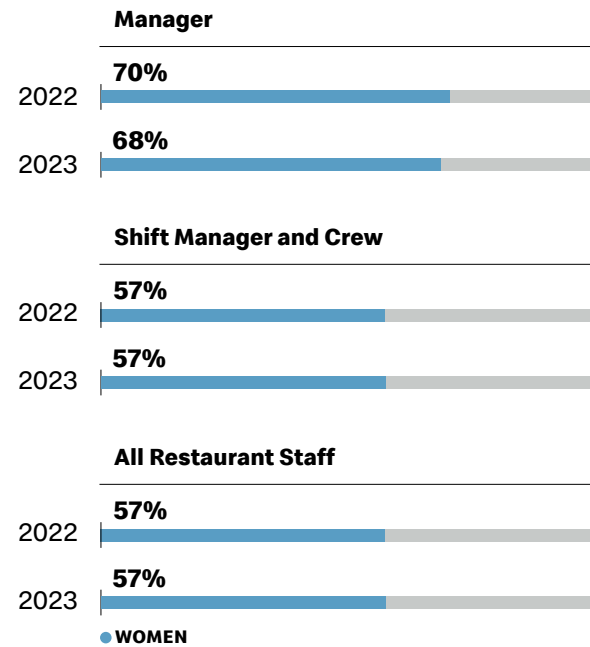




Company-Owned and Operated Restaurants: Global⁶



Company-Owned and Operated Restaurants: U.S.⁷



McDonald's aims to have gender representation at all levels of the organization, including at our restaurants. Women play an essential role in our restaurants, serving in the majority of shift manager and crew positions and holding over half of the Restaurant Manager roles globally.



Representation of Underrepresented Groups

GOAL

By the end of 2025, McDonald's aspires to increase representation of Underrepresented Groups in leadership roles (Senior Director and above) located in the U.S. to 35%.¹

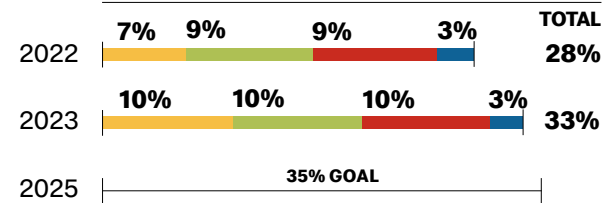
PROGRESS

As of the end of 2023, 33% of leadership roles (Senior Director and above) located in the U.S. are held by individuals in Underrepresented Groups.⁸

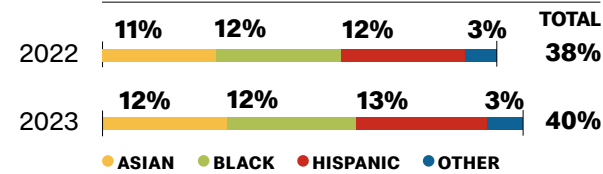


Corporate Staff: U.S.⁸

Senior Director and Above



All Corporate Staff



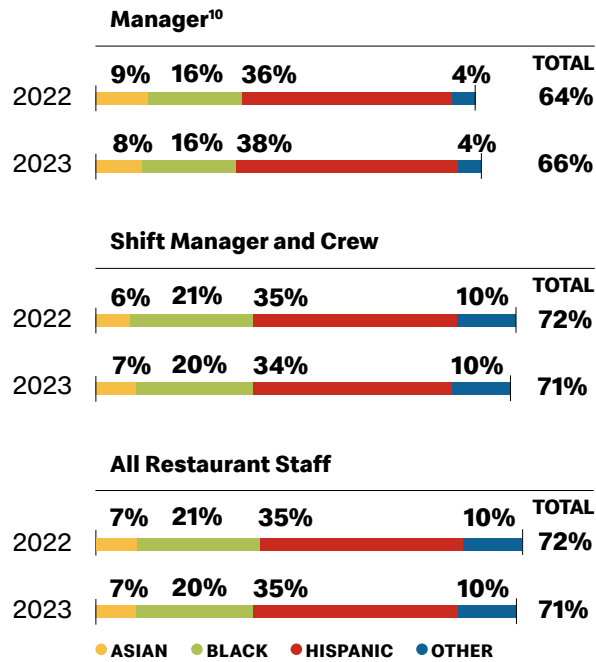
As we initiated planning for 2023, we took further action to evolve our talent strategies to support an inclusive pipeline through increased retention efforts, including investments in external talent development partnerships.

While we aim for continuous progress, we acknowledge that sustainable change is not a linear journey, and each year brings new factors that may cause fluctuations. We remain fully committed to taking steps that help support progress toward our 2025 aspirational leadership representation goal while remaining transparent about our progress.





Company-Owned and Operated Restaurants: U.S.⁹



We believe in delivering fair, equitable opportunities for all under the Golden Arches, and continuously aim to identify opportunities in which we can accelerate a culture of inclusion and belonging. When we talk about equity in the workplace, we mean fair treatment in access, opportunity and advancement for all. We do this by combining technological tools with strategic thinking and recruitment efforts informed by industry best practices that help us to attract, retain and promote talent.

Equal Pay for Equal Work

GOAL

McDonald's commits to close pay gaps identified in annual equal pay analyses for women globally in Company-owned and operated markets and for Underrepresented Groups in the U.S. at Staff and Company-owned and operated restaurant levels.

PROGRESS

Results of the 2023 pay gap analysis demonstrated continuous annual progress: women globally in Company-owned and operated markets were paid, on average, 99.96 cents on the dollar in base pay of what men were paid for similar work. Further, there was no base pay gap disfavoring Underrepresented Groups in the U.S. These results indicate the Company substantially attained equal pay, and in 2024, intends to close the small gaps identified in line with our commitment.¹¹

We believe in compensating people fairly for the work they do, regardless of gender or any other protected characteristic. Compensation for Company employees – including both Corporate Staff and Company-owned and operated restaurant employees – is established based on factors that legitimately drive differences in pay between employees, such as relevant market conditions, job level, experience, performance and location.

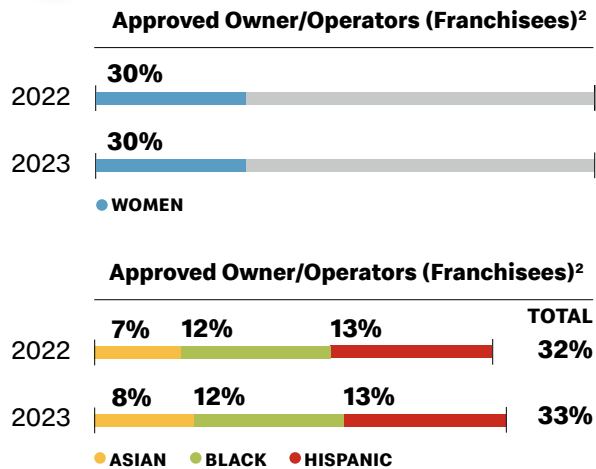
We publicly stated our ongoing commitment to equal pay in 2021, supported by an annual pay gap analysis that aims to ensure equitable pay practices across the Company.

Franchisees

Our U.S. Franchisees are not just proud small business owners but also the local faces of our brand. That's why we believe it's important that the diversity of our Franchisees be representative of the communities we serve. To help remove potential barriers to economic opportunities and help increase the number of new Franchisees from all backgrounds, we took strategic steps to further support advancement of representation among our Franchisee ranks.



Franchisee Diversity: U.S.



Our U.S. Owner/Operator Associations: A Network of Support

We believe that increasing access to opportunities is vital to enhancing the diversity of our Owner/Operator (Franchisee) network. Once they have joined the McFamily, we want to help Franchisees sustain a level of support, with Owner/Operator associations that encourage shared learning and growth. Our Owner/Operator associations around the world serve as valuable forums for Owner/Operators to network, learn from one another, share best practices and provide support for the communities they serve.

I take pride in showcasing my job to people who look like me and question whether they can achieve something like this. I'm proud to serve as the example to remind them they can do it too.

Andre Hill, Second-Generation Franchise Owner, Ohio



Franchisee Diversity Initiatives Around the World

Several countries took action in 2023 to help support Franchisee diversification efforts. For example, McDonald's UK & Ireland (UK&I) has set an ambition to be a "Best in Class Franchisor" while also aiming to diversify its Franchisee community. To help drive recruitment of diverse Franchisees, McDonald's UK&I has focused on showcasing franchise opportunities through internal and external communications.

McDonald's Australia recently announced an investment of approximately \$600 million to open 100 new restaurants by the end of 2025. To keep pace with these ambitious growth targets, the business is actively recruiting new Franchisees. This includes external business leaders, as well as a focus on developing high-potential talent from within the System, and creating clear pathways toward franchise ownership for Corporate Staff and Restaurant Staff.

McDonald's is a great system and I'm especially excited to mentor and train our young employees. I am excited to roll my sleeves up and make a mark on Geraldton, Australia.

From a 14-year-old crew person starting at McDonald's in a casual job while I was at school to 23 years later becoming a McDonald's Franchisee, this is nothing short of a dream come true.

Katie Nicholson, Franchise Owner

Suppliers

To help bring about real impact, we work with a diverse range of suppliers who share our values. We fully understand that a chance to work with McDonald's is one that can change the trajectory of a business, so we continually look to welcome new businesses into our supplier network. We invite U.S.-based suppliers to share our dedication to DEI, demonstrating their shared focus by signing a Mutual Commitment to DEI (MCDEI) pledge. As of the end of 2023, 540 U.S.-based suppliers have signed the MCDEI pledge. McDonald's U.S. systemwide spend with U.S.-based MCDEI signatories was \$15.6 billion in 2023.

During 2023, we also continued our work to engage and celebrate suppliers living the value of inclusion. This included launching a supplier newsletter where we highlight impactful stories demonstrating how our suppliers are championing inclusion and the impact that has for their organizations and communities.

Progress With U.S. Systemwide Spend With Diverse-Owned Suppliers

GOAL

McDonald's aspires to increase U.S. systemwide spend with diverse-owned suppliers to 25% by the end of 2025.

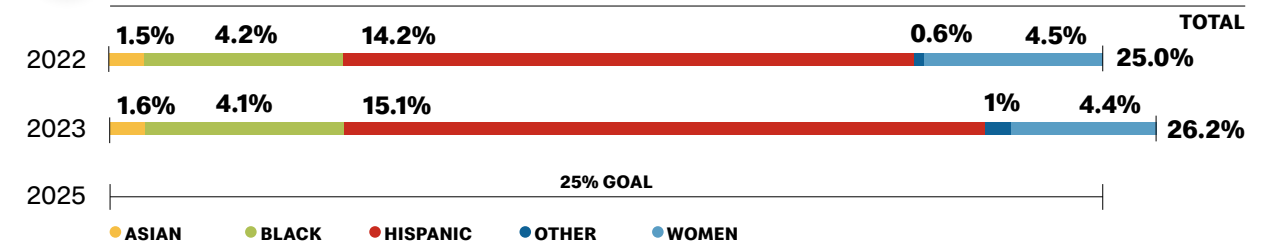
PROGRESS

As of the end of 2023, our U.S. systemwide spend with diverse-owned suppliers was 26.2%, resulting in McDonald's reaching its 25% diverse-owned supplier aspirational spend goal for the third year in a row.¹²

We will continue to focus on our efforts to increase engagement with diverse-owned suppliers.



% Spend Through U.S. System With Diverse-Owned Suppliers¹²



SUPPLIER SPOTLIGHTS

Embedding Inclusivity From the Top at Lamb Weston

A supplier of potatoes to McDonald's, Lamb Weston is strengthening its DEI commitment by setting inclusion as an official company value. To bring this commitment to life, Lamb Weston has implemented a series of initiatives designed to cultivate an inclusive culture from the top, including launching a Leadership Training Program. Lamb Weston has also developed programs and business resources groups (BRGs) to support employees in advancing personal DEI journeys, with a learning library, conversation series and monthly DEI forum. Finally, to inspire shared learning of what inclusion means at Lamb Weston, leaders are encouraged to host conversations with their teams on what they can do to actively create a more inclusive culture.

Demonstrating DEI Progress at Antunes

For more than 50 years, Antunes has been a valued McDonald's supplier. Women-owned, the kitchen innovations company is dedicated to developing a culture of diversity and inclusion across the organization. This includes embedding a global DEI strategy within each of its manufacturing plants. It also involves offering a series of apprenticeships, scholarships and tuition reimbursement programs designed to help develop its talent pipeline, including diverse talent.

A signatory of the Mutual Commitment to DEI (MCDEI) pledge, Antunes is also prioritizing diversity in its own supply chains, demonstrating clear progress toward increasing spend with more diverse suppliers from across Asia, Central America and Europe. And, through it all, Antunes has developed strong relationships with community partners to better support diverse communities, businesses and leaders.

Progress With U.S. Marketing Investment Spend With Diverse-Owned Media and Production Companies and Content Creators

Among other efforts, we aim to increase national investments in diverse-owned media and production companies and content creators for McDonald's USA and its U.S. Franchisees to 15% by the end of 2024.

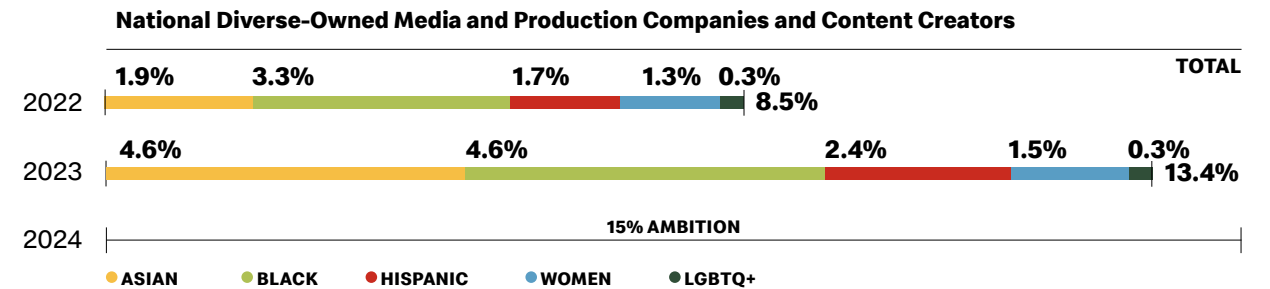
Since 2021, our U.S. Marketing team has been implementing strategies to advance investments in, and business relationships

with, diverse-owned media and production companies and content creators to enable deeper, more inclusive storytelling.

As of the end of 2023, McDonald's USA and its U.S. Franchisees saw an increase in the percentage of investments with diverse-owned media and production companies and content creators to 13.4%¹³ – up from 8.5% in 2022. Throughout the year, we maintained key partnerships that allowed us to scale our work with media companies that have been proven to drive business results.



% U.S. Marketing Investment Spend¹³



Notes

Our diversity data disclosures have been prepared for a broad range of stakeholders, including, but not limited to, our employees, Franchisees, customers, suppliers and investors, as well as nonprofit organizations and other third parties. All data is reported as of December 31 of the stated calendar year.

The inclusion of information in our report is not an indication that such information is material in the context of our financial statements, filings with the U.S. Securities and Exchange Commission (the "SEC") or other public statements. Further, the data contained in this report has not been audited or verified by any third party. While such data represents the best information available at the time of publishing this report, it is subject to certain limitations related to, among other things, the data collection processes in place at the time such data was collected. Our data collection processes continue to evolve and enhance over time. Some data in the report has been restated and is noted in the footnotes for the relevant data on a case-by-case basis.

Our diversity data disclosures also contain forward-looking statements and goals, which reflect management's aspirations regarding the future and speak only as of the time of publishing this report.

Forward-looking statements involve a number of risks and uncertainties. Factors that could cause actual results to differ materially from our goals are detailed in our filings with the SEC. We undertake no obligation to update such forward-looking statements, except as may otherwise be required by law.

All Company goals set forth in this report are aspirational in nature.

1 In the U.S., the term "Underrepresented Groups" generally means people who identify as Black, Indigenous, Asian or Pacific Islander, or otherwise as people of color, people of Hispanic or Latino/a/x descent, people with disabilities, people who identify as LGBTQ+, people from religious minorities, or people having a combination of these identities or attributes. For purposes of McDonald's reporting, including with respect to Human Capital Metrics and Equal Pay, "Underrepresented Groups" is defined as people who identify as Black, Indigenous, Asian or Pacific Islander, people of Hispanic or Latino/a/x descent, or people having a combination of these identities or attributes.

2 **Approved Owner/Operators (Franchisees): Due to rounding, some totals may not correspond with the sum of the separate figures.**

2022, 2023

Data was obtained through various means, including affinity group membership, informal identification and voluntary self-disclosure. As of June 2020, McDonald's Registered Applicant process for new Franchisees includes voluntary self-identification, which has strengthened our data collection efforts. 2020 through 2022 data for existing Franchisees continues to reflect information obtained through affinity group membership, informal identification and voluntary self-disclosure, outside of the Registered Applicant process. More information regarding the Registered Applicant process can be found in [Franchising FAQs](#).

3 Data includes U.S. paid employees only. All U.S. paid employees working in other markets are excluded. This data reflects U.S. employees who voluntarily disclosed race/ethnicity information. This data was obtained from two different collection processes which was then reconciled and integrated. Due to rounding, some totals may not correspond with the sum of the separate figures.

4 Board Diversity

All female Directors who served on the Board in 2022 identify as White or Caucasian. The percentages for 2022 are as of December 31, 2022. Due to rounding, some totals may not correspond with the sum of the separate figures.

2023

All female Directors who served on the Board in 2023 identify as White or Caucasian. The percentages for 2023 are as of December 31, 2023. Due to rounding, some totals may not correspond with the sum of the separate figures.

Effective May 25, 2023, Robert Eckert and John Rogers, Jr. retired from the Company's Board of Directors.

5 Representation of Women – Corporate Staff: Global; Senior Director and Above, and All Corporate Staff

2022, 2023

Data includes aggregate numbers from Australia, Austria, Belgium, Canada, Czech Republic, France, Germany, Italy, the Netherlands, Poland, Portugal, Slovakia, Spain, Switzerland, Ukraine, the U.K. and the U.S. Corporate employees who support our Developmental Licensees are also included. Data was obtained through various means, including informal identification and voluntary self-disclosure.

6 Representation of Women – Company-Owned and Operated Restaurants: Global; Manager, Shift Manager and Crew, and All Restaurant Staff

2022

Data includes aggregate numbers from Australia, Canada, Germany, Italy, the Netherlands, Poland, Spain, Switzerland, Ukraine, the U.K. and the U.S. Data was obtained through various means, including informal identification and voluntary self-disclosure.

2023

Data includes aggregate numbers from Australia, Austria, Canada, France, Germany, Italy, the Netherlands, Poland, Portugal, Slovakia, Spain, Switzerland, Ukraine, the U.K. and the U.S. Data was obtained through various means, including informal identification and voluntary self-disclosure.

2022

Manager includes General Managers and Assistant Managers only.

2023

Manager includes all salaried managers in the restaurant.

7 Representation of Women – Company-Owned and Operated Restaurants: U.S.; Manager

2022

Manager includes General Managers and Assistant Managers only.

2023

Manager includes all salaried managers in the restaurant.

8 Representation of Underrepresented Groups – Corporate Staff: U.S.; Senior Director and Above, and All Corporate Staff

2022

Data includes U.S. paid employees only. All U.S. paid employees working in other markets are excluded. This data reflects U.S. employees who voluntarily disclosed race/ethnicity information. Due to rounding, some totals may not correspond with the sum of the separate figures.

2023

Data includes U.S. paid employees only. This data reflects U.S. employees who voluntarily disclosed race/ethnicity information. This data was obtained from two different collection processes which was then reconciled and integrated. Due to rounding, some totals may not correspond with the sum of the separate figures.

9 Representation of Underrepresented Groups – Company-Owned and Operated Restaurants; U.S.; Manager, Shift Manager and Crew, and All Restaurant Staff

This data reflects U.S. employees who voluntarily disclosed race/ethnicity information.

10 Representation of Underrepresented Groups – Company-Owned and Operated Restaurants; Manager

2022

Manager includes General Managers and Assistant Managers only.

2023

Manager includes all salaried managers in the restaurant.

11 Underrepresented Groups Pay Gap Analysis Results (U.S.):

The analysis is conducted on U.S. employees who voluntarily disclosed race/ethnicity information.

2022

The following countries are included in the analysis: the U.S., Canada, France, Germany, the U.K., Australia, New Zealand, Czech Republic, Slovakia, Poland, Austria, Belgium, Switzerland, Netherlands, Spain, Italy, Portugal. In addition to these countries, descriptive analysis without statistical modeling has been conducted over the employees in the following countries: Singapore, Hong Kong, UAE (Dubai) and Ireland. These countries have been excluded from the statistical modeling due to insufficient headcount.

2023

The following countries are included in the analysis: the U.S., Canada, France, Germany, the U.K., Australia, New Zealand, Czech Republic, Slovakia, Ukraine,

Poland, Austria, Belgium, Switzerland, Netherlands, Spain, Italy, Portugal. In addition to these countries, descriptive analysis without statistical modeling has been conducted over the employees in the following countries: Singapore, Hong Kong, UAE (Dubai) and Ireland. These countries have been excluded from the statistical modeling due to insufficient headcount. High-level U.S. roles (VP+) are excluded from the U.S. dataset both for U.S. and Global results.

12 % Spend Through U.S. System With Diverse-owned Suppliers:

U.S. systemwide spend is inclusive of spending by McDonald's and its U.S. Franchisees. "Other" includes the following categories: Veteran-owned, Native American-owned, Disabled-owned, LGBTQ+-owned, and other unidentified categories, including unidentified Minority (MBE)-owned.

2022, 2023

This figure includes supplier spending by all restaurants, whether owned and operated by McDonald's or by Franchisees. Further, this figure is inclusive of U.S. Company-owned and operated restaurant spend, Supply Chain, Restaurant Development, Marketing, Legal, Global Technology, Workplace Solutions, Global Impact, Finance, Global People and other corporate functions. This figure also includes purchases made by Franchisees for advertising, restaurant development, technology, food, distribution, packaging, equipment and uniforms. This scope excludes non-controllables (Taxes, Utilities, Rent, Aircraft Fuel, Airport Fees, Facility Leases, Donations, Bank Fees and Subscriptions).

Our diverse-owned diversity spend figures in the U.S. include both self-certified and formal industry-recognized certification and Tier 1 and Tier 2 spend. Tier 1 suppliers are those from whom McDonald's buys directly. Tier 2 suppliers are those with whom our suppliers do business.

Additionally, the gender diversity figure excludes women from Underrepresented Groups, who are reflected in the racial/ethnic demographic data.

Diverse-owned suppliers refers to businesses that are 51% owned, managed and controlled by women and/or Black, Hispanic, Asian, Indigenous, Veteran, LGBTQ+ and disabled persons or people having a combination of these identities or attributes.

Due to rounding, some totals may not correspond with the sum of the separate figures.

13 Marketing Investment Spend (National Diverse-Owned Media, Production Companies and Content Creators):

Paid Media investment represents contracted dollars with suppliers.

The classification of media, production companies and content creators as diverse-owned suppliers is determined by both self-certification and third-party certification.

Due to rounding, some totals may not correspond with the sum of the separate figures.