

McDonald's Diversity Snapshot

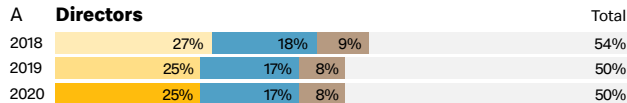
In July 2020, McDonald's re-imagined its global diversity, equity, and inclusion (DEI) commitment, in addition to identifying opportunities that exist across McDonald's business to create meaningful, measurable and actionable changes.

This included identifying an opportunity to evolve our data collection processes across the organization to further support our DEI strategy. Since 2020, we have made progress and continue to enhance our processes for collecting data and reporting.

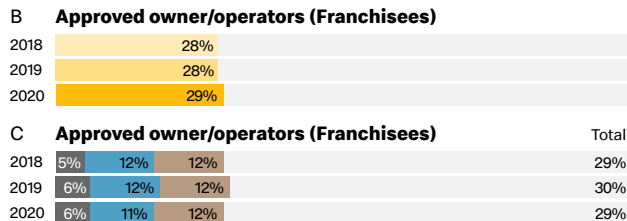
As the Company continues its journey of accountability and transparency, we're publishing our data on employee, Board and Franchisee representation and supplier diversity through this Diversity Snapshot.

We know our actions are even more powerful when they are underpinned by clearly measuring and transparently reporting our progress, which is why we plan to publish this data annually and continue to enhance our data collection processes.

Board diversity →



Franchisee diversity (U.S. System) →

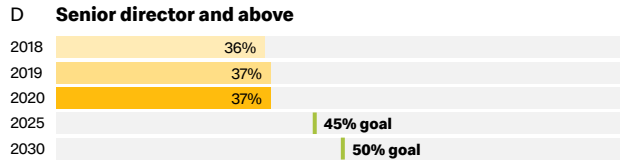


→ Read more about our [diversity, equity and inclusion strategy](#) as well as further details about McDonald's strategy, goals, progress and definitions at our [Purpose & Impact website](#)

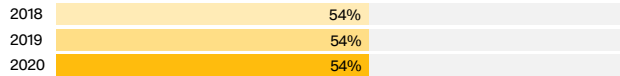
Employee diversity →

Representation of women

Corporate staff: Global



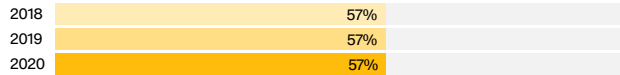
All corporate staff



Company-owned restaurants: Global



Shift manager and crew



All restaurant staff



Company-owned restaurants: U.S.



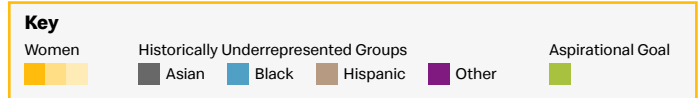
Shift manager and crew



All restaurant staff

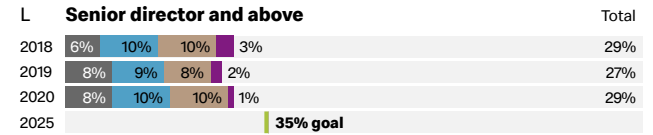


→ All data is reported as of December 31 of the stated calendar year. Footnotes can be found on [the next page](#)

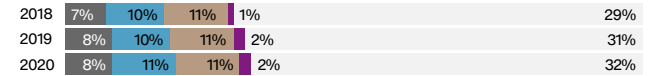


Representation of Historically Underrepresented Groups

Corporate staff: U.S.



All corporate staff



Company-owned restaurants: U.S.



Shift manager and crew

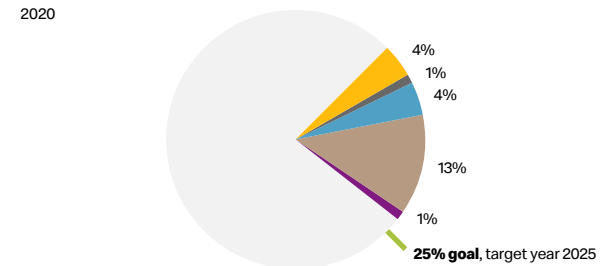


All restaurant staff



Supplier diversity (U.S. System) →

Q % Spend Through U.S. System with Diverse Suppliers



385 certified and classified diverse suppliers throughout U.S. supply chain in 2020. Additionally, McDonald's USA and its Franchisees expect to increase national investments in diverse-owned media companies, production houses and content creators from 4% to 10% by 2024.



Footnotes

This Diversity Snapshot has been prepared for a broad range of stakeholders, including, but not limited to, our employees, Franchisees, customers, suppliers and investors, as well as non-profit organizations and other third parties. All data is reported as of December 31 of the stated calendar year.

The inclusion of information in this snapshot 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 Diversity Snapshot has not been audited or verified by any third party. While such data represents the best information available at the time of publishing this Diversity Snapshot, it is subject to certain limitations related to, among other things, the data collection processes in place at the time such data was collected. As described elsewhere in this Diversity Snapshot, our data collection processes have evolved over time and continue to be enhanced.

This Diversity Snapshot also contains forward-looking statements and goals, which reflect management's expectations regarding the future and speak only as of the date of publishing this Diversity Snapshot. Forward-looking statements involve a number of risks and uncertainties. Factors that could cause actual results to differ materially from expectations 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.

Definition: Historically Underrepresented Groups

Historically Underrepresented Groups is a term that refers to groups who have been denied access and/or suffered past institutional discrimination in the United States and, according to the Census and other federal measuring tools, includes Black Americans, Asian Americans, Hispanics or Chicanos/Latinos, and Native Americans. This is revealed by an imbalance in the representation of different groups in common pursuits such as education, jobs, and housing, resulting in marginalization for some groups and individuals and not for others, relative to the number of individuals who are members of the population involved.

Board Diversity

A Directors

2018, 2019, 2020

The female Directors who have served on the Board between 2018-2020 identify as White or Caucasian.

Franchisee diversity (U.S. System)

B, C Approved owner/operators (Franchisees)

2018 and 2019

Data was obtained through various means, including affinity group membership, informal identification and voluntary self-disclosure.

➔ Read more about our [diversity, equity and inclusion strategy](#) as well as further details about McDonald's strategy, goals, progress and definitions at our [Purpose & Impact website](#)

2020

As of June 2020, McDonald's Registered Applicant process for new Franchisees includes voluntary self-identification, which has strengthened our data collection efforts. 2020 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](#).

Employee Diversity

Representation of Women

Corporate Staff: Global

D, E Senior Director and Above, and All Corporate Staff

2018, 2019, and 2020

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

Company-owned restaurants: Global

F, G, H Manager, Shift manager and Crew, and All restaurant staff

2018

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

2019 and 2020

Data includes aggregate numbers from Australia, Canada, France, Germany, Italy, Netherlands, Poland, Russia, Spain, Switzerland, Ukraine, United Kingdom and the United States. Data was obtained through various means, including informal identification and voluntary self-disclosure.

Company-owned restaurants: U.S.

I Manager

Includes General Managers, Assistant Managers and Department Managers.

Representation of Historically Underrepresented Groups

Corporate Staff: U.S.

L, M Senior Director and Above, and All Corporate Staff

- 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 disclosed race/ethnicity information.

Company-owned restaurants: U.S.

N, O, P Manager, Shift manager and Crew, and All restaurant staff

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

N Manager

Includes General Manager, Assistant Managers and Department Managers. Data for 2018 and 2019 is not provided. In 2020, McDonald's enhanced the data collection process utilized to collect the racial/ethnic demographic data for U.S. Company-owned restaurant managers.

Supplier diversity (U.S. System)

Q % spend through U.S. System with Diverse suppliers

2020

- This figure includes supplier spending by all restaurants, whether operated by McDonald's or by Franchisees. Further, this figure is inclusive of U.S. Company-owned restaurant spend, Supply Chain, Restaurant Development, Marketing, Legal, Global Technology, Workplace Solutions, Communication, 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). Additionally, the gender diversity figure excludes women from Historically Underrepresented Groups. Women from Historically Underrepresented Groups are reflected in the racial/ethnic demographic data.
- FY2020 diversity spend in the U.S. includes 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.
- Diverse-owned suppliers refers to businesses that are 51% owned and controlled by women and/or Black, Hispanic, Asian, Indigenous, Veteran, LGBTQ+ and disabled persons
- In 2020, McDonald's enhanced the data collection processes utilized to determine diverse-owned spend, including consolidating spend across the organization at the vendor-level. The spend from prior years, (i.e., 2018 and 2019), remains largely unchanged from the 2020 spend. McDonald's is continually assessing and enhancing our data collection and reporting.

