



10 July 2023

The Honorable Ms. Maria Noichl,  
Member of the European Parliament  
European Parliament Bât. Altiero Spinelli - 12G108  
Rue Wiertz 60, 1047 Brussels

The Honorable Ms Manon Aubry,  
Member of the European Parliament  
European Parliament Bât. Altiero Spinelli - 07H357  
Rue Wiertz 60, 1047 Brussels

Dear Madame Noichl, Dear Madame Aubry,

On behalf of McDonald's, thank you for your follow up letter of June 6, 2023 and for your continued engagement on this important matter during our exchanges of June 2021, February 2022, and April 2022. We appreciate the opportunity to share an update on our work. Fostering safe and respectful workplaces for everyone under the Arches is our top priority.

### **We continue to implement McDonald's Global Brand Standards**

Since 2022, all McDonald's-brand restaurants, both company-owned and franchised, are being assessed and held accountable for McDonald's [Global Brand Standards](#) (GBS). Below, we reiterate the four key areas of the GBS and requirements on restaurants:

- **Prevention of harassment, discrimination, and retaliation:** Procedures in place for reporting claims of harassment, as well as policy and training established to prevent harassment and discrimination.
- **Workplace violence prevention:** Procedures in place for incident reporting, as well as policy and training established to mitigate the risk of violence in the workplace.
- **Restaurant employee feedback:** At least one crew and manager survey completed each year in each restaurant, with an accompanying action plan.
- **Health and safety:** Annual Health and Safety audits with action plans to reinforce a culture of safety.

For McDonald's complex global system, a critical part of implementing the Global Brand Standards is working closely in partnership with our Franchisees and with our 100+ global markets to continue to foster respectful workplaces where people can be themselves without fear of harassment, discrimination, retaliation or violence. Our recent progress includes:

- Developing and localizing policies, along with training for crew and managers, to mitigate and **prevent harassment, discrimination, retaliation and violence** in all restaurants, company-owned and franchised. We continue to support markets and franchised restaurants by offering tools and training resources;
- Requiring that all restaurants have **reporting mechanisms** in place to raise concerns;
- Requiring that every restaurant complete an **employee feedback survey** at least annually, and develop an accompanying action plan that is shared with crew and managers;
- Deploying **health and safety requirements** and a market-level assessment process to evaluate these requirements. Health and safety assessments are conducted annually

across all Company-owned and franchised McDonald's restaurants to reinforce a culture of safety, and actions are taken if a restaurant does not meet criteria;

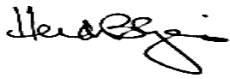
- Supplementing our existing respectful workplace training with a new **global eLearning module**, "Building a Safe, Respectful and Inclusive Workplace," which focuses on preventing harassment, discrimination and retaliation. This training for crew and managers was made available in multiple languages and offered to Franchisees and Developmental Licensees (DLs) in 2022 to help them meet the Global Brand Standards requirement in every restaurant. We also provide an optional suite of workplace violence prevention training offerings to Franchisees and DLs in all global markets.

**McDonald's remains committed to respecting human rights wherever we and our franchisees do business.**

We wish to extend our sincere appreciation for your continued engagement on this matter. Should you have any questions or require additional information, please contact our team in Brussels: Serge Thines, Senior Director for International Government Relations ([serge.thines@eu.mcd.com](mailto:serge.thines@eu.mcd.com)).

Respectfully,

Heidi Capozzi  
Executive Vice President and Global People Officer



Jon Banner  
Executive Vice President and Global Chief Impact Officer

