



McDonald's[®] Works for Me.

Committed to being America's best first job



Employee Success Guide

Revised 7.19

Table of Contents

- 01 I know my stuff.** The secrets to your success 3
- 02 I care about a safe workplace.** Avoiding accidents and injuries..... 5
- 03 I play a key role in food safety.** Because germs are gross 6
- 04 I show up.** Scheduling7
- 05 I look sharp.** Wardrobe, hygiene and grooming..... 8
- 06 I put my education first.** Working students 9
- 07 I earn my paycheck.** Getting paid 9
- 08 I dig in.** Free and discounted employee meals 11
- 09 I give and get respect.** Workplace diversity 12
- 10 I do the right thing.** Discrimination and harassment 12
- 11 I keep it professional.** Dating, nepotism and fraternization..... 16
- 12 I keep my head in the game.** Electronic devices and online communications 17
- 13 I am smart about money.** Cash handling..... 19
- 14 I speak up.** Open communication 19
- 15 I need time.** Absences and family/medical leave 20
- 16 I can handle hairy situations.** Service animal guidelines 20
- 17 I respect boundaries.** Solicitation and distribution policy..... 21
- 18 I play by the rules.** Disciplinary process..... 21
- 19 Appendix.** FMLA policy for crew members 22

This is how our legal department says: “Welcome”

The statements in this guide are not promises and do not create any kind of employment contract. Your employment is “at will.” This means that both you and your McDonald’s are free to terminate employment at any time, with or without notice, for any reason or no reason at all. Your McDonald’s reserves the right in its sole discretion, without any prior consultation or agreement with any employee, to change or modify any of its policies at any time, with or without notice. The at-will nature of employment may be modified or changed only in writing, addressed specifically to you, expressly stating that you are no longer employed at will, and must be signed by the President of McDonald’s USA, LLC.

01

I know my stuff.

The secrets to your success



Like any organization, McDonald's has rules that help each of us interact with one another and our customers. We have flagged some of the most important rules you are expected to follow, but this list is not all-inclusive. Following these rules will help you fit in with our team, get the most out of your work experience, and develop key skills and habits that will help you succeed throughout your professional life.

Watch the clock. Arrive on time for your shift. If an emergency delays you, call the manager on duty. We expect you to contact the restaurant at least three hours in advance (where practicable) if you cannot make it to your shift on time. Depending on where you work, different scheduling practices may apply because of predictive scheduling laws. In those locations, your manager and/or HRC will discuss scheduling practices with you.

Find the right spot. We want our customers to find parking when they need it. Park only in areas designated by your management. If you have a need to park closer for medical reasons, let your manager or HR consultant know.

Make a good impression. People are eating here! Refrain from using tobacco, e-cigarettes, and chewing gum while you are working.

Get paid. To make sure you get paid for every minute on the job, clock in before you start working and clock out after you have finished work for the day. Do not clock in or out for other employees, and do not have anyone else clock in or out for you. See the "I Earn My Paycheck" policy in section 7 for additional information.

- If you believe that you have not been paid for all hours that you have worked, you should immediately contact your restaurant manager, your Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955. They will assist you in receiving pay for all hours worked.

Keep the line open. Ask your manager before using the restaurant telephone to make personal phone calls.

Be a Know-it-All. Check the crew bulletin board regularly.

Protect our profits. We get it — our food is

delicious. But we need people to buy it. Ask your manager for approval before taking food, other than your employee meal. Refrain from giving free food to your friends or family.

Protect your stuff. Leave valuable belongings and/or large amounts of cash at home.

Keep it professional. If you are a crew member, dating a fellow crew member is okay as long as both parties agree and it does not interfere with our restaurant operations. No manager is allowed to date a crew employee who works in the same restaurant. See the "Dating Nepotism and Fraternalization" policy in section 11 for additional information.

Be honest. We believe we can trust you — that's why we hired you. Theft, misuse, defacement, or destruction of company, employee, or customer property is prohibited.

Be kind. We are all on the same team and we all need to get along. Abusive or threatening behavior towards any person is prohibited.

Come unarmed. Weapons of any type are prohibited on the premises, in the parking lot, or at any function or activity sponsored by McDonald's, unless otherwise permitted by state or local law.

Be clear-headed. It gets busy around here and we need you to be sharp. Alcohol and illegal drugs in any form are strictly prohibited on the premises. You may not report to work intoxicated or under the influence. You may not possess, sell, or distribute illegal drugs or alcohol on the premises, in the parking lot, or at any function or activity sponsored by McDonald's.

Tell us what's going on. Please tell us when you change your address, telephone number, legal name, emergency contact, or availability so we can update our records.

Speak up. We want to know if something isn't right. Immediately notify your manager, area supervisor or HR consultant, of any job-related illness, accident, policy violation, unsafe working conditions, customer complaints, or concerns.

02

I care about a safe workplace.

Avoiding accidents and injuries



We are positively nerdy about safety. Keeping you safe and healthy is important to us. We will count on you to help us maintain a safe and healthy workplace for you and your fellow crew by familiarizing yourself with all of McDonald's safety policies, procedures, and requirements.

We take safety seriously because we want McDonald's restaurants to be among the safest and healthiest workplaces anywhere. That's why it's our policy to comply with all federal and state laws and regulations regarding safety and health. McDonald's-approved cleaning supplies and equipment are safe to use when handled according to manufacturer's instructions. By following all operating procedures and rules, you can help us keep your workplace free of accidents, injuries, and hazards.

Be safety smart

- Know your restaurant's safety procedures and alert your manager to any safety concerns.
- View the safety module information in the eLearning system.
- Read all safety information posted in the crew room.

- Read up on any chemical products used in your restaurant — the HAZARD COMMUNICATION PROGRAM book provides Safety Data Sheets (SDS) (formerly known as Material Data Safety Sheets "MSDS") and contains important safety information about each chemical product, label information, and special first aid information and instructions for action in the event of an accident — ask your manager for more information. Hazcom Training is a yearly OSHA requirement.
- Familiarize yourself with your restaurant's emergency action plan and medical emergency procedures. In case of an emergency, follow your manager's instructions and safely exit the restaurant if necessary.
- If your duties include filtering the fry vats or cleaning grills/ovens, you must use the Personal Protective Equipment (PPE) required for these jobs — you must be trained on the proper procedures and equipment before you do these jobs.



03

I play a key role in food safety.

Because germs are gross

You play an important role in keeping our food safe because you will be working with and around the food we serve to our customers on every shift. Here's what we need from you:

- If you have (or suspect you may have) an illness or disease that may be spread through food handling, stay home and call your manager to report this immediately. These illnesses/diseases include, but are not necessarily limited to, Typhoid, Salmonella, Shigella, Hepatitis A, Norovirus, Campylobacter, or E.coli. Similarly, if you have come into close contact at work, school, or home with someone who has (or is suspected of having) one of these illnesses, do not come to work. Instead, immediately contact your restaurant manager to discuss the situation.
- If you have any cuts or sores on your hands, cover them with a bandage and wear disposable gloves over the bandage while you are at work.
- Stay home (and follow your restaurant's call-in procedures) if you are suffering from diarrhea, fever, vomiting, jaundice, or fever accompanied by sore throat (unless these symptoms are caused by a medical condition that your medical provider has confirmed will not cause food borne illness — and you feel capable of working). Please contact your manager if you have any questions about whether your illness requires you to stay home from work.
- Wash your hands before starting to work with food, after using the restroom, and at all other times described in the food safety crew training module.
- Follow McDonald's procedures for cooking, preparing, and handling food. You can find safety modules on Fred or CAMPUS.
- If you become aware of any situation that you think may jeopardize the safety of our food, our customers, or your fellow employees, report it to your manager immediately.



04

I show up.

Scheduling

Work schedule

At McDonald's, we take pride in offering a flexible work schedule. Your schedule will be based on your availability, our business needs, and your overall performance and versatility. Sometimes you may be asked to come to work a shift that you were not originally scheduled to work.

Work availability

If your availability changes, please notify us in writing at least two weeks in advance. Several times each year, we will ask you to complete an updated availability list so we can plan for vacations or school schedules.

Schedule posting

Work schedules for the following week will be posted at least fourteen (14) days prior to the beginning of the new work week so you can know your work schedule and follow it. However, due to changes in restaurant needs, your work schedule and amount of hours may vary each week.

Unless there is an emergency, we expect you to follow these steps if you want to switch hours once the schedule is posted:

- Find someone to work for you in your place.
- The person who replaces you must be able and trained to work the same position.
- Notify the shift manager of any such changes.

Depending on where you work, different scheduling practices may apply. McDonald's complies with all state, city, or local laws regarding scheduling. If you have any questions about scheduling practices in your specific location, please contact your manager or HR Consultant.

Call-in procedures

If you are unable to report for your shift, contact the manager on duty at least 3 hours before your shift begins — or, if you're scheduled for the breakfast shift, the night before. In the event of illness, your manager may request documentation demonstrating that your absence was for a medical reason or emergency.

No call, no show

Failing to call in or report to work for a scheduled shift will be considered an unexcused absence unless doing so would be unreasonable under the circumstances.

Tardiness

Report to work on time for your assigned shift. Except in the case of an emergency, if you are going to be late, you must notify the manager on duty 3 hours in advance of your shift's start time.

05



I look sharp.

Wardrobe, hygiene and grooming

You're an important part of our image because you're visible to our customers. That's why we have high standards for the cleanliness and neatness of all McDonald's employees.

Personal hygiene

Practicing good personal hygiene helps to keep our food safe. Here's what to do:

- Keep clean (bathing or showering and brushing your teeth every day you report to work is recommended).
- Inform your General Manager if you have an infectious or contagious illness that may prevent you from serving food or handling food equipment in a sanitary manner.

Hand washing

Washing hands properly probably is the most important thing you can do to help ensure that our customers receive safe food. During orientation, your manager will demonstrate proper hand-washing technique. Always wash your hands:

- Before entering the kitchen and touching food
- After using the restroom
- After taking a break
- After handling garbage or cleaning supplies
- After touching your face, hair, or body

Uniforms

Keep your McDonald's uniform clean and neat and wear it whenever you are working. McDonald's uniforms are made of wash-and-wear material, can be routinely washed and dried with other clothes, and do not require dry cleaning, special treatment, or ironing. As a minimum, each crew member should have two complete uniforms. Employees who work more than 30 hours per week should have at least three shirts and three pants. McDonald's will replace uniforms that are damaged through your work or through normal wear and tear. For any questions regarding uniforms, please see your General Manager, Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955.

Jewelry

Loose, dangling bracelets, earrings, hanging necklaces, and excessive amounts of jewelry can be a safety hazard while preparing and serving our food. Please limit the amount and type of jewelry worn, with no visible chains or necklaces. Small or stud earrings may be worn. Jewelry should be moderate and not excessive. Visible small piercings on the face, tongue and other body parts are allowed.

Fingernails

Keep nails short, clean, neat, and manicured.

Hair

Keep your hair clean, restrained, off the face, and pinned back or up. If the local health board requirements are stricter, follow their standards.

Facial hair

Sideburns should only reach to the bottom of the ear. Mustaches must be neatly trimmed to the corner of the mouth. Beard guards must be worn with beards or goatees in all areas of the restaurant.

Tattoos

Visible tattoos are permitted if they are non-offensive. Offensive tattoos include those that are obscene, profane, sexually-suggestive, or contain content or imagery that is discriminatory towards an individual or group based on gender, race, age, sexual orientation, disability status, citizenship status, military status, or any other characteristics protected under the law.

Accommodations for religious beliefs and/or physical conditions

McDonald's provides a reasonable accommodation to these standards to accommodate an employee's religious beliefs and/or physical condition in accordance with Federal, state and local anti-discrimination laws. If you have any questions, contact your General Manager or Human Resources.

06

I put my education first.

Working students



To make sure that students' job experience complements their education, McDonald's supports these principles:

- Education is a significant priority. Between education and employment, your education comes first.
- That's why McDonald's provides flexible working hours to accommodate classes, homework assignments, and extracurricular activities.
- We don't want excessive or late working hours to compromise your grades and school attendance.
- McDonald's provides training programs that help develop your skills and emphasize the importance of responsibility and self-discipline.
- McDonald's complies with all laws concerning the employment of minors.

- We take a leadership role in working with parents, educators, and students on education issues.
- McDonald's believes in supporting education by recognizing our employees' scholastic achievements.

Limitations on working students

Federal, state and local laws regulate the hours and duties a minor (16- and 17-year-olds) can work. McDonald's takes these laws seriously and asks for your cooperation in complying with them. If you have any questions about the laws in your state or related policies and procedures please check with your General Manager, Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955.

07



I earn my paycheck.

Getting paid

McDonald's takes seriously its obligation to pay you properly and to make sure our pay practices comply in all respects with all federal, state, and local laws. This means you are entitled to be paid for all time worked, including any overtime. If for any reason you believe you have not been paid for all time that you have worked,

you should immediately contact your General/ Restaurant Manager, your Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955 and they will assist you in receiving pay for all hours worked.

Clocking in and out

To make sure that you get paid for all time that you work, be sure to clock in before you begin any work and clock out only when you have finished all of your work for the day. Do not clock out until your last task is completed. Depending on the length of your shift and the state in which you work, you may also be required to clock in and out for meal and/or rest breaks. Because it is important that you receive pay for all hours that you work, refrain from punching in or out for anyone else and never let anyone punch in or out for you. Doing work while not clocked in is strictly prohibited, except with prior approval from your General Manager. If you perform any work while not clocked in, you must keep a record of all time spent on work and provide it to your General Manager as soon as possible so your manager can make sure you are paid for all time worked. If you perform work without being punched in and without permission from your General Manager, you must still record your time and you will be paid for all time worked. But, you may be subject to discipline, up to and including termination, for violating McDonald's policy.

Depending on the length of your shift and the state in which you work, you may also be entitled to meal and rest breaks. Your manager should inform you about breaks at the start of your employment so you know what to expect. If you have any questions about meal and rest breaks or concerns about whether you are receiving breaks in accordance with state law, please notify your General/Restaurant Manager, your Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955 as soon as possible. We can work together to make sure you get the meal and rest breaks to which you are entitled.

Errors and corrections

We all know that mistakes can happen clocking in and out. That's why all time punch reports are posted daily for your review. Be sure to correct any mistakes that occur as quickly as possible. If you made a mistake in clocking in or clocking out, or if you notice any other mistakes in your paycheck or on your time punch report, please contact your manager immediately. We will work with you to

ensure that you get paid for all time you worked.

A member of your management team may also notify you if he/she believes there has been an error in recording your time. It is important that you understand the change your manager wants to make and that you agree with your manager before correcting your time record. You may be required to sign any payroll report as requested by your manager.

If you and your manager cannot agree on a correction to your time records, call your General Manager so that the issue can be resolved promptly. If you are still unhappy with the resolution, bring it to the attention of your Operations Consultant, your Human Resources Representative, or HR Consulting at 877-623-1955 as soon as possible so that the issue can be resolved and you can receive all of the pay you have earned without any delay.

McDonald's is committed to paying you for all time that you work and following all legal requirements for meal and rest breaks. If you believe that a manager is not living up to this commitment, please bring it to the attention of your General Manager, your Operations Consultant, your Human Resources Consultant, or HR Consulting at 877-623-1955 as soon as possible so that we can correct the situation quickly.

You will not be penalized for speaking up. McDonald's strictly prohibits retaliation against any employee who seeks to correct any pay errors or report any problems regarding McDonald's obligations to pay employees correctly.

When to expect your paycheck

Workweeks run from Wednesday to Tuesday. McOpCo pay day is Tuesday, except where otherwise required by law. Paychecks and/or pay stubs can be picked up on the designated day at any time. If possible, please pick up your check outside of the hours of 11am and 2pm or 5pm and 8pm, as during these hours we are striving to take care of our customers without interruptions.

Performance reviews and raises

At McDonald's, we review our employees' wages and give a performance review on a semi-annual basis. We strive to provide competitive wages and benefits to all our employees and to pay our employees correctly.

08

I dig in.

Free and discounted employee meals



As a valued employee, you are entitled to one free meal for each shift that you work. An employee meal consists of one (1) item from each of the following categories:

BREAKFAST MEAL

- Main Course: ANY Regular Menu Breakfast Sandwich, Hotcakes & Sausage, Big Breakfast, Big Breakfast with Hot Cakes, or Premium Salad
- Side Item: Hash Brown, Sliced Apples, Parfait, Dessert or Oatmeal
- Beverage: Small juice, small McCafé beverage, 16 oz. soft drink/water, white or chocolate milk jug

Breakfast Substitutions: Two Breakfast Burritos or a Sausage Gravy with Biscuit may be substituted for the Breakfast Sandwich. All limited-time promotional products are included.

REGULAR MENU MEAL

- Main Course: ANY Regular Menu Sandwich, 4-, 6- or 10-piece McNuggets, any Snack Wrap, Premium McWrap, or Premium Salad
- Side Item: Medium Fry, Sliced Apples, Parfait, Dessert, Side Salad, or Oatmeal
- Beverage: Small juice, small McCafé beverage, 16 oz. soft drink/water, white or chocolate milk jug

Regular Menu Sandwich includes all limited-time promotional products, i.e. Daily Double, McRib, etc. The 20-piece McNugget is not a part of the employee meal program.

Drinks during your shift are available upon request and with the permission of a member of the management team. The health department prohibits drinks in all work areas. All food received under this policy is for your personal consumption only. Enjoy it in the restaurant. Order crew food on the “customer side” of the counter, and enter it into the cash register system just like any customer transaction.

Crew food needs to be approved by a manager. All employee meals are to be assembled and presented by the employee working behind the counter. Under no circumstances will you be allowed to prepare or assemble your own meals.

As a valued employee of McDonald’s, you also qualify for discounts on our food when you are not working a shift. Once each day, you may receive 50% off your meal and one guest’s meal (not to exceed \$15 in total discounts) at the McDonald’s where you work. McDonald’s reserves the right to amend or terminate this benefit at any time without prior notice.



A variety of people work at McDonald's — and that's one of the best things about our organization. Our guidelines will help you work well with everyone at McDonald's and minimize misunderstandings. Take them seriously. These policies not only make good business sense, but many are required under the law.

Equal opportunity

Opportunities, recruitment, hiring or employment, training, development, performance reviews, pay, advancement, and all other aspects of employment are based solely on individual abilities and job performance. This policy ensures a practice of equal employment opportunity regardless of race, color, sex,

I give and get respect.

Workplace diversity

religion, national origin, citizenship status, age, disability, veteran status, sexual orientation, gender identity/expression, genetic information, pregnancy or any other prohibited basis.

Diversity and inclusion

We utilize the unique talents, strengths, and assets of our employees so we can provide the world's best quick service restaurant experience. In our workplaces, everyone should feel valued, accepted, and rewarded. We encourage employees to understand and recognize differences and to appreciate the contributions of all diverse groups and individuals. Our top management believes in the value of a diverse and inclusive work force.



We are a people company. We care about you and the experience you have working here. This Policy describes our expectations for all employees, supervisors and managers as we work together to maintain a respectful workplace, free from discrimination, harassment, and retaliation. McDonald's is committed to supporting this Policy because it is important to us that you work in a safe and respectful workplace.

Discrimination, Harassment, and Retaliation - Definitions and Their Applications

What is discrimination?

We are committed to following the law and to making employment decisions for the right reasons. This means that hiring and firing

I do the right thing.

Discrimination, Harassment, and Retaliation

decisions, pay, promotions, assignments, and career development opportunities will be made based on your performance and the needs of the business, not on factors that are protected under the law. We will not make decisions based on sex, sex stereotyping, pregnancy (this includes pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), race, color, religion, ancestry or national origin, age, disability, medical condition, marital status, sexual orientation, gender, gender identity, gender expression, status of being transgender, military or veteran status, citizenship status, genetic information, or any other protected group status as defined by law.

What is harassment?

All employees must treat each other with respect and take steps to ensure the work environment is free from harassment. Any harassing conduct that creates a hostile work environment for our employees will not be tolerated. This is also true of harassment based on factors like someone's gender, race, age, sexual orientation, disability status, citizenship status, military service, or any other characteristics protected under the law. This Policy covers a wide range of conduct – even if the conduct only offends some employees, but not other employees. Offensive words or actions can be in the form of sexually-suggestive comments; inappropriate jokes; teasing about a person's appearance or their age, race or sex; insults, unwanted nicknames, or stereotyping based on the factors listed above; and the sharing of emails, texts, or pictures that are degrading, make someone uncomfortable, or are insulting, even if the conduct is not sexual in nature.

What is sexual harassment?

We also will not tolerate sexual harassment. Sexual harassment includes unwelcome advances or flirtations, requests for sexual favors, and other conduct based on sex, where agreeing to the conduct becomes a condition of employment, or the conduct is used as the basis for an employment decision, or the conduct creates an intimidating, hostile, or offensive work environment. Even if this conduct is not being used as a basis for an employment decision, it still may be unwelcome. Unwelcome sexual conduct is inappropriate and never acceptable at McDonald's.

Here are some examples of inappropriate behavior: touching any employee in a sexual manner; making comments about a person's body; intentionally brushing up against another person; staring at a person in a way that makes them feel uncomfortable; and sharing pictures, jokes, cartoons, or any materials of a sexual nature. This Policy also covers more severe physical misconduct, such as sexual assault.

What is retaliation?

You will never be retaliated against for raising concerns or complaints regarding behavior that you believe potentially violates McDonald's Policy. The Company's Policy – and the law – does not

allow any type of retaliation against someone who makes a complaint or participates in an investigation of a complaint. Retaliation means being punished or experiencing a negative employment action because you raised a concern or complaint of a potential Policy violation or participated in an investigation. Examples of retaliation include experiencing a reduction in pay, hours, or favorable work assignments.

When, Where, and to Whom does this Policy apply?

This Policy applies to all McDonald's employees – on McDonald's property, at company-sponsored events, or offsite with other employees, contractors, or vendors. Further, we do not tolerate harassment of employees by non-employees (for example: interns, temporary workers, independent contractors, franchisees, guests, customers, vendors, and suppliers), and we do not tolerate harassment of non-employees by employees.

What if others around me make sexual jokes, and I seem to be the only person who does not laugh or feels uncomfortable by the joke?

All employees are entitled to a workplace free from harassment. Jokes, teasing, and sharing pictures, emails, or videos that are sexual, degrading, or insulting in nature are frequently considered harassment, even if they are shared as a joke. This type of conduct is simply not OK in our workplace, and the Company supports employees who bring it to the attention of their managers, HR, or other McDonald's resources described in more detail below.

A regular restaurant guest or employee of a vendor frequently flirts with me, but has never crossed the line into physical touching. It still seems makes me uncomfortable; is there anything I can do?

Yes, we want you to feel comfortable and safe at work, even if the offending behavior is done by someone who is not an employee of the Company. The Company encourages raising concerns or complaints regarding this type of conduct and supports employees' right to feel comfortable and safe at work.

What to Do When You Experience or Witness Discrimination, Harassment, or Retaliation - Knowing When and How to Raise a Concern or Complaint.***What do I do if I think this Policy has been violated?***

If you experience or observe conduct like that described above, we need to hear from you! There are multiple individuals, both inside and outside of McDonald's, who will support you as soon as you make your complaint. While McDonald's will support you if you tell the person who is making you feel uncomfortable to stop, you are not required to, because we recognize that doing so is not always easy or possible. Regardless of whether you confront the person about the conduct, we want you to reach out to one of the McDonald's resources listed below to ensure that any offensive conduct stops and appropriate action is taken. When you let us know that discrimination, harassment, or retaliation may have occurred, we will ensure that the appropriate steps are taken as outlined in this Policy, and will support you through the process.

What if I think I might have been subjected to discrimination, harassment, or retaliation, but I am not sure?

We want you to feel comfortable and safe at work. We encourage and support you contacting one of the available resources to discuss your concern. We are here to support you through that process and assist you with any behavior you believe may violate this Policy.

We also encourage employees to raise concerns or complaints not only about themselves, but any possible violations of our Policy they observe. Raising concerns or complaints regarding conduct that may violate this Policy – even if you're not sure whether or not it violates the Policy – will help McDonald's ensure a safe and respectful workplace, free from discrimination, harassment, and retaliation. Working together to eliminate any offensive or uncomfortable behavior is crucial to maintaining a positive working environment for you and all of our employees.

Are Supervisors and Managers required to escalate concerns or complaints of potential Policy violations?

If you supervise or manage people, you must set a positive example by ensuring your conduct, including your employment decisions and workplace behaviors, are free of discrimination and harassment. You are also required to immediately notify McDonald's if you are aware of any conduct that could violate this Policy. It is also all Supervisors' and Managers' responsibility to take steps to eliminate all discrimination, harassment, and retaliation. This includes immediately contacting one of the McDonald's resources listed below in any situation where you become aware of any conduct that potentially violates this Policy or if an employee provides you with information that they are uncomfortable because of another person's conduct.

Who can I report concerns or complaints to?

There are individuals inside and outside of McDonald's to support you throughout the entire process of making a complaint.

The following McDonald's resources are available to you to raise concerns of potential Policy violations:

For Restaurant Employees:

- Your restaurant's General Manager or Ops consultant
- HR Consultant or HR manager for your restaurant
- HR Consulting
- Business Integrity

For Corporate Staff:

- Your people manager, or your people manager's manager
- Any member of the Center HR team
- HR Consulting
- Business integrity

Please note that you do not have to discuss issues with your manager before raising a concern or complaint to someone else. You can go to whichever resource you are most comfortable with.

Depending on the severity of the conduct, and any concerns you may have regarding your physical safety, you may also want to reach out to third parties such as local law enforcement, or one of McDonald's third party Employee Assistance Programs ("EAPs") such as the McResource Line and the Employee Resource Connection. These EAPs are free and confidential and can help support you during many different kinds of situations. The services provided by the EAPs include counseling, referrals, and other support services that may be helpful. Please contact HR Consulting at 1-877-623-1955 and you will be given contact and other information about McDonald's Employee Assistance Programs. HR Consulting is available 24 hours a day/7 days a week. In addition, McDonald's resources can also provide assistance to you in contacting local law enforcement.

In some states, our Policy also provides additional information and resources in a separate state-specific attachment.

What if I feel my safety is threatened?

The McDonald's resources mentioned above will do all they can to ensure your safety. While the facts of each situation may be different, there might be a need for a temporary change to the schedule and/or reporting relationship to make sure you feel safe and comfortable. As mentioned above, depending on the circumstances and the severity of the conduct involved, you may also want to reach out to third parties such as local law enforcement, which you may do on your own or with the assistance of the above resources. Your safety is of the highest importance to the Company.

The Process After a Complain is Made

What happens once I raise a concern?

We encourage you to contact the McDonald's resources listed above regarding possible violations of this Policy. These resources will help you with any concerns you have regarding any potential violations of this Policy. Complaints will be taken seriously and investigated thoroughly and fairly. This means that a neutral person will conduct the investigation. That person may be someone within McDonald's or an outside third party investigator, depending on the

circumstances. The neutral person will talk to you, possible witnesses and the person who allegedly engaged in the misconduct. While the investigation is taking place, we will take appropriate steps to ensure your safety in the workplace. Those steps are dependent on the circumstances, and may include a temporary reassignment or leave, immediate directions to others to cease certain behaviors, and training. After the investigation of your complaint is completed and any appropriate steps are taken, you can still provide information about any other situation that makes you feel uncomfortable. Also, if you feel like you are being punished or treated poorly after you made a complaint, you should reach out to HR immediately.

If at any time you have questions about the process or the status of an investigation, please reach out to HR. You will also be updated and notified once the investigation has been concluded.

If the person accused of discrimination, harassment, or retaliation has questions or concerns regarding the process, they should reach out to HR, but should not discuss the issues with the complainant or other employees.

What happens if I tell someone about a possible Policy Violation? Will I experience retaliation?

Employees who provide information about conduct they believe may violate this Policy will not be retaliated against in any way by McDonald's. This protection against retaliation also covers those who provide information in an investigation of alleged Policy violations raised by someone else. All employees have a duty to cooperate in investigations or otherwise respond to questions regarding alleged harassment. This Policy expressly prohibits retaliation against those who raise potential violations and those who participate in investigations into potential violations.

Complaints will be taken seriously and investigated thoroughly, impartially, and in a timely manner. The identity of individuals who raise concerns regarding harassment, alleged victims, witnesses, and alleged harassers, along with information obtained as part of an investigation, will be kept confidential to the extent possible and permitted by law.

10 I do the right thing.

What happens after an investigation?

If our investigation confirms that this Policy has been violated or that inappropriate conduct has occurred, the Company will take immediate corrective action that is proportionate to the violation. Corrective action can come in any form, including termination, reassignment to another job or location, changes in reporting relationships, written warning, training, coaching, counseling, and/or other measures that the Company deems appropriate under the circumstances.

After the investigation of your complaint is completed, if you have any continuing concerns or wish to provide additional information about your first complaint or

any other situation that makes you feel uncomfortable, please reach out to HR or the resources listed above. Also, if you feel like you are being retaliated against, punished, or treated poorly after you made a complaint, you should reach out to one of the available resources immediately. Your concerns will be reviewed and appropriate action will be taken.

We are a people company. We care about you and the experience you have working here. We have resources to assist you. We are all in this together, and we are stronger and better when we work together to keep McDonald's a respectful, safe, and inclusive work environment.

11



I keep it professional.

Dating, nepotism, and fraternization

We understand and respect your needs to develop personal relationships at work — so we follow these guidelines to keep our work environment positive and professional.

Dating or romantic relationships

Employees who have a direct or indirect reporting relationship to each other are prohibited from dating. "Dating" means being involved in any kind of romantic or intimate relationship, and includes, but is not limited to, any sexual relationship or encounter.

Nepotism

Claims of favoritism or a conflict of interest may exist when an employee reports (directly or indirectly) or is reported to (directly or indirectly) by a spouse or immediate family member. This is generally not allowed in the restaurant. Exceptions to this can only be made by the restaurant's Human Resources Consultant/Manager. See the Standards of Business Conduct on OurLounge for guidelines on engaging family members as vendors or independent contractors.

Fraternization between restaurant management and crew employees

We hope you like your managers — but socializing with them is different than hanging out with your peers. Because their jobs require leadership

skills, we encourage restaurant management employees to use good business judgment with regard to fraternizing or socializing with crew. That means they are prohibited from fraternizing or socializing outside of work with any crew employee who works in the same restaurant, unless the fraternizing or socializing occurs in public and at least three or more McDonald's employees are present. Restaurant management employees may not offer alcohol to, consume alcohol in the presence of, or be present if alcohol is consumed by crew employees who work in their restaurant.

Employee obligations

If you enter into or plan to enter into a dating or romantic relationship that violates this policy, you must advise your Human Resources Consultant/Manager immediately. McDonald's may take such steps as it deems reasonable and appropriate to correct the violation, including, but not limited to, transferring or reassigning one or both of the employees involved, asking the employees involved to cease dating or to agree not to begin dating, or terminating the employment of one or both of the employees. Any employee who would like to enter into a reporting relationship that may be subject to the nepotism policy must report the relationship to his/her Human Resources Consultant/Manager immediately.

I keep my head in the game.

Electronic devices and online communications

Electronic devices

Avoid using electronic devices, excluding devices required for medical purposes, for non-business purposes while on working time. Any emergency calls that you receive should come through the restaurant's telephone. For additional information on using electronic devices in connection with social media, please consult our online communications policy.

Employees should not wear or carry electronic devices, such as cell phones, while on working time. Any emergency calls that the employee receives should come through the restaurant's telephone. For additional information on using electronic devices in connection with social media, please consult our online communications policy.

McDonald's online communications policy for U.S. restaurant employees

If you participate in online conversations about McDonald's, its employees, customers or products, it is important that you do it in a way that is safe, appropriate and legal. The intent of this Policy is not to restrict the flow of useful and appropriate information, but to minimize the risk to you, your coworkers and to McDonald's.

Know the Rules

- Do read this policy and all relevant McDonald's policies, including the "Dating, Nepotism and Fraternization Policy" and "Policy Against Discrimination and Harassment," and ensure your posts are consistent with these policies.
 - Posts that include discriminatory remarks, harassment (e.g., sexual harassment), and threats of violence or similar inappropriate or unlawful conduct may subject you to disciplinary action, up to, and including, termination.
 - Managers must exercise caution and sound judgment if interacting with subordinates on Facebook or similar social media sites.

Participating in such forums with subordinates may increase the potential to violate these rules and policies. For example, it may not be sound judgment for Managers to "friend" minor employees under the age of 18.

- General Managers should not use Facebook, or other external websites for work-related communications.
- Do think about what you will say and about disclosing your personal details. You post material at your own risk and you are personally responsible for the content of your communications.
- Do respect your coworkers' privacy. You should not share on any social media site private information that may create a cybercrime risk. Cybercrime risks include online identity theft, financial fraud, and stalking. Examples of this type of information include, dates of birth, social security numbers, passwords, and bank account numbers. This does not prohibit you, however, from disclosing or discussing personal, confidential information with others, so long as you did not come into possession of such information as part of your formal company duties.
- Because we want to provide 100% customer satisfaction, during working time do not use your cell phone to engage in personal online communications or otherwise. Working time does not include breaks, meal periods, or other time when an employee has been relieved from duty.
- FTC regulations consider the employer/employee relationship a material connection that must be prominently disclosed by the employee. Therefore, you are required to expressly indicate that you are an employee of McDonald's when you endorse the company's products or share content about the company's products. This restriction does not apply to other discussions about the Company or brand. Acceptable disclosures include:
 - "I'm an employee of McDonald's" or "I work for McDonald's"
 - #mcdemployee

12 I keep my head in the game.

- Do avoid posts that reasonably could be viewed as malicious, obscene, threatening or intimidating (such as posts that include discriminatory remarks or content, sexual harassment and threats of violence or similar inappropriate or unlawful conduct).
- Do comply with all copyright, trademark, trade secret, right of publicity and other intellectual property laws in your online communications. If you use McDonald's trademarks or logos in online conversations, do not use them in a way that suggests McDonald's sponsors, endorses, or is otherwise affiliated with your statements. Only McDonald's official spokespersons are authorized to speak on behalf of the Company.
- Do not disclose or post McDonald's trade secrets or other confidential information. This may include, for example, our methods or processes, sales figures, guest counts, business plans, how food or marketing promotions are doing, and any other similar internal business-related confidential information or communications.

Remember: If you fail to follow these policies, it may result in disciplinary action, up to, and including, termination.

Questions: If you have questions regarding this policy, contact your restaurant manager or the Global Compliance and Privacy team at business.integrity@us.mcd.com.

What you can do

- Think about what you will say and about disclosing your personal details. Correct any mistakes that you make. You post material at your own risk and you are personally responsible for the content of your communications.
- Respect your coworkers' privacy. Do not share personal health information about your coworkers or any identifiable information that may raise a security issue. For example, do not post dates of birth, social security numbers, passwords, or bank account numbers. This does not prohibit you, however, from disclosing or discussing personal, confidential information with others, so long as you did not come into possession of such information as part of your formal company duties.
- Because we want to provide 100% customer satisfaction, do not use your cell phone for personal use or to engage in personal online communications during work time. Working time does not include breaks, meal periods, or other times when employees are relieved of work duties.

- We encourage you to participate in any social media platform sponsored by McDonald's. Make it clear that you are a McDonald's employee and that your views and opinions are yours and not those of McDonald's when you endorse one of our products in any online communications or blog discussing McDonald's.
- Because FTC regulations consider the employer/employee relationship a material connection that must be disclosed by the employee, you are required to indicate that you are an employee of McDonald's if you are endorsing the company's products or sharing content about the company's products. This restriction does not apply to other discussions about the Company or brand. Acceptable disclosures include "I'm an employee of McDonald's" or "I work for McDonald's" or #mcdemployee.
- Avoid posting or texting statements, photographs, video, or audio that reasonably could be viewed as malicious, obscene, threatening, or intimidating (such as posts that include discriminatory remarks or content, harassment and threats of violence, or similar inappropriate or unlawful conduct).
- Comply with all copyright, trademark, trade secret, right of publicity, and other intellectual property laws in your online communications. If you use McDonald's trademarks or logos in online conversations, do not use them in any way that suggests McDonald's sponsors, endorses, or is otherwise affiliated with your statements.
- Keep McDonald's trade secrets or other confidential information to yourself. This may include, for example, our methods or processes, sales figures, guest counts, business plans, how food or marketing promotions are doing, and any other similar internal business-related confidential information or communications.

If you fail to follow these policies, it may result in disciplinary action, up to, and including, termination. If you have questions regarding this policy, contact your General Manager or the Global Compliance and Privacy team at business.integrity@us.mcd.com. McDonald's reserves the right to amend this policy and other policies and practices without prior notice, at any time. Further, nothing in this policy should be construed as limiting employees from discussing wages, hours, and other terms and conditions of employment.

13



Here's how we handle cash at our restaurants:

- Every window person starts with a clean (unused) drawer. Count your drawer down prior to your shift. If there is a problem with the drawer, notify a manager immediately.
- You are to ring only on the register assigned to you. Other employees are not permitted to ring on your drawer. To ensure security, ask a manager to turn off your register if you need to leave it for any reason.
- Crew members are not to make change between drawers.
- Ask your manager to handle customer questions regarding their change.
- Call a manager to accept \$50 or \$100 bills or travelers' checks.

I am smart about money.

Cash handling

- If you think you've made an error, call a manager and explain the problem. Do not try to adjust it yourself.
- If your drawer is more than \$2.00 over/short or your T-red average is more than \$2.00, you may be disciplined up to, and including, termination.
- At the end of your shift, or when you are moved to another station, you must ensure that a manager pulls your drawer and places it in the safe.
- All refunds are to be done by the manager only. If an over-ring/refund is required, sign the slip in the space provided and place inside your cash drawer.

Any violation of this policy may result in disciplinary action up to, and including, termination.

14



Communication is essential for good teamwork and learning. We do everything we can to keep communication open between you and your management team. Here are some of the communication tools we use in this restaurant:

Rap sessions — These small, informal group discussions of ideas, suggestions, and problems are held as needed and may be initiated by management or at the request of a crew member.

Crew meetings/shift huddles — We discuss policies, events and promotions, or special situations at these fun and productive meetings.

Employee commitment surveys — Your opinions about our restaurant operations are very important

I speak up.

Open communication

to us. So, from time to time, we may ask you to participate in a survey. Your responses are always anonymous so that we can assure you of complete confidentiality. We use the information we gather to see how our restaurant is doing and to find ideas for improvements.

Your own ideas — If you have an idea that saves time and energy, or you have some constructive criticism to offer, please feel free to share your thoughts with your management team.

At McDonald's, we keep the lines of communication open for all employees. If you feel you are not being heard or if you have an issue you cannot resolve, let your manager or Operations Consultant know. You may also contact HR Consulting at 877-623-1955.

15



On occasion, you may need time off from work. We try to respect and accommodate such needs; however a request for time off for personal reasons may not always be approved. If you need time off for personal reasons, obtain approval in advance from your manager. Be sure to follow McDonald's policies and practices regarding absences. Leaves of absence are generally unpaid, unless otherwise specified under applicable state, federal, or local laws. If you have a question about whether or not time off or a leave of absence is paid, contact the McDonald's Service Center at 877-623-1955.

Family and medical leave

You may be eligible for job-protected leave under the federal Family and Medical Leave Act (FMLA), as well as leave under applicable state and local leave laws. FMLA allows you time off for certain family and medical needs, including, among other things, the birth of a child, adoption or foster care of a child, caring for a spouse, child, or parent who has a serious health condition, because of your own serious health condition, due to the call to active covered military duty of a parent, child, or spouse, and certain qualified military caregiver leave.

I need time.

Absences and family/medical leave

Eligibility is based on your having been employed with McDonald's for at least twelve (12) months, having worked a minimum of 1,250 hours in the preceding 12-month period, and working at a facility with 50 or more employees within a 75-mile radius. McDonald's Leave Year for FMLA is a rolling 12-month period measured backward from the date any FMLA Leave is taken, except for military caregiver leave. In certain circumstances, FMLA Leave may be taken intermittently or you may work a reduced schedule.

If you believe you are in need of FMLA Leave, contact your Store Manager/General Manager and the McDonald's Service Center.

It is McDonald's policy to comply with all federal, state, and local laws in accordance with this policy. If you have questions about your FMLA rights, you should call McDonald's Service Center at 877-623-1955. To review the Family and Medical Leave Policy, please see the Appendix.

16



The American with Disabilities Act, various state laws, and our restaurant policy permit service animals to accompany disabled customers or their trainers inside the restaurant.

If you are not sure whether an animal is a pet or service animal, ask the person with the animal, "Is this a service animal?" If they confirm that it is a service animal:

- Permit the customer and service animal to remain in restaurant
- Do not ask the customer about his/her disability
- Do not request documentation or any proof that the customer is disabled or that the animal is in fact a service animal
- Do not touch, feed, pet, talk to, or make noises directed at the service animal

If the service animal appears to be threatening other customers or otherwise acting in a disruptive

I can handle hairy situations.

Service animal guidelines

manner, ask the owner why the animal is acting in this manner BEFORE taking any action.

- If the service animal barks or growls, it may be performing its job by warning its owner of an oncoming seizure or other danger
- If, after talking to the service animal's owner, you conclude that the animal is in fact threatening other customers, you should ask the owner to either control the animal or take the animal outside of the restaurant
- Always provide the customer the option of remaining on the premises without the service animal

Please note that even if accompanied by other persons, individuals with a service animal are still permitted to have their service animals with them inside the restaurant.

17



I respect boundaries.

Solicitation and Distribution policy



Solicitation means requesting funds, purchases, services, membership in any organization, or commitments to outside organizations or causes. Distribution means handing out, dropping off, or leaving behind written material. In order to avoid interference with work and to ensure customers enjoy their experience, here's how we handle solicitation and distribution:

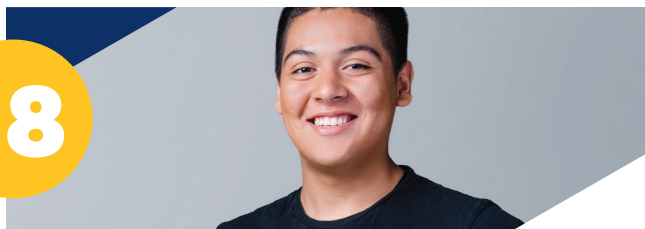
- Individuals not employed by this restaurant are prohibited, at all times, from engaging in solicitation or distribution anywhere on restaurant property, including parking lots.
- You may not solicit on restaurant property during your own working time or when the employee being solicited is on working time. Working time does not include breaks, meal

periods, or other time when an employee has been relieved from duty. Solicitation is always prohibited in customer selling areas.

- Distribution is prohibited in any work area of the restaurant. Work areas do not include, for example, the crew room. You may not distribute during your own working time or when the employee receiving the material is on working time. Restaurant property must be kept clean and free of litter at all times.

The Solicitation and Distribution policy applies to activities on behalf of any cause or organization, with the exception of restaurant-sponsored charities (e.g., Ronald McDonald House Charities).

18



I play by the rules.

Disciplinary process

We use these guidelines to reinforce McDonald's policies. When policy violations occur, any of the following steps may be taken. We do not guarantee that one form of action will necessarily precede another and will make a determination of the appropriate disciplinary action on a case-by-case basis.

- Verbal coaching — Your management team may provide verbal coaching for non-serious and/or unintentional policy violations.
- Written warning — You may receive this for a first-time policy violation.

- Second written warning — These are typically issued after an initial written warning. If you received a second written warning you could be subject to further disciplinary action up to, and including, suspension.
- Discharge — Your employment may be terminated after multiple written warnings and/or following a serious policy violation. Remember, however, because you are at an at-will employee, McDonald's reserves the right to terminate your employment at any time, for any reason.

I. ELIGIBILITY REQUIREMENTS/LEAVE YEAR

You are eligible for up to 12 work weeks of unpaid leave under the Family and Medical Leave Act (FMLA) during a rolling 12-month period under this policy if you have been employed by McDonald's for at least 12 months, you have worked at least 1,250 hours during the 12-month period prior to the commencement of the leave, and you work at a facility with 50 or more employees within a 75-mile radius.

McDonald's uses a rolling 12-month period measured backward from the date you use any FMLA leave.

If you meet the eligibility requirements, you are eligible for up to 26 weeks of leave to care for an Injured Service member, as set forth in Section VII.

II. REASONS FOR LEAVE

An FMLA leave may be requested for any of the following reasons:

Birth/Placement (Bonding) — to care for a child born to or placed for adoption or foster care with you;

Family Medical — to care for your biological, foster or adoptive parent, stepparent, legal guardian, child (includes a biological, adopted or foster child, a stepchild or legal ward either under 18 years of age or an adult dependent child) or spouse with a serious health condition;

Employee Medical — because of your own serious health condition, which renders you unable to perform the essential functions of your position;

Qualifying Exigency — because of any qualifying exigency arising out of the fact that your parent, child or spouse is on covered active duty (or has been notified of an impending call or order to active duty) in a foreign country in the Armed Forces; or

Injured Service member (Military Caregiver) — to care for a covered service member or covered veteran with a serious illness or injury (incurred or aggravated in the line of active duty in the Armed Forces) who is a current member of the Armed Forces (including a member of the National Guard or Reserves) and who is your parent, child, spouse, or for whom you are next of kin, or to care for a veteran who is your parent, child, spouse, or for whom you are next of kin, who was a member of the Armed Forces at any time during the period of five years preceding the date on which the veteran undergoes medical treatment, recuperation or therapy for a serious illness or injury. Such leave may be taken for up to 26 weeks in a single 12-month period, which period begins on the first day you take leave for this purpose and ends 12 months after that date.

III. LEAVE RULES

Leave for Birth/Placement must be completed within the 12-month period beginning on the date of the birth or placement.

Spouses employed by McDonald's may share certain types of FMLA leave. Consult McDonald's Service Center for details.

Employees will not be granted leaves to gain employment or work elsewhere, including self-employment.

Employees who misrepresent facts in order to be granted an FMLA leave will be subject to discipline up to and including termination.

An employee who intends to continue to work at a second job that the employee already had before the leave commenced, must have the written permission of his/her immediate supervisor.

IV. LEAVE IS UNPAID/SUBSTITUTION OF ACCRUED PAID LEAVE

FMLA leave is unpaid leave. Any paid time used during FMLA, including paid time under McDonald's workers' compensation program, will apply as part of the 12-week (or where applicable, the 26-week) leave period.

V. NOTICE OF LEAVE

If your need for FMLA leave is foreseeable, you must give your Store Manager/General Manager and the McDonald's Service Center Leave of Absence Department at least 30 days prior notice or as much notice as is practicable. If the need for leave is not foreseeable, then you are expected to provide notice to your Store Manager/General Manager and the McDonald's Service Center Leave of Absence Department as soon as practicable, generally the same day or the next business day you learn of the need for leave. Failure to provide such notice may be grounds for delay or denial of leave and may result in adverse employment actions.

VI. APPLICATION FOR LEAVE

If you are requesting leave, you must:

- Advise your Store Manager/General Manager of the request and
- Contact McDonald's Service Center (telephone toll free 877-623-1955, option #2 for Leave of Absence) to obtain and complete an "Application for Family and Medical Leave" and return it to the address or fax number designated in the Application instructions. The completed Application must state the reason for the leave, the duration of the leave, and the starting and ending dates of the leave. In addition, you must comply with your Restaurant's usual call in procedures. Absent unusual circumstances, you must follow these procedures and use approved forms when requesting FMLA leave.

VII. CERTIFICATION FOR QUALIFYING EXIGENCY AND INJURED SERVICE MEMBER LEAVES

If you are requesting leave for a Qualifying Exigency or to care for an Injured Service member, certification forms are required. Certification forms are available at the McDonald's Service Center. These completed certification forms must be provided to McDonald's Service Center within 15 calendar days after they are requested. Failure to provide such certification may be grounds for delay or denial of leave and may result in adverse employment actions.

VIII. MEDICAL AND OTHER BENEFITS

During the leave, McDonald's will maintain your group health benefits (if applicable) on the same conditions as if you had continued working your regular schedule (if group health benefits are in force/applicable). You must make arrangements with McDonald's Service Center to pay your portion of the premium during your unpaid leave. Your group health care coverage will cease if your premium payment is more than 30 days late, but you will be notified at least 15 days before your coverage lapses. Additionally, if you fail to return from leave, McDonald's may require repayment of any premium that was paid for maintaining the health coverage for you, unless you do not return because of your continuing or recurring serious health condition or that of a covered family member, or because of other circumstances beyond your control.

IX. RETURNING FROM LEAVE

If you take an FMLA leave, you are generally entitled to return to your position or to an equivalent position with virtually identical benefits, pay and other terms and conditions of employment, subject to any applicable exceptions. In addition, you have no greater rights to reinstatement or to other benefits and conditions of employment than if you had not taken FMLA leave. If you are off work on FMLA leave for your own serious health condition (other than for an intermittent leave) you may be required to fully complete a "Return To Work Form" before you can be returned to active status. If you wish to return to work prior to the expiration of an FMLA leave of absence, notification must be given to your Store Manager/General Manager and the Service Center at least two (2) business days prior to your planned return.

X. INTERMITTENT OR REDUCED WORK SCHEDULE LEAVE

Employee Medical, Family Medical and Injured Service member leave may be taken intermittently (in separate blocks of time due to a single covered health condition) or on a reduced work schedule (reducing the usual number of hours you work per work week or work day) if medically necessary. Qualifying Exigency leave may also be taken intermittently or on a reduced work schedule basis. While you are on an intermittent or reduced schedule leave for planned medical treatment, McDonald's may temporarily transfer you to an available alternative position that better accommodates your recurring leave and which has equivalent pay and benefits. If you are certified to take FMLA leave on an intermittent or reduced leave schedule basis, you must advise your Store Manager/General Manager and McDonald's Service Center at the time of your absence from work if the absence is for your certified FMLA reason.

XI. FAILURE TO RETURN FROM LEAVE

If you fail to return to work upon the expiration of an FMLA leave of absence you may be subject to immediate termination unless an extension is granted. An employee who requests an extension of leave due to the continuation, recurrence or onset of her or his own serious health condition, or of the serious health condition of the employee's spouse, child or parent, must submit a request for an extension, in writing, to the employee's Store Manager/General Manager and the Service Center. This written request should be made as soon as the employee realizes that she or he will not be able to return at the expiration of the leave period. McDonald's considers additional leave for persons with disabilities on a case-by-case basis in accordance with applicable law.

XII. MODIFICATIONS

The application of this policy, and the procedures and definitions set forth herein, may be modified in accordance with changes in applicable law and regulations.

XIII. STATE LAW

If state law provides for job protected family or medical leave, the state leave and the FMLA leave will run concurrently if permitted by law. The FMLA does not supersede any state or local law which provides greater family or medical leave rights, and an employee will receive all benefits and protections to which an employee is entitled under any and all applicable leave laws. Please contact McDonald's Service Center for more information.

XIV. CONTACT INFORMATION — APPLICATIONS, NOTICES, CERTIFICATIONS
McDonald's Service Center (telephone toll free 877-623-1955, option #2) for Leave of Absence, OR FAX 630-623-5027, OR McDonald's Service Center Dept. 238 McDonald's Corporation 2111 McDonald's Drive Oak Brook, IL 60523.