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Dan Roehl, Director, Federal Affairs  
Matt Walker, Director Federal Affairs  
National Restaurant Association  
2055 L Street, NW  
Washington, DC 20004

March 26, 2019

Gentlemen,

At our core, McDonald's is a people company; the more than 800,000 people who work at McDonald's restaurants in the United States are crucial to our business. It's important to us that anyone who works in our company, or for our independent operators, knows that they are valued, respected and supported. For McDonald's, that must come to life in both action and advocacy.

Thanks to actions to date, McDonald's USA, and most of our independent operators, now provide benefits that support flexibility and foster opportunities for the future: paid time away from work, flexible work schedules, and free tuition and advising services to finish high school or earn a college degree through the McDonald's Archways to Opportunity program. For many employees, we offer a first job and a first opportunity to build and hone valuable skills for work and life. For those who have chosen a career with us, there are advancement opportunities in the restaurant as well as in technology, human resources, management and more. We want employees to choose McDonald's as an employer because they see in us a place that provides valuable and portable skills and a safe, respectful work environment.

Wages are part of the employment discussion, as well. The average starting wage in McDonald's corporate-owned stores is already more than \$10 per hour, above the federal minimum wage. And while McDonald's Corporation does not control the wages franchisees pay in their own restaurants, we believe the average starting wage offered by those independent business owners is likely similar. We recognize that overall wages reflect the realities of different communities and that elected leaders have the responsibility to set, debate and change mandated minimum wages.

Today, we believe it's important to be clear on the issue of minimum wage increases. Going forward, McDonald's Corporation will not use our resources, including lobbyists or staff, to oppose minimum wage increases at the federal, state or local levels, nor will we participate in association advocacy efforts designed expressly to defeat wage increases. We do have a perspective on elements of this discussion. We believe increases should be phased in and that all industries should be treated the same way. We look forward to engaging with elected leaders on these and other important elements of the wage discussion.

The conversation about wages is an important one; it's one we wish to advance, not impede. Ultimately, progress must come from all corners of our society, and McDonald's Corporation is committed to playing a meaningful role in the spaces we occupy.

Please do not hesitate to contact me to discuss further.

Regards,

A handwritten signature in black ink, appearing to read 'Genna K. Gent'.

Genna Gent  
Vice President, U.S. Government Relations  
McDonald's Corporation