



Business and Trade Committee

House of Commons, London SW1A 0AA

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Alistair Macrow,
Chief Executive Officer, McDonald's Restaurants Limited
[by e-mail]

20 November 2023

Dear Mr Macrow

This letter is a follow-up to the oral evidence session with the Business and Trade Committee that you attended on 14 November 2023 in the House of Commons. I am writing to clarify issues on which you provided evidence to the Committee at that session.

1. The Committee requires the following information relating to settlement agreements with current and former employees of McDonald's restaurants in the United Kingdom that contain confidentiality clauses:

(a) an illustrative copy of the standard confidentiality clauses that McDonald's Restaurants Limited (hereinafter referred to as McDonald's UK) includes in settlement agreements with current or former employees;

(b) the total number of settlement agreements that McDonald's UK has signed with current or former employees in the past five years containing such clauses;

(c) a breakdown of settlement agreements signed in relation to any incident pertaining to a breach of McDonald's 'People Brand Standards'; and

(d) an item-by-item breakdown of settlement agreements signed in relation to sexual harassment, or any other incident involving abuse against the protected characteristics of a current or former employee at a McDonald's restaurant.

I have provided illustrative tables and guidance in the **second page** of this letter to assist you in structuring your response.

Note: Should you record separate statistics for franchised and non-franchised restaurants on all above points, provide two sets of tables containing information on each type of restaurant.

2. Provide the full definition of 'sexual harassment' used by McDonald's UK, and any related terminology or definitions, such as those relating to abuse, violence and victimisation.
3. Provide, in the same format in which you set out statistics in the oral evidence session, a clear breakdown of sexual discrimination, harassment and victimisation reports received to date through the reporting channels managed by McDonald's UK and its wider group structure.
4. Lastly, you outlined to me that you have both a '**legal responsibility**' and a '**duty of care**' to tackle abuse against workers in your restaurants. You are aware that most McDonald's restaurants are franchised. Do you agree that a franchisor should have a legal responsibility and a duty of care for the workers of franchisees, such that a franchisor may be held liable for its own failure to identify, challenge and prevent abuse committed within franchised restaurants?

Note: The Committee does not want to engage with the details of individual cases, but is keen to understand the relevant legal documents, case statistics and definitions outlined above and in the illustrative tables.

Illustrative tables for number of settlement agreements with current or former employees of McDonald's UK and franchised restaurants

Table 1. Total number of settlement agreements containing confidentiality clauses:

Item	Total
Total number of settlement agreements containing confidentiality clauses signed between McDonald's and a current or former employee.	X
Number of settlement agreements containing confidentiality clauses signed in relation to a breach of McDonald's 'People Brand Standards'.	X

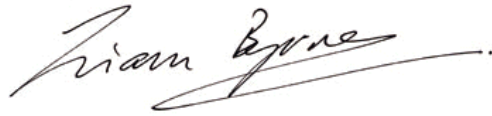
Table 2. Total number of settlement agreements containing confidentiality clauses by type:

Number of settlement agreements containing confidentiality clauses relating to incidents of sexual harassment or abuse.	X
Number of settlement agreements containing confidentiality clauses relating to incidents of discrimination, harassment or victimisation based on sex or gender reassignment.	X
Number of settlement agreements containing confidentiality clauses relating to incidents of discrimination, harassment or victimisation based on disability.	X
Number of settlement agreements containing confidentiality clauses relating to incidents of discrimination, harassment or victimisation based on race, including colour, nationality, ethnic or national origin.	X
Number of settlement agreements containing confidentiality clauses relating to incidents of discrimination, harassment or victimisation based on religion or belief.	X
Number of settlement agreements relating to incidents of discrimination, harassment or victimisation based on any other protected characteristics.	X

Please ensure that the information supplied in the table is consistent with the definitions of discrimination, harassment and victimisation used in the Equality Act 2010.

The Committee plans to publish this letter and your reply on its website. I expect to receive your response by 30 November.

Kind regards

A handwritten signature in black ink, reading "Liam Byrne". The signature is written in a cursive style with a long horizontal flourish extending to the right.