



Business and Trade Committee

House of Commons, London SW1A 0AA

020 7219 4494 - Commonsbtc@parliament.uk - www.parliament.uk/CommonsBTC - @CommonsBTC

Alistair Macrow

Chief Executive Officer, McDonald's Restaurants Limited

[by e-mail]

18 January 2024

Dear Alistair

Thank you for writing to this Committee on 30 November 2023. I am writing to request further information to inform the Committee's ongoing scrutiny work.

1. With reference to [Q92 of the oral evidence transcript](#), where you described a situation in which staff members facing disciplinary action were relocated or moved to different McDonald's restaurants. I would like you to provide more information on the relocation of McDonald's corporate and franchised staff members who have been the target of disciplinary action or complaints relating to sexual harassment, victimisation and/or abuse against the protected characteristics of an individual. This includes:

- a) When the practice of moving managers ended and what procedures were put in place in (i) corporate and (ii) franchised restaurants to prevent it from happening again;
- b) How many restaurant staff members facing ongoing disciplinary action were moved or relocated to other areas of the business during that period;
- c) How many restaurant staff members with past or present disciplinary actions relating to sexual harassment, victimisation and/or abuse against the protected characteristics of an individual remain in the business to date; and
- d) Whether McDonald's UK has retained data on the current location, role and status of any restaurant staff members who were previously moved, and if so, how many remain in employment at (i) corporate-owned and (ii) franchised restaurants.

2. In response to [correspondence](#) sent to my office dated 30 November 2023, I have taken notice of your willingness to franchisees accountable under your People Brand Standards and wider National Franchising Standards. I also note your observation that it is the franchisee, not McDonald's Restaurants Limited, which shoulders the legal duty of care to franchised employees. To understand the division of legal responsibilities between franchisee and franchisor in more detail, can you provide an illustrative copy of a standard McDonald's franchise agreement?

Yours sincerely