



**McDonald's Restaurants Limited
Gender Pay Report 2025**





Foreword

Foreword from James Thorne, Chief People Officer

Every day, across the UK, tens of thousands of people bring McDonald's to life - running great restaurants, serving customers and preparing the food they know and love. Our business succeeds because of the commitment and energy of our restaurant teams, franchisees, suppliers and head office colleagues, all working together to keep McDonald's moving forward.

That is why creating opportunity for everyone who works with us is so important. With restaurants in every community, we have both the privilege and the responsibility to reflect the people and places we serve. Ensuring fairness, including progress towards gender pay parity, is a fundamental part of that responsibility.

We are proud that since we began reporting our gender pay data in 2017, we have consistently reported a 0% median gender pay gap. This reflects our commitment to equal opportunities across our business.

As of April 2025, our mean gender pay gap is 1%, and we have made significant progress over time. Having reported a mean pay gap of 4% in 2017, and 7% in 2021, we have now delivered three consecutive years at 1%, demonstrating sustained improvement. As with many large employers, our gender pay gap data is driven primarily by the distribution of roles across our organisation.

More broadly, at McDonald's, we will always be passionate about investing in programmes that broaden access to opportunity and support progression at every stage of a career, including through apprenticeships, structured development pathways and leadership programmes. In a context where nearly one million young people are not in work, education or training, providing routes into employment and progression feels more important than ever.

While we are encouraged by the progress we have made, we are clear that there is more to do. Closing the gender pay gap matters, not only because it is the right thing to do, but because a more inclusive and representative business is a stronger one. Our commitment to investing in our people, supporting inclusion and building a workplace where everyone can thrive is as strong as ever.

I confirm that the information and data in this report are accurate as of the snapshot date of 5 April 2025.



James Thorne,
Chief People Officer

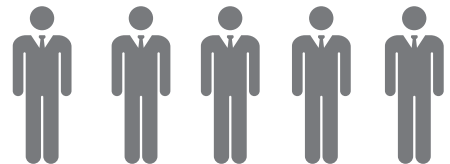


How we calculate the median difference

LOWEST PAY PER HOUR MEDIAN PAY PER HOUR HIGHEST PAY PER HOUR



DIFFERENCE = MEDIAN HOURLY PAY GAP



LOWEST PAY PER HOUR MEDIAN PAY PER HOUR HIGHEST PAY PER HOUR

How we calculate the mean difference



= MEAN MALE AVERAGE PAY



= MEAN FEMALE AVERAGE PAY

DIFFERENCE = MEAN HOURLY PAY GAP

McDonald's Restaurants Ltd. (UK only)

McDonald's has been part of the UK for over 50 years. We have 1,508 restaurants across the country that are owned and operated by either us or our franchisees – creating jobs and opportunities for people, no matter their gender, age or life stage.

Our UK & Ireland (UK&ROI) business is comprised of three parts – our regional head offices, 155 company-owned restaurants and our franchised restaurant estate. Across the UK&ROI, 90 per cent of our restaurants are owned and operated by franchisees – local businessmen and women who invest a significant amount in their restaurants, people and local communities.

As independent employers, franchisees will also each publish individual gender pay figures as required by the Government.

This report provides figures for McDonald's Restaurants Ltd. in the UK only, which covers the first two components: McDonald's company-owned restaurants and UK head offices. This represents a workforce of 19,970 employees of which 1034 people are employed in head office roles.

We offer a wide range of jobs, from our restaurant crew and managers, through to roles in our corporate functions.



TODAY, WE HAVE
1,508
restaurants
ACROSS THE COUNTRY



**PART OF
THE UK
FOR 50YRS**

There are three component parts:



OUR UK HEAD OFFICES



OUR 155 COMPANY-OWNED RESTAURANTS



OUR FRANCHISED RESTAURANT ESTATE

McDONALD'S RESTAURANTS LTD. (UK ONLY)

McDONALD'S COMPANY-OWNED RESTAURANTS AND UK HEAD OFFICES

REPRESENT A WORKFORCE OF

19,970

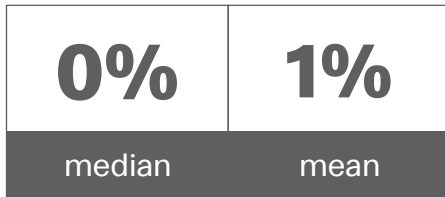
WHICH INCLUDES
1034 people

EMPLOYED IN HEAD OFFICE ROLES



Our data

Pay gap at McDonald's Restaurants Ltd.



Since 2017/18, employers in the public and private sectors with 250 or more employees have been legally required to publish their organisation's gender pay gap each year, no later than 4 April. Each report must be based on a defined "snapshot date", which is the point in time from which all pay data is taken.

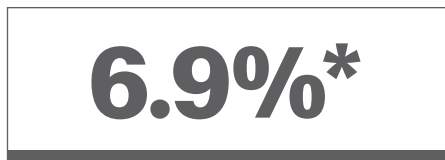
At McDonald's Restaurants Ltd., we have a median gender pay gap of zero per cent, and a mean pay gap of one per cent.

These results are significantly below the most recent national averages, with the ONS national median gap 6.9% in 2025.

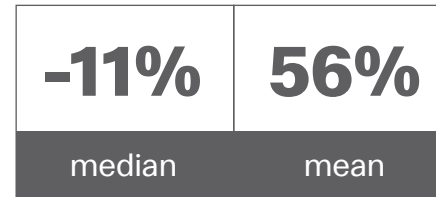
Median pay gap of:

0%	0%
2021	2022
0%	0%
2023	2024

UK national average pay gap



Bonus pay gap at McDonald's Restaurants Ltd.



Bonus Pay

In addition to reporting hourly pay, employers must also publish information on bonus pay – including the proportion of men and women who received a bonus, and the median and mean gender bonus gaps.

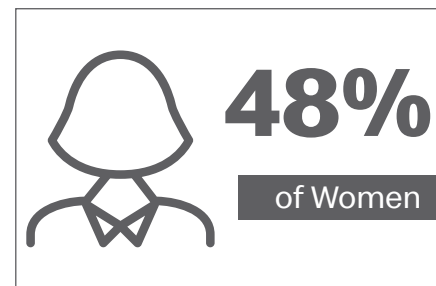
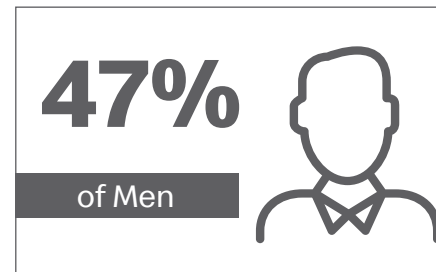
At McDonald's, our bonus schemes span both our restaurant operations and our corporate offices. Our bonus arrangements included:

- Monthly performance uplifts for eligible crew in company owned restaurants, based on a range of operational performance measures.
- Quarterly and annual bonuses for restaurant managers, linked to customer feedback metrics such as order accuracy and service quality.
- Annual bonuses for head office employees, based on a combination of individual and company performance.
- Long term incentive awards (including stock options and restricted stock units) for Senior Managers and above, set by McDonald's Corporation and approved each February by the US Compensation Committee.

All bonus schemes are dependent on business performance. This year, 47% of men and 48% of women received a bonus payment. It is also important to note that long term incentive awards impact overall bonus outcomes, and that all roles have clear grade structures with consistent bonus targets aligned to each grade.

Our median bonus gap is -11%. Our mean bonus gap is 56%.

Bonus received



ONS, Gender pay gap in the UK: 2025



Statutory Disclosures - McDonald's Restaurants Ltd.

Median gender pay gap	0%
Mean gender pay gap	1%
Median bonus pay gap	-11%
Mean bonus pay gap	56%
% males/females receiving a bonus payment	47%/48%
Upper quartile (male/female %)	46%/54%
Upper middle quartile (male/female %)	54%/46%
Lower middle quartile (male/female %)	51%/49%
Lower quartile (male/female %)	55%/45%



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