



August 24, 2022

Dear Ms. Worden, Mr. McGeehan and Mr. Cockburn:

Thank you for your recent letter to our team and to McDonald's CEO, Chris Kempczinski, regarding McDonald's sponsorship of the 2022 FIFA World Cup. The important issues of remedy and human rights around the tournament have our heightened attention and we appreciate our ongoing dialogue with Human Rights Watch, Amnesty International and Fair Square.

McDonald's strongly believes in the power of football to uplift and connect communities. Sponsoring the FIFA World Cup, as we have for more than 25 years, offers a unique opportunity to bring people together and celebrate beyond borders with communities worldwide.

We are in regular communication with our partners at FIFA and believe the advocacy surrounding the World Cup has led to positive change and momentum regarding human rights, including safety, worker's rights, and remedy, in the host country. However, we also recognize there is more to be done to ensure that the World Cup leaves a positive legacy in Qatar. We will continue working with FIFA, human rights experts, and the other sponsors to help spur positive change on human rights, including supporting processes that facilitate access to remedy, both around the tournament and in the communities we serve.

As you suggest, we would be glad to have the opportunity to speak again in early September.

Thank you for your continued engagement,

A handwritten signature in black ink that reads "Jennifer McColloch".

Jennifer McColloch
Chief Sustainability Officer
McDonald's Corporation