



Bridget Coffing
Chief Communications Officer
Senior Vice President, Corporate Relations

June 24, 2013

Minky Worden
Director of Global Initiatives

Jane Buchanan
Associate Director

Human Rights Watch
350 Fifth Avenue, 34th Floor
New York, NY 10118-3299

Dear Ms. Worden and Ms. Buchanan,

I am writing on behalf of McDonald's Chief Executive Officer Don Thompson in response to your letter regarding human rights in Russia. We appreciate you reaching out and sharing your thoughts.

The issues you've raised are also important to us as a global brand that employs 1.8 million people around the world. We are dedicated to being a good corporate citizen in every country where we do business – it's what we stand for as a brand.

Our company has a strong and longstanding commitment to maintaining the highest standards of human rights in the workplace worldwide and we take that commitment seriously. To that end, we've shared your concerns with our internal colleagues and directly with the International Olympic Committee, whom we understand you are in touch with on an ongoing basis. We have also taken the additional action of sharing them with the Sochi Organizing Committee for the Olympic Games. We believe these are the most effective steps that we can take to be sure the issues are raised with the most appropriate people who can address them. We will continue to reinforce the importance of ongoing progress in these critical areas.

Please know we work diligently to be constructive, valuable members of the communities we serve, working with our McDonald's restaurant owner/operators to provide jobs and growth opportunities while providing meaningful working conditions and employee benefits. We also have a strict Code of Conduct that requires our suppliers to share our values related to people practices.

Thank you for your letter, and if you would like clarification on any of the above points, please call me at 630-623-6263.

Sincerely,

A handwritten signature in black ink that reads "Bridget Coffing".

Bridget Coffing
Chief Communications Officer
Senior Vice President, Corporate Relations

cc: Don Thompson