



Pat Harris
Chief Diversity Officer
McDonald's Corporation

December 17, 2013

Ms. Anna Ayres-Brown

Dear Ms. Ayres-Brown:

Your letter to Don Thompson dated October 8, 2013, has been directed to me for response. I want to thank you for your letter and for raising your concern about the manner in which our Happy Meal toys were distributed to customers in certain of our McDonald's restaurants.

We take your concern seriously. It is McDonald's intention and goal that each customer who desires a Happy Meal toy be provided the toy of his or her choice, without any classification of the toy as a "boy" or "girl" toy and without any reference to the customer's gender. We have recently re-examined our internal guidelines, communications and practices and are making improvements to better ensure that our toys are distributed consistent with our policy.

I hope you can appreciate that even with additional communication and training and improvements to our processes, it may take some time to fully see the results of our efforts in more than 14,000 restaurants in the U.S. It is our intention to continue to monitor to ensure that our policy is being implemented and followed throughout our system.

We again appreciate the time you took to bring this matter to our attention.

Yours very truly,

A handwritten signature in cursive script, reading "Patricia Harris", is written over the typed name.

Patricia Harris
Chief Diversity Officer

cc: Professor Ian Ayres