

TWO **UNTAPPED**
TALENT POOLS

HOWARD ROSS: DON'T STOP WATCHING
AND DON'T STOP TALKING

THE LANGUAGE
OF **INCLUSIVITY**

INCLUSION

*Creating Globally Inclusive &
Culturally Competent Workplaces*

FALL 2015 + ISSUE 1

MCDONALD'S

**Leading the
charge on
implementing
inclusive
practices**

**PAT
HARRIS**



Pat Harris, Global CDO and VP, Global Community Engagement, McDonald's Corporation



WHEN PAT HARRIS STARTED AS AN ADMINISTRATIVE assistant at the Golden Arches' headquarters more than 30 years ago, few people in the company looked like her. Over the course of her career, she has used her talent to move from a support role to a high-ranking executive who has garnered numerous awards for her diversity accomplishments.

Harris is responsible for the development and implementation of diversity and inclusion strategies throughout McDonald's Corporation, including the more than 33,500 restaurants in 120 countries. She also leads a team responsible for McDonald's global community engagement initiatives. Under her leadership, McDonald's has been widely recognized for its commitment to diversity and inclusion. This recognition includes *Fortune* magazine's Top 50 Places for Minorities to Work, *Black Enterprise* magazine's Top

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40 Companies for Diversity, *Latina Style* magazine's Best Companies for Latinas, *Asian Enterprise* magazine's Top 25 Companies for Asians, and the Disability Diversity Award from *Work Life Matters* magazine.

Harris holds a bachelor's degree in public administration and personnel administration from Roosevelt University in Chicago. She has received honorary doctorate degrees from South Carolina State University and Coker College in South Carolina. She resides in Chicago and has one son and one granddaughter.



Pat Harris and members of McDonald's Global Inclusion and Community Engagement Team. *Left to right:* Monica Tijerina, Pat Harris, Monica Bomani, and Liz Santelli.

As a result of participation in the local Women's Leadership Network, women around the globe began to embrace the idea of stepping up to pursue leadership roles.

Inclusion: What are some ongoing or special initiatives McDonald's is engaging in now to maximize inclusion?

Pat Harris: Internally, our diversity education initiatives continue to be a best practice around the globe. Our focus is on customized workshops, such as Career Development for Latinas and the Intercultural Learning Lab, which, for example, is now being facilitated throughout Canada and has proven to be extremely successful.

This year we are hosting our first-ever Unity Summit. Members of our five Employee Business Networks from across 22 regions will come together to network, participate in professional development workshops, hear from senior leaders, and identify ways in which they can collaborate to improve business results.

Our approach to community engagement is a unique way to support our business and give back to the communities we serve. In 2015, we strengthened our commitment to support partner organizations' initiatives in the areas of education and workforce development.

This is aligned with our internal commitment to support the educational goals of our restaurant employees through our Archways to

Opportunity initiative. Through this program, we are making it possible for eligible employees to earn a high school diploma at no cost to them. Eligible employees seeking higher education can also receive college credits and tuition assistance, and everyone has access to academic advising. And for those who speak English as a second language, our English Under the Arches program offers free language classes during paid work hours.

We truly believe that education is the great equalizer, and Archways to Opportunity provides our employees a chance to gain new skills, advance in their careers, and pursue their dreams.

IN: Tell us about your greatest success story.

PH: The creation of the McDonald's Global Women's Initiative provided an opportunity to expand D&I globally from a gender perspective. This powerful initiative helped McDonald's win the 2011 Catalyst Award. The Global Women's Initiative was most effective because of its focus on developing local Women's Leadership Network (WLN) chapters around the globe. Leadership played a major role in supporting the overall development and engagement of women to ensure their success.

In many markets, it was the WLN chapters that helped empower the women to realize their career potential. As a result of participation in the local WLN, women around the globe began to embrace the idea of stepping up to pursue leadership roles, and this resulted in several key promotions, which changed the way many markets are doing business today. We chose gender diversity as our first global initiative because the advancement of women was a common denominator for talent development in all markets across the globe.

IN: How do you measure success in terms of diversity and inclusion? Retention? Organizational alignment? Participation in inclusion activities? What else?

PH: Success in all the areas mentioned is measured by leaders holding themselves and others who report to them accountable for hiring, retention, and promotions, as well as ensuring that they are creating an environment where everyone on their team feels included, valued, and respected. Success is when everyone feels they are part of the team and they can contribute their best.

IN: How does McDonald's use technology and social media to enhance its D&I initiatives?

PH: Technology and social media are increasingly important to our business. Like workers in most companies, more and more employees are very engaged in social media and expect to learn about company activities through social vehicles. We leverage social media to share information about our D&I initiatives, but we also leverage it as a vehicle to share relevant D&I news and trends.

IN: Given that McDonald's has been a global company for decades, how has the accelerated globalization in recent years affected your D&I strategies?

PH: Globalization has been very positive for us. For example, we have created Women Leadership Network chapters in various markets. These networks have helped our women around the globe gain skills and position themselves as better leaders. They provide a support group for the women who need it and help them identify what they need to do to be successful within the McDonald's system.

A diverse board will ask the right questions and have the right conversations with leadership to ensure the workplace is diverse at every level of the organization.

IN: How is McDonald's addressing work-life balance?

PH: Our Working Mother's Council provides a forum for working moms and dads to network and share best practices around work-life balance. Managers and supervisors are encouraged to work with all their employees to ensure their workplace is inviting and respectful.

IN: How important is board diversity? Would a diverse board make your path to reaching your desired outcomes smoother?

PH: Board diversity is extremely important. A diverse board will ask the right questions and have the right conversations with leadership to ensure the workplace is diverse at every level of the organization.

IN: How will your role change in the next five years? Will more be expected of CDOs—and how so?

PH: The role of the CDO is ever changing, and more is expected of everyone. The workforce, workplace, and marketplace are in constant evolution. The CDO's charge is to keep a finger on the pulse of D&I trends that will have an impact on the business and provide the guidance and resources needed to continue on the journey.

IN: How do you cultivate a diverse talent pipeline?

PH: We are continually working with our HR partners, supporting their efforts in the recruitment of diverse talent. Additionally, we utilize the Employee Business Networks and our education initiatives to cultivate diverse talent and build a diverse pipeline.

IN: For years, practitioners of diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in?

PH: The business case was made for McDonald's early on, based on the fact that we have a very diverse customer base. The journey continues, and we sometimes have to remind some of our managers and supervisors of the business case. It's every leader's responsibility to own D&I within their respective areas. If this doesn't happen, it will be very difficult to make D&I a reality within your organization. **IN**