

DIVERSITY & INCLUSION  
HALL OF FAME

THE SECRET POWERS OF  
NEURODIVERGENT TEAMS

PUSHING FOR GENDER  
PAY EQUITY

# INCLUSION

WINTER  
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ISSUE 7

*Creating  
Globally  
Inclusive &  
Culturally  
Competent  
Workplaces*

**Skye  
Anderson**

**Tiffanie  
Boyd**

**Myra  
Doria**

**MCDONALD'S**

**Leading the Charge on Implementing  
Inclusive and Equitable Practices**





# McDonald's

## Skye Anderson

US Senior Vice President and West Zone President

**I**n 2018, McDonald's flipped its iconic Golden Arches upside down to honor the accomplishments of women everywhere. That gesture marked a renewed commitment to create a workplace environment in which women—including the three superstars highlighted here—can thrive and advance.

## Tiffanie Boyd

US Senior Vice President and Chief People Officer

Tiffanie Boyd joined McDonald's in January 2021 as US senior vice president and chief people officer. In this role, Tiffanie leads the People function for McDonald's US, overseeing business strategy; alignment; talent and performance management; leadership development; and diversity, equity, and

inclusion (DEI) practice. Prior to joining McDonald's, Tiffanie spent time at Hewitt Associates, Blue Cross Blue Shield, General Motors Acceptance, and, most recently, General Mills. Over a 20-year period at General Mills, she ascended from associate HR manager to vice president of human resources

## Myra Doria

US Senior Vice President and East Zone President

for North American retail, leading talent, culture, and employee engagement initiatives for 11,000 employees across GM's largest business segment.

Tiffanie earned her BBA and MBA from the Michigan Ross Business School and currently serves on the BBA Program Advisory Board. Her passion for service extends to

numerous board and consulting projects that she has managed in hopes of closing the achievement gap for children of color.

Since January 2020, Skye Anderson has served as the brand's west zone president for more than 5,700 restaurants across the western United States. She is also an executive sponsor of the Global Women's Leadership Network, a group that strives to serve as a catalyst for seating, supporting, and mentoring women in roles across all levels of McDonald's.

Skye's McDonald's journey began in her home of Australia, where, as a newly qualified chartered accountant, she began her successful 20-plus year career in finance, which led to her appointment as chief financial officer for McDonald's Australia in May 2014. Prior to joining McDonald's, Skye had stints at Greenwood Challoner and Deloitte Australia.

Skye's strong skills for strategy, driving business performance, and developing talent provided her the opportunity to join the McDonald's USA business in 2017 as general manager, and later as a field vice president leading the business across several states, including California, Nevada, Oregon, Washington, Alaska, Hawaii, and Guam.

Skye is passionate about supporting the advancement of women and developing emerging talent in the McDonald's system.

Myra Doria's rise from crew room to corporate boardroom—including the current east zone president role she's held since April 2021—is nothing short of impressive. Getting her start in a local restaurant in the Philippines in the 1980s, Myra has held positions at every level in McDonald's operations organization. In 2013, she became an officer and was named west division vice president and general manager for McOpCo, McDonald's company-owned restaurants. In 2016, Myra was chosen to be the vice president for McDonald's Indianapolis Region, and in that same year became field vice president for the Denver Field Office before moving across the country to lead the Atlanta Field Office in 2019.

A results-focused leader, Myra's collaboration with McDonald's employees and franchisees to boost sales and best serve customers has won her top corporate honors, including

the prestigious McDonald's Presidents' Award, the Pat Harris Diversity Award, and the Global Leadership Committed to Lead Award—all from this cum laude marketing and finance grad from the University of the Philippines.

### **Inclusion: How can an organization best ensure equity?**

**Tiffanie Boyd:** Equity is about delivering fair outcomes. It is not enough to simply have diverse presentation and inclusive practices. To reach equal outcomes, at times it takes various levels of support or resources to provide everyone with access to an opportunity to succeed. At McDonald's, it means deliberately removing barriers that may keep some groups or individuals from achieving individual, team, or organization goals. These barriers have the potential to exist in the form of policies, practices, attitudes, and cultural messages. We hold ourselves accountable for making changes in these areas so that all individuals—regardless of circumstances—have access to an opportunity to succeed.

To ensure equity, it is important to first acknowledge that everyone comes to the workplace with some level of unconscious bias. Taking the organization on a journey that starts with acknowledging the reality of the current state, raising awareness of the desired end state, educating the organization on how to recognize and disrupt potential unconscious bias, and ensuring leadership accountability are key tenets to driving a more equitable culture.

### **IN: What are some of the recent thought leader topics and trends in the world of DEI that organizations are learning about and implementing?**

**TB:** There is a shift in the focus of DEI. It started years ago with a focus on diversity, which was largely about representation and bringing together people who have different backgrounds. Then there was a shift to inclusion, which focused on ensuring that everyone felt welcome. Now, there is a focus on creating a true sense of belonging where everyone feels accepted for who they are. This is such a powerful way to think about our DEI efforts because it's very inclusive. When you create an opportunity for marginalized groups to have a sense of belonging, it elevates the acceptance of everyone for whatever unique qualities or experiences they bring to the organization.

I am also seeing a shift in leadership accountability for creating strong positive cultures. As a country, we learned a lot from the pandemic and the continued racial injustice highlighted by the murder of George Floyd. It caused businesses and organizations to commit to taking care of people in new ways. Leaders are now expected to create space for important social topics and play an active role in creating a culture where everyone feels valued. It is no longer acceptable to be silent on certain social issues. Leaders are expected to be advocates, not only in the workplace but in our society at large.

At McDonald's, we have tied our executive incentive compensation to progress against our DEI objectives. This includes progress in representation of underrepresented groups as well as advancements in our culture of belonging.





**IN: What brought you to do this work?**

**Skye Anderson:** I come from a family of strong-minded women, all of whom have been wonderful role models for me. They believed in me, but also expected a lot! My grandmother was a single parent raising her two children—my father and auntie—which at the time was very uncommon. My father saw firsthand as a child the struggle of his own mother through those years, and always instilled in me the importance of hard work and financial independence.

Over my career, I have too often been the “only woman” in the room. It was always disappointing to me that women were forced to choose between either a family or a career. I firmly believe that both should be accessible and achievable. We all need to create the environment for women to thrive and lead fulfilling lives, both personally and professionally.

**IN: What will be some of the most pressing issues and challenges in the coming years for corporate diversity and inclusion leaders like yourself?**

**SA:** As an executive sponsor of our Global Women’s Leadership Network, I have seen firsthand the real and ongoing challenges that the COVID-19 pandemic has created for women, particularly women of color. Partnering with McKinsey & Co to participate in “Women in the Workplace,” the largest comprehensive study of the state of women in Corporate America, is helping us learn and create meaningful recommendations and actions to address the challenges that women face.

There is a growing expectation of leaders to create a culture of inclusion and embrace differences in everything that we do, so that everyone feels welcome. This starts from how we assess and recruit talent, to how we provide pay and benefits, to genuine flexibility. Most importantly, women need mentors and sponsors at the most senior levels. I am proud of the mentoring circles we established here at McDonald’s, which comprise small groups of women sponsored by a senior woman executive. In these mentoring circles, we discuss topics such as career advancement, negotiations, women empowering women, mentorship, and building your brand. They have been successful and go a long way toward building an inclusive culture.

**IN: What is your greatest success story—and the greatest challenge you face?**

**Myra Doria:** My success story began in 1988 when I arrived in the US from my home in the Philippines. I came to follow a dream and further my career at McDonald’s. At the time, the path was an unpaved road without guarantees, but I had a vision for my life and was committed to

being successful under the Arches. For years, I focused tirelessly on enhancing my skills, working every position in the restaurant until I earned the opportunity to grow on the corporate side of the business. It was a welcome challenge, and with hard work and the support of mentors and sponsors, I rose through the operations ranks in

geographies across the US until I was appointed to officer and vice president in 2007. That was a humbling, incredible achievement, but I knew I had more to accomplish. I continued to seek out opportunities to lead different markets and diverse teams, and in March 2021, I became the first senior VP of Asian descent on the McDonald’s US business side, which is truly one of the greatest honors of my professional and personal life.

I hope my story serves as inspiration to all that no matter where you are from or where you start in the company, you must have persistence, set unbending goals for yourself, build a village of true supporters along the way, and never, ever give up. As leaders, we have to work like never before to dismantle legacy barriers, invest in meaningful ways to retain and advocate for our talent, and truly be the change we want to see in the corporate world.

**IN: McDonald’s is a global operation. How does one align DEI across the board with so many different cultural norms to take into account?**

**MD:** One of the fascinating appeals about DEI is that there are shared principles that transcend cultural norms. At McDonald’s, you can find those shared principles embedded in our five values of integrity, inclusion, serve, family, and community.

Our global DEI aspiration says that no matter where you are in the world, when you interact with McDonald’s, inclusivity and equity are as evident and familiar as the Arches. To bring this to life, we must always embrace our diversity, strive for equity in our representation, and ensure we maintain a spirit of inclusion that is visible to our employees, our franchisees, our suppliers, and our customers around the globe. As long as we lead with our values and maintain that our differences are our strength, our McFamily will be better together. **IN**