



MCDONALD'S RESTAURANTS OF CANADA LIMITED/LES RESTAURANTS MCDONALD DU CANADA LIMITÉE Pay transparency report

Data Restraints:

For the purposes of this report, MRCL collected existing data from our Human Resources Information System, which system was updated in November 2023 to incorporate fields for new employees to voluntarily disclose in the following gender categories: female, male, non-binary, and prefer not to disclose. In or around April 2025, MRCL launched a new personal profile system, and the gender categories were changed to female, male, unknown, undeclared, and other. All employees were encouraged to update their personal information around this time. The data provided encompasses a wide range of roles, from part-time crew members to senior executives based in British Columbia.

The data provided does not include employees employed by MRCL outside of British Columbia, nor does it include information related to employees employed by MRCL's independent franchisees, who are independent employers. In addition, this year's report includes additional pay components, which may result in a higher proportion of compensation being reflected as "bonus pay."

MCDONALD'S RESTAURANTS OF CANADA LIMITED/LES RESTAURANTS MCDONALD DU CANADA LIMITÉE

Pay transparency report

McDonald's Restaurants of Canada Ltd. ("MRCL") understands the importance of and prioritizes pay equity, ensuring pay equity across the country is regularly reviewed by an independent third party. McDonald's has evaluated all positions within the company using a carefully designed, gender-neutral method.

Employer details

Employer:	MCDONALD'S RESTAURANTS OF CANADA LIMITED/LES RESTAURANTS MCDONALD DU CANADA LIMITÉE
Address:	1 MCDONALD'S PLACE, TORONTO, ON
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	72 - Accommodation and food services
Number of Employees:	1000 or more



Hourly pay

Mean hourly pay gap¹



In this organization women's average hourly wages are 0% less than men's. For every dollar men earn in average hourly wages, women earn \$1.00 in average hourly wages. *

Median hourly pay gap²



In this organization women's median hourly wages are 1% more than men's. For every dollar men earn in median hourly wages, women earn \$1.01 in median hourly wages. *

Explanatory notes

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid range of pay for each group. Hourly pay does not include bonuses and overtime.



Overtime pay

Mean overtime pay ³



In this organization women's average overtime pay is 10% less than men's. For every dollar men earn in average overtime pay, women earn 90 cents in average overtime pay. *

Median overtime pay ⁴



In this organization women's median overtime pay is 10% more than men's. For every dollar men earn in median overtime pay, women earn \$1.10 in median overtime pay. *

Mean overtime paid hours ⁵

Difference as compared to reference group (Men)

Women	-1
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In this organization the average number of overtime hours worked by women was 1 less than by men. *

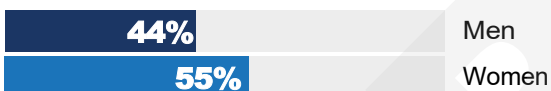
Median overtime paid hours ⁶

Difference as compared to reference group (Men)

Women	1
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In this organization the median number of overtime hours worked by women was 1 more than by men. *

Percentage of employees in each gender category receiving overtime pay



Explanatory notes

- "Mean overtime pay" refers to overtime pay when averaged for each group.
- "Median overtime pay" refers to the middle point of overtime pay for each group.
- "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
- "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.



Bonus pay

Mean bonus pay ⁷



In this organization women's average bonus pay is 87% less than men's. For every dollar men earn in average bonus pay, women earn 13 cents in average bonus pay. *

Median bonus pay ⁸



In this organization women's median bonus pay is 45% less than men's. For every dollar men earn in median bonus pay, women earn 55 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



Explanatory notes

7. "Mean bonus pay" refers to bonus pay when averaged for each group.
8. "Median bonus pay" refers to the middle point of bonus pay for each group.



Percentage of each gender in each pay quartile ⁹

Upper hourly pay quartile (highest paid) †



Upper middle hourly pay quartile †



Lower middle hourly pay quartile †



Lowest hourly pay quartile (lowest paid) †



■ Men
■ Women

In this organization, women occupy 69% of the highest paid jobs and 57% of the lowest paid jobs.

† This pay quartile was reduced to suppress gender categories consisting of less than ten (10) employees.

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Explanatory notes

9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.

* In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded due to insufficient numbers to meet disclosure requirements.