

Diversity & Inclusion (D&I) SWOT Analysis

McDonald's

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Summary

McDonald's is one of the well-known restaurants that is known to everyone, which enables them to spend time with their families and to spend time doing what they love. As students, we must be able to learn more about what the organization has to offer, which can enable us to focus on improvements with effective strategies that can be used within our business for our future career. The important strengths were career advancement, inclusive DEI programs, sustainable practices, and connections with the community. The opportunities that were important were partnering with organizations to promote DEI, inviting women and minorities in the diverse opportunities, building inclusive communities through events, and allowing employees a chance to receive an award through diversity management, such as the EMPOWER Award. The weaknesses that were crucial were having consistency to ensure growth when concentrating on diversity, including more opportunities for leadership in diversity for both employees and consumers, adding a diversity award that targets their mission, and understanding the concerns that could impact the industry. Lastly, the threats that were concentrated on were competitors focusing on advancing their organization that works for the employees, the competitors are improving policies and procedures with feedback from employees and customers, and competition is stagnated with the marketing aspects for inclusion. This also provides future leaders within their industry with an insight to learn more about the outcomes and challenges towards improving our society for future generations.

Section I: Overview of the Organization

Purpose, Mission, and Vision

In 1954, Ray Kroc founded a small burger restaurant in California; which was expanded towards the world's biggest service brands with over 36,000 restaurants in 100 countries. Their vision is "to move with velocity to drive profitable growth and become an even better McDonald's serving more customers delicious food each day around the world (Meyer, 2024)." This encourages the employees to focus on maintaining their business to enable success with their customers through the effective improvements made. The mission of this business is "to make delicious feel-good moments easy for everyone (Meyer, 2024)." This is executed through the consistency of their menu options, accessibility, global market reach, and great experiences that connect them together as a family. Moving forward, their purpose is "to feed and foster communities (Meyer, 2024)." Through the establishment of these core values, it sets an example for their competitors to focus towards incorporating their business that invites diverse communities.

Products and Services

Based on my research, I discovered that McDonald's provides their amenities through their play places, McDelivery, Mobile Order and Pay, and the McDonald's app that enables them to obtain the best service. "In the U.S., we offer health, welfare, and retirement benefits, as well as paid time off and parental leave, to corporate staff and company-owned restaurant staff working more than a certain number of hours based on their position (Talent & Benefits, n.d.)." Furthermore, they provide life insurance, paid short-term and long-term disability leave, educational guidance, and paid time off for volunteering. This is crucial to the employees because it helps them to feel supported while being able to contribute to the job that ensures dedication to the community. Also, it reminds them about the importance of utilizing resources, regardless of the result that it leads the team through their best practice of maintaining diversity management.

Section II: Overview of D&I

Diversity-Related Initiatives: Employees

Reggie Miller serves as the Vice President and Global Diversity, Equity, and Inclusion Officer. “Reggie comes to the McFamily from VP Corporation as their former Vice President, Global Inclusion and Diversity, where he developed the company’s award-winning formal diversity and inclusion strategy (5 Things to Know About McDonald’s Vice President and Global Diversity, Equity and Inclusion Officer Reginald J. Miller, n.d.).” He is enthusiastic about joining this company due to the demand for creating inclusive communities to celebrate others and to express themselves for their contributions. McDonald’s Legal Department focuses on diversity management within their corporation, which enables them to succeed their competitors through their inclusive strategies. Though this, “McDonald’s Legal Department will continue to seek out, recognize, and support innovation in diversity, equity, and inclusion within the legal industry by incentivizing our outside law firms with our EMPOWER Award, which was created to recognize legal service suppliers that go beyond words and demonstrate, through action and innovation, that diversity, equity, and inclusion matter to their organizations (General Counsel & Corporate Secretary McDonald’s Corporation, n.d.).”

Furthermore, the department is working to build their relationships with the Leadership Council of Legal Diversity (LCLD), the Diversity Lab, the National Bar Association, Corporate Counsel Women of Color, the National Bar Association, and other minority organizations. Moreover, McDonald’s has their [diverse website](#), which encourages their employees and customers to learn more about the benefits within their corporation and how they are working to build effective communities for others to feel inspired by. As a hospitality student learning more about diversity management and working on my future career, it is crucial to learn more about how they plan to execute their initiative to eliminate the social norm that negatively impacted them in their own way. Their policies and procedures that were highlighted within this business are that they “strive to weave human rights into McDonald’s day-to-day practices, helping us to fulfill our commitment to respect the rights of all people and communities who produce, serve, and enjoy our food (Human Rights, n.d.).” This policy is aligned with the United Nations Guiding Principles on Business and Human Rights, which encourages them to respect their employees and helps them to voice their concerns. Thus, this aligns with their procedures for creating a safe workplace environment, which celebrates their differences, diminishes their fear of harassment, discrimination, retaliation, violence, and urges companies to focus on doing the same to improve their businesses in the future. The standards that are expected in this restaurant are focused on protecting employee health and safety, preventing workplace violence, preventing harassment, discrimination, and retaliation, and listening to the restaurant employee feedback that is

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offered at their disposal. With their initiatives that are incorporated through diversity, “McDonald’s is tying 15% of executive bonuses to meeting DEI goals, such as 35% of U.S. leadership roles (senior director and above) comprising underrepresented groups and women filling 45% of leadership roles (senior director and above) globally by 2025 (McDonald’s Supports Diversity With a Global Footprint and a Local Touch, n.d.).”

McDonald’s had exceeded the U.S. population in its percentage for the Black and Hispanic female executives and managers., which enables current businesses to consider the ways that they are representing their community through creating inclusion and belonging for others to follow. Therefore, this supports women through advancing within their careers and not being underestimated for their lack of experience, as well as the social norm that women are not supposed to be too successful than men. Women deserve every opportunity to become successful and to inspire the younger generation to follow them based on their determination to make a difference. However, by the end of 2030, they will reach gender parity in leadership roles, which supports everyone in the process to find their calling of what they were meant to do in their lives and supports the diverse imitative for change, regardless of their differences that might make them miss their chance. Based on their training strategies that McDonald’s has for their employees, their belief in fostering a culture of expanded learning with development can enable them to grow in this society. During 2022, McDonald’s worked for the Center for Creative Leadership to establish an Inclusive Leadership course for employees in director-level positions and higher, which supported their progress to maintain inclusive behaviors that helped them to support talent development. This course enabled leaders to reflect on their learning through DEI and to improve this through the incorporation of their teams, which analyzed the examination of policies and procedures that expanded their knowledge.

“Throughout the year, 62% of global directors and above, and 100% of officers, either completed or registered to attend the session (2022–2023 Global Diversity, Equity and Inclusion Report, n.d.).” Also, through the program that was brought to Spain, which was the Curriculum DEI, created space for others to understand more about the psychological challenges when it comes towards belonging and to ensure that they are connected to the brand. Therefore, being able to advance through DEI training accommodates us, we can connect with others on a professional level and understand the struggles they are going through. Based on the management structure for diversity, this business is working effectively to ensure that everyone feels included in the process. McDonald’s is led by a team of executives that are divided into three areas, which are corporate, regional, and functional. Their style of leadership within this business allows them to work toward common ground and allows them to focus on connecting with their customers, which is crucial towards diversity management.

Diversity-Related Initiatives: Consumers

In July 2024, when visitors came to Paris for the Olympic Games, McDonald's France launched a multilingual campaign that celebrated the various nicknames for the fast-food chain, which is currently promoted worldwide. The slogan, 'Welcome as you Are,' intertwined with the brand's French slogan, 'Come as You Are.' "The campaign hero film, directed by LA director duo Bradley & Pablo, showcases people overcoming language barriers while asking for directions to the nearest McDonald's (McDonald's France Welcomes Olympic Visitors with Multilingual Ad, 2024)." This was crucial because it allows them to use inclusive language to help others feel connected with the experience that they are receiving. Due to the data of Radio French Internationale, "358,500 people attended the Paris Olympics opening ceremony, of which 62% were international visitors (McDonald's France Welcomes Olympic Visitors with Multilingual Ad, 2024)." The McDonald's Black & Positively Golden Change of Fashion program highlighted diverse designers during the fashion that extends through the biggest month. Due to this program's latest passion to elaborate fashion designs, five Black designers became proteges of seasonal fashion insiders. Through this change, it encouraged them to follow their dreams and to make the best of their talents. McDonald's also partnered with Black Owned Everything for fans to elaborate on these clothing brands, which enabled them to share awareness of the movement and to share their creativity with others.

With corporate social responsibility, they always look for ways to preserve sustainability within the environment by reducing, reusing, and recycling in their restaurants and their businesses. They utilized low energy LED light bulbs, energy saving equipment and waterless urinals, and recycled used cooking oil into biodiesel to fuel half of their delivery trucks. "McDonald's and over 20 of its largest U.S. based suppliers took an important step to dismantle barriers to economic opportunity in their businesses and the communities they serve by joining the company's new Mutual Commitment to Diversity, Equity, and Inclusion (MCDEI) (McDonald's and Largest Suppliers Join Mutual Commitment to Diversity Equity and Inclusion; Increasing Purchases With Diverse Suppliers, n.d.). This will enable them to work together to inspire diverse businesses and create new opportunities to allow them to succeed. "The McDonald's U.S. System spent approximately \$14 billion throughout its U.S. supply chain in 2020, an industry-leading 23% of which was with diverse owned suppliers (McDonald's and Largest Suppliers Join Mutual Commitment to Diversity Equity and Inclusion; Increasing Purchases with Diverse Suppliers, n.d.)." This expansion towards supplier diversity and strategic partnerships enables them to focus on building the work

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that has brought them together through DEI, which can be utilized for all businesses through this example that is demonstrated.

Section III: D&I SWOT Analysis Table



Section IV: SWOT Analysis Discussion

Strengths

Based on my observation from the DEI SWOT analysis table, the strengths that were listed in the table were career advancement, inclusive DEI programs, effective sustainable practices, and connections with the community. The strengths for both career advancement and inclusive DEI programs within their initiatives enable the employees to grow successfully and to have the confidence to manage their teams to encourage them to succeed. Having these two options in any business shows dedication to making changes that will benefit the team overall and being there for them regardless of the setbacks that may hinder them from fulfilling their position. Therefore, having an exceptional connection with the community enables the progress to continue, which in turn leads to inclusive strategies that invite everyone to the restaurant. Also,

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sustainability is crucial in this industry because it encourages you to conserve and to protect the environment by using the product that is needed; which is why McDonald's strives to maintain this progress through recycling and creating a better environment to live in. The demographics for McDonald's employees are 62% White, 15.7% Hispanic or Latino, 12.1% Black or African American; along with 40.7% male and 59.3% female within this organization. Yes, as I mentioned before, building the community is their importance through the field of diversity management; however, they must consider attracting those based on their preferences with the restaurant. This also connects to our lessons in class because it shows us that we can be the change we would like to see, but we cannot sit on the sidelines and ignore the suffering they are encountering.

Weaknesses

Based on my observation from the DEI SWOT analysis, the weaknesses that were highlighted were staying consistent with the diversity programs for growth, including opportunities for leadership in diversity, adding a diversity award that celebrates their mission, and understanding the concerns that can impact the industry. Through the EEOC, this led to the evaluation that protecting their workers from sexual harassment has been one of the grueling aspects of the company. This occurred at a McDonald's restaurant in Checotah, Oklahoma, which was managed by franchisee Arch Fellow North LLC, committed the violation of harassing a 17-year-old worker, who eventually had to resign. However, when this was brought to the attention of Arch Fellow North LLC, they failed to take protocols to prevent this behavior from happening to the girl and the rest of the employees. Going back to the demographics, we know that 59.3% of female employees are employees for McDonald's. In contradiction, this proves the point of remaining consistent with the diversity programs, especially for policies and procedures to enable them to feel protected. This reminds me of the feminism lesson that I have learned when women were ignored and casted to the side because of their needs that were not being met and their drive to make an impact for the workforce, even when it came towards giving women the chance to advance in their career for themselves and their loved ones. Thus, the 17-year-old girl was let down because they were not considering her needs in an effective manner at the time of the incident. If the consistent evaluations were considered for improvement, along with the programs and understanding their concerns, then this would eventually lead to the creation of a new award for those that work to level the playing field with our work.

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Opportunities

Based on my observation from the SWOT analysis table, the focuses that were important were partnering with organizations to promote DEI, inviting women and minorities in the diverse opportunities, building inclusive communities through events, and allowing employees an opportunity to receive the award. After learning more about the McDonald's Black & Positively Golden Change of Fashion program and the impact that it has made on the Black community, this would encourage others to do the same and to express their talents through the creativity that is shared to them. As mentioned in the demographics, 12.1% are African American or Black, which highlights their work and helps others to feel inspired to follow their dreams. Yes, that change does not happen overnight and through my learning in the Dimensions of Diversity, there is more to be done than to simply talk about DEI and move on from there. This is why partnering with the organizations to promote diversity, as well as inviting others to learn more about the experience and to have equal opportunities to receive an award through the diverse community enables them to support others with humility and grace. Also, this can be done through connecting with others worldwide and learning more about their culture, so you can best work to the accomplish the mission that has been ascertained. Lastly, being involved in the events when it comes to diversity opens new opportunities to explore and to grow through your journey and to embrace the connections that are shared through others.

Threats

Based on my observation from the SWOT analysis table, the highlights that I choose to focus on was competitors focusing on advancing their organization through the best interests of employees, the worldwide is offering more to maintain diversity, being able to improve the policies and procedures though the feedback in the organization, and competing with businesses with their aspect for belonging. For example, with the work that was addressed in this report through the 'Welcome as You Are' and 'Come as you Are' for the Paris Olympics, this eliminated the need for unconscious bias and connected them together through their belonging due to being able to come as themselves. In hospitality, this is also argued the same way to help others feel connected and to embrace the experience that they would indulge in with their families. If the McDonald's in United States failed to maintain this strategy through their guests and including them in the entire process, then the organization would not be able to stand due to the neglect of the customers. Overall, your clientele is impacted by the decisions that you make in the best practice of diversity, which is therefore the reason that feedback is incorporated in every aspect of the service to ensure that they can improve from their setbacks. Like the EEOC case with the 17-year-old girl, including the

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improvement of the policies and procedures, along with the feedback that is severely concentrated on, then the business would be able to expand to its fullest potential. Furthermore, this connects to the lessons on this course because it enables us to emphasize with the customer to understand how we would like to be remembered as an organization. Understanding the potential business threats is important to the success of your company. However, it is the actions that are practiced throughout your service that your clients receive and how your employees are being treated with respect and regard to DEI with proper training in the hospitality industry.

Section V: Conclusion

In conclusion, I learned that McDonald's has a lot of work to do when it comes to diversity management and sharing that to the community, which is important for the success of the corporation. It is important to ensure that their customers are receiving

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the best service and allowing them to express themselves authentically. Based on everything that I have learned this semester; I learned that being able to focus on building inclusive communities in an organization should not be focused on one person. However, we should be able to support others in the process to allow them to grow, which can encourage others to do the same. Furthermore, I also learned that we must understand the struggles that others are going through, to make the necessary changes that will impact on our future.

After the research implemented into this project and through my lessons in DEI, I recommend to this company that they remain consistent and committed to the work building inclusive communities by understanding their concerns. It can be hard to adjust and to support a cause if you feel that your needs are not valued enough. Therefore, it is advisable to learn more about others that are different than you, which can allow you to choose them to return to your business. My second recommendation that I would suggest for the customers is to build programs that encourage them to express their interests in their own way. This is important for others to focus on when it comes to the organization due to their experience. We all have our own contributions that have impacted our industry and society for the better, which cannot be ignored for future generations. By starting now to increase the engagement of the customers through their understanding of diversity management, this will enable us to move forward towards improvements that bring everyone together as a family.

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