



**McDonald's
Archways to Opportunity**

10 Year Anniversary Report

MAY 2025



A LETTER FROM LEADERSHIP

Talk to ten people working in a McDonald's restaurant, and you'll hear ten different dreams. Some are determined to earn their high school diploma or college degree. Others are building confidence in their English skills to better connect at work and at home. Many are charting a course toward promotion or pivoting to a new career altogether. And several are still exploring their possibilities, looking for their next onramp into the increasingly complicated world of work.

Through conversations with restaurant teams, we discovered that while these dreams may vary, the challenges they face in achieving them are often the same: time, affordability, and access.

In 2015, we made a promise to help remove those barriers. We launched Archways to Opportunity—not just as a restaurant employee benefit program, but as a bold commitment to unlock opportunities, break down obstacles, and transform potential into progress. Now, ten years later, more than 90,000 crew have taken steps toward their goals with the help of Archways to Opportunity, supported by flexible resources and steadfast belief in their potential.

This report celebrates a decade of impact made possible by this program. But more than that—it celebrates the people behind the numbers. It reconnects with participants whose stories have unfolded over time and shines a light on those whose journeys are just beginning.

Archways to Opportunity isn't just changing careers—it's changing lives. It's opening doors, uplifting families, and strengthening communities. And as we look to the future, the McDonald's community is energized and inspired to keep building—dream by dream, step by step—for the next decade, and beyond.



Michael Gonda

SVP, Chief Impact Officer of North America, McDonald's USA



David Costa Jr.

Owner/Operator, National Franchise Leadership Alliance (NFLA) People Officer



Decade of Impact

Key Findings

For 10 years, McDonald's Archways to Opportunity has offered educational programs to eligible employees at participating restaurants, helping them earn a high school diploma, get money to help pay for college, receive free educational and career advising services, and improve their English skills. **Archways to Opportunity opens up economic opportunities by helping people further their education, acquire new skills, develop more confidence** in the skills they already have, and advance their careers – whether they move up at McDonald's or move on to opportunities in a new field or industry.

90K+

participants

\$240M+

in tuition assistance

83%

of participants say it is extremely valuable that the program made it financially feasible for them to further their education

Participants identified the following as the top barriers to furthering their education

76% lack of money and/or financial resources

47% lack of free time

31% lack of information



"The encouragement, having someone to believe in you did more for me than I can explain. It was more than a check to pay for my diploma. It was a team of people who were rooting for me."

- Participant, 30, Tucson, AZ

46% of participants who got a college degree were first generation students. Among this group...

95% are employed (after McDonald's)

81% have a feeling of job satisfaction

48% have been promoted in their current job

75%

say Archways to Opportunity helped them pursue a career in a new field or industry and 70% say they plan to enroll in further education

Participants go on to pursue careers in top fields

Healthcare (19%)

Education (9%)

Business/Accounting (9%)

IT (7%)

Government (6%)

Archways to Opportunity Participant Survey: We surveyed 501 current and former participants online from March 9-25, 2025. Respondents were incentivized. Margin of error: +/- 4.4 pts.

Disclaimer: Most McDonald's restaurants are operated by independent franchisees who are independent employers that set their own employment policies and practices, including pay and benefits, for the people working in their restaurants. Franchisees are the exclusive employer of their employees and are solely responsible for all employment-related matters in their restaurants. McDonald's does not control independent franchisees' employment policies and practices and does not employ individuals working at franchised restaurants. The programs or benefits described here are available at McDonald's-owned restaurants and the restaurants of participating franchisees. McDonald's and its franchisees are equal opportunity employers committed to efforts that help support a diverse and inclusive workforce.



Celebrating a Decade of Archways to Opportunity

When **McDonald's launched Archways to Opportunity (Archways) in 2015**, the goal was to offer a comprehensive education strategy with multiple programs that give people an opportunity to grow and learn – no matter where they are on their educational journey.

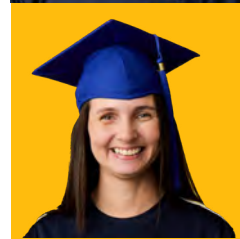
As Archways to Opportunity now celebrates its ten-year anniversary, new research finds that the program is opening up economic opportunities and helping people achieve personal and professional success.

Archways to Opportunity provides concrete resources that help McDonald's restaurant employees overcome the biggest barriers to education: affordability, access, and time. **83% of participants say it is extremely valuable that the program made it financially feasible for them to further their education.** Participants also say it is extremely valuable that Archways to Opportunity made it more convenient for them to further their education (82% of participants) and allowed them to do so on a flexible schedule and save time (76%).

Archways to Opportunity is providing people with the support, guidance, and confidence they need to reimagine their futures and achieve their goals. 79% of participants say that "Archways has taught me skills I still use today." In addition to improved job-related skills and knowledge (86%) and life skills (84%), participants emerge with greater confidence in their skills and abilities (88%) and confidence in their career path (85%).

As a result, 4 in 5 Archways participants say the program has opened up more economic opportunities and helped them achieve greater success. **Nearly two-thirds say Archways to Opportunity helped them make more money or get a raise** (64% of participants) and 72% say the program opened up new job opportunities for them.

For ten years, Archways to Opportunity has been enabling people to earn their high school diploma or college degree, acquire market-relevant skills that help them better provide for their families, or advance their career - whether they move up at McDonald's or move on to new opportunities elsewhere. Archways to Opportunity is supporting people's journeys – no matter where that journey may take them.



Report and Methodology

Throughout this report, “Archways participants” refers to a survey of 501 current and former McDonald’s Archways to Opportunity participants. This survey was conducted online March 9 -25, 2025 via email invites sent to a list of participants from the Tuition Assistance program, and respondents were incentivized for completion. The margin-of-error is +/- 4.4 pts.

The report is also informed by a series of in-depth interviews conducted with current and former participants in the Archways to Opportunity program, McDonald’s franchise owners and operators, executives at education institutions which partner with Archways to Opportunity, and subject-matter experts on education and workforce training.

Closing the Skills Gap

Around the world, leaders are concerned about a widening skills gap. According to the World Economic Forum’s “[The Future of Jobs Report 2025](#)”, two-fifths of workers’ core skills will change within the next five years, with 39% of existing skill sets becoming outdated or transformed by 2030. The report found that employers worldwide consider the skills gap to be the biggest barrier to business transformation – exceeding other concerns such as regulation, infrastructure, and access to investment capital.

The emergence of AI and aging populations are likely to have a significant impact on the workforce in the coming years. These changes come on the heels of a global pandemic and “Great Resignation” that led many workers to reevaluate their employment priorities.

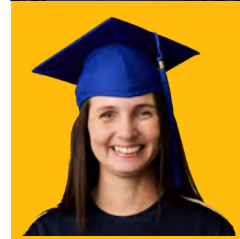
Workers are questioning what it means to have a “good job,” and whether higher education is still the clearest path to get there. Many feel that rising tuition costs have put the option of going to college out of reach. Even if they do attend college, the prospect of being burdened with student loan debt is unappealing, especially if their job may require significant upskilling or reskilling within five years anyway.

For workers, employers, regional and national economies, the ability to close this skills gap will determine what economic opportunities are available in the future. Knowing that one in eight Americans has worked at a McDonald’s, we recognize that McDonald’s is uniquely capable of providing solutions that can help close the education and skills gap.

FROM OUR PARTNERS

“The skills that frontline workers gain from McDonald’s and Archways to Opportunity align closely with the inherently human skills that are so important right now, especially with the rise of artificial intelligence. **Customer service, teamwork, collaboration, communication, the ability to be agile and resilient** – these are universal skills that are going to be valued across industries and sectors no matter where workers go next.”

- Maria Flynn, President and CEO, Jobs for the Future



ARCHWAYS PROFILE

Working at McDonald's was the first job Ann Bydash ever had. She was 16 when she started, and even though she never finished her high school diploma, she worked her way up over the years: crew member, crew trainer, swing manager, second assistant, first assistant, store manager, profit center trainer, supervisor.

Today, Ann works in HR, where one of her job responsibilities is advising employees about available benefits, including Archways to Opportunity. One day, she finally decided that she needed to take her own advice and signed up for Career Online High School.

At the beginning, it was hard to focus on schoolwork with everything else she needed to do as a working mom, but Archways to Opportunity provided her the support she needed to keep going. "Towards the end, as I got closer, I was like 'I'm so close. It's gonna happen. I want to finish it.'" Not only did Ann get her high school diploma, she immediately enrolled in a bachelor's degree program through Archways to Opportunity.

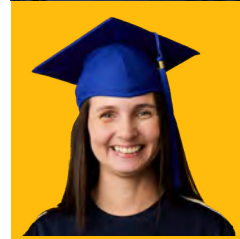
Seeing herself as a college student has helped Ann's confidence grow. She's realized that she didn't give herself enough credit for everything she's learned over the course of her career just because she didn't have a degree. The experience has also helped her in her job, answering questions that her employees may have about Archways to Opportunity." By going through it myself, I'm able to explain it better and alleviate some of their nerves."

Now, Ann is on a personal mission to encourage others to take advantage of Archways to Opportunity. Last year, her organization tripled its number of participants.

"I always tell people you can do it. And even if you don't do it the first time, you can go back and do it. You can

Ann Bydash

Director of Human Resources



Understanding the Barriers to Education

While Archways to Opportunity is just ten years old, our appreciation for the value of education and training is much older. It's not a coincidence that Hamburger University opened its doors not long after the first McDonald's. For over six decades, McDonald's crew, managers, and independent franchisees have benefited from our world-class training and our unique management curriculum.

Before Archways to Opportunity launched in 2015, many independent franchise owners had already been offering educational opportunities to their employees for years. Additionally, the English Under the Arches program had existed since the mid-2000s, providing opportunities for restaurant employees who speak English as a second language to improve their language skills.

With these educational efforts already in place, we had a solid foundation on which to build Archways to Opportunity. The inaugural [Archways to Opportunity Progress Report](#), published in 2016, explained why it was necessary to go above and beyond what already existed:

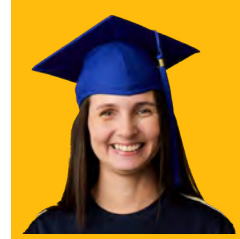
“In a world where disparities in higher education impact America's widening income gap more than any other single factor, we knew we needed to go further. When we asked employees what else we could do, **we heard about their dreams to finish high school and go to college** so they could earn a degree, advance their careers and improve their lives. We also heard about the barriers they face in realizing it: affordability, access, and time.”

- Archways to Opportunity: Progress Report

Affordability, access, and time: these were the biggest roadblocks to education for employees in 2015 – and they remain the biggest roadblocks to education for employees in 2025. **76% of Archways participants say that lack of money or financial resources was one of the biggest barriers to furthering their education.** For decades, rising costs have made college more difficult to afford, with tuition at public and private national universities more than [doubling over the last twenty years](#). For many students, the prospect of leaving school with significant student loan debt weighs heavily on their decision whether or not to attend college.

For 47% of Archways participants, lack of time was one of the obstacles that prevented them from continuing their education. In many cases, time constraints are directly related to financial constraints. Students have less time for schoolwork when they are working full-time, especially for working parents who have to balance school and work obligations with additional responsibilities to provide and care for their family.

31% of Archways participants say they lacked information about how to navigate education programs or the industry. Applying for college or scholarships can be a complicated process, especially for the **nearly half of Archways participants who are first generation college students (46%)**. It can be harder to access these educational opportunities without the benefit of a parent who has been through the experience before, as well as for people without a high school diploma or for whom English is not their primary language.



Overcoming the Barriers to Education

Archways to Opportunity enables participants to further their education by addressing the three biggest barriers prospective students face: **affordability, access and time.**



83% of participants say it is extremely valuable that the program made it financially feasible for them to further their education

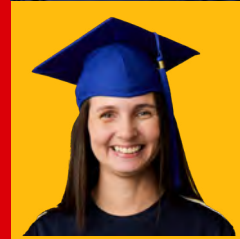


82% of participants say it is extremely valuable that the program made it more convenient for them to further their education



76% of participants say it is extremely valuable that the program allowed them to further their education on a flexible schedule and save time

Archways to Opportunity is able to help participants overcome these obstacles by offering a comprehensive education strategy with four core programs that we believe help people on the path to personal and professional success.



Earning a High School Diploma

Archways participants are able to graduate from high school and earn a high school diploma through Career Online High School (COHS). This nationally-accredited high school completion program is offered at no cost to eligible employees.

COHS is designed specifically for adult learners, allowing them to gain real-world career skills with adult-focused class content. Participants choose from one of ten career paths, with options including general career preparation, office management, security professional, and child care training. Every participant is assigned an academic coach to help them along the way, and many participants say they would not have completed the program without the support they received.

COHS students take classes online – whenever and wherever it’s convenient for them. The program follows a competency-based model, and can be completed at the student’s own time and pace. On average, students will complete the program in just 12 to 14 months, but can take up to 18 months if needed.

To date, over 2,200 Archways participants have graduated from the Career Online High School program.

FROM OUR PARTNERS

“McDonald’s Archways to Opportunity program is different from other corporate education programs. **Their entire ecosystem is set up to close the education gap in local communities.** McDonald’s is part of a nation-wide solution to the challenge of how to upskill people to meet the demands of the current and future economy.”

**- Howard Liebman, CEO & Superintendent of Schools,
Smart Horizons Career Online Education**

Affordable Paths to College

Archways to Opportunity helps students explore educational opportunities while getting financial support to make their educational journey easier.

Archways Tuition Assistance program offers eligible employees help to pay for college. Each year eligible crew can receive up to \$2,500, managers up to \$3,000, and corporate restaurant managers up to \$5,250. Unlike other corporate college plans that provide tuition reimbursement, McDonald’s provides tuition money in advance and directly to schools. This approach ensures students don’t have to pay out of pocket and eliminates the long wait for reimbursement checks.

Participants can use the Tuition Assistance plan for college courses taken at any two- or four-year public or private college or university; business, technical or vocational school; graduate or postgraduate school that is accredited by the U.S. Department of Education. Whether students attend classes in person at a small local college or online at a big national university, they have the flexibility to choose the college experience that is right for them.



In addition to offering tuition assistance to eligible restaurant employees, Archways participants also have the option to choose from colleges that offer discounted tuition and other benefits. College partners with whom McDonald's has teamed up include Colorado Technical University (CTU), Western Governors University (WGU), Excelsior University, and DePaul University. For Colorado Technical University, eligible restaurant employees maximizing their Archways to Opportunity tuition assistance award in combination with the CTU commitment grant can have their CTU undergraduate degree covered 100%. Some schools even allow McDonald's restaurant employees to earn college credits for the coursework they've completed during McDonald's training courses.

Over the last ten years, more than 70,000 restaurant employees have been awarded college tuition assistance.

FROM OUR PARTNERS

"The partnership between WGU and McDonald's has allowed us to find solutions that are relevant locally, then have the leverage to scale them nationally. It's allowed us to strategically design **a unique curriculum that aligns with employees' career paths** and talent development needs. In that sense, there are few institutions out there that can have the broad and local impact McDonald's can have."

- Scott Pulsipher, President, Western Governors University

Career and Education Advising

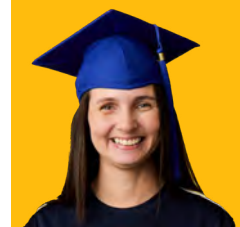
Advising services make it more accessible and more convenient for Archways participants to set a goal and make a plan to get there.

These services are provided to restaurant employees for free by EdAssist by Bright Horizons. Participants work one-on-one with Success Coaches who can help participants identify education needs, review career goals and develop a plan for the future, as well as answer questions about going back to school, like selecting a program, choosing what to study, or how to transfer credits.

Participants receive support from their coach throughout their Archways to Opportunity experience to help ensure they successfully achieve their goals and complete the program. Additionally, Archways to Opportunity offers a career navigation app - Archways to Careers - that helps restaurant employees see how their skills translate into career pathways at McDonald's, as well as other industries like healthcare, IT, finance, and the trades.



70,000+
RESTAURANT EMPLOYEES HAVE BEEN AWARDED
COLLEGE TUITION ASSISTANCE OVER THE
LAST TEN YEARS



FROM OUR TEAM

“The more education opportunities we can provide for our folks, the more it strengthens our organization. **Our people are stronger when they feel valued, and Archways to Opportunity certainly makes them feel valued.** Our recruiting is stronger, which helps us build our business. It supports our community, which strengthens our reputation. It’s really a win-win for everyone involved.”

- Sal Napoli, Owner/Operator, McDonald's

English Under the Arches®

Originally founded in 2007, English Under the Arches (EUA) is McDonald's English as a Second Language program. EUA is designed to break down barriers by helping non-native English speakers be more comfortable communicating in English with customers and staff. Classes can help bilingual employees at all levels improve their speaking, listening, reading, and writing skills at no cost.

With the support of English Under the Arches, participants can communicate more effectively and confidently at work and in their everyday lives outside of McDonald's. Since 2007, 10,700 restaurant employees have graduated from English Under the Arches.

McDonald's “best kept secret”

Archways to Opportunity is more than just a name. The program is intended to connect people with opportunities that contribute to personal and professional success. And, indeed, **4 in 5 Archways participants say that the program has opened up more economic opportunities.**

Over the last ten years, we've seen participation in Archways to Opportunity drive impact on people's education, skills, and careers. There's a reason why members of the McDonald's community refer to the Archways to Opportunity program as the company's “best kept secret.”



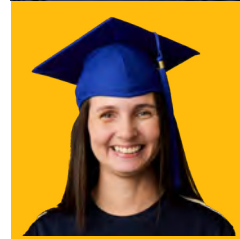
Participants further their **education**, earning a high school diploma or college degree



Participants acquire new **skills**, and develop more confidence in the skills they already have



Participants advance their **career** - whether they stay at McDonald's, or go on to pursue new opportunities elsewhere





7 out of 10

ARCHWAYS PARTICIPANTS SAY THEY PLAN TO PURSUE MORE EDUCATION OPPORTUNITIES IN THE FUTURE

Furthering Education

According to the research from the [Center on Education and the Workforce](#) at the Georgetown University McCourt School of Public Policy, a high school graduate will earn \$400,000 more over their lifetime than someone without a high school diploma. And a graduate with a bachelor's degree will earn \$1.2 million more in their lifetime than someone with no more than a high school diploma.

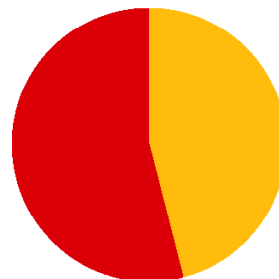
Providing people with an opportunity to further their education is an opportunity to impact their economic situation, in both the short- and long-term. For many students, regardless of age, it is important that they have an opportunity to earn and learn at the same time. **84% of Archways participants say it is extremely valuable that the program allowed them to further their education while continuing to also earn money in a job.**

Having access to education can be life-changing for an entire family. Says Clemy Garza, a McDonald's Owner/Operator based in the Southwest, "Archways to Opportunity brings so much to our organization, to our local communities, and to the McDonald's community at large. And it all goes back to education, because if you can lift up that employee, we're lifting that entire family and their family legacy through future generations."

46% of Archways participants who got a college degree were first generation college students. These first-generation participants are twice as likely to say they have more financial stability rather than less, and more opportunities for social/economic mobility rather than fewer, compared to their parents who did not have a college education.

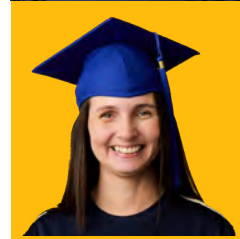
For many Archways participants, the opportunity to further their education is about more than earning a diploma. It's an opportunity to keep a promise to a parent, or to set a positive example for their child. It's an opportunity to go back and finish what they started, or to try something new and unexpected. It's an opportunity to reengage with an education system that may have failed them, and to build momentum towards a lifetime of learning. 7 out of 10 Archways participants say they plan to pursue more education opportunities in the future.

Says Haley Glover, Senior Director at Upskill America, "The Archways to Opportunity program gives employees options. They can start with English language learning or a high school diploma and go all the way through a college degree. Just about everyone within the McDonald's workforce can find a place to start and complete their educational journey with McDonald's support."



46%

OF ARCHWAYS PARTICIPANTS WHO GOT A COLLEGE DEGREE WERE FIRST GENERATION COLLEGE STUDENTS



ARCHWAYS PROFILE

When Jeremy Corwin started working at McDonald's at 16, his primary motivation was saving up enough money for a car. Both of Jeremy's parents were teachers, so there was always an expectation that he would go to college. But that didn't mean he knew what he wanted to do once he got there. And he was worried about the prospect of taking on debt to pay for college.

Working at McDonald's provided clarity for Jeremy about what he wanted to do. He found he was interested in learning about what it took to run a business, so his supervisors invested the time to teach him. When Jeremy mentioned he was applying for college scholarships, the owner at his restaurant made sure he knew about the tuition assistance available through Archways to Opportunity. Says Jeremy, "I felt like McDonald's genuinely cared about me and their employees to provide opportunities like Archways to Opportunity. They really took away a lot of the financial stress for me."

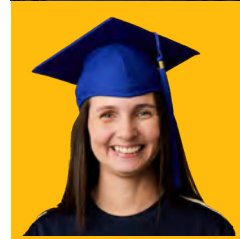
Jeremy chose to attend Georgia Southern because the campus' proximity to his McDonald's would allow him to keep working and benefiting from the tuition assistance. McDonald's also gave him the flexibility to work around his school schedule, which enabled him to graduate college virtually debt-free. "Without Archways to Opportunity, I think I would have been able to go to college, but I think the financial burden would have been a lot more."

Today, Jeremy works as a business consultant at a global accounting firm. At this stage of his career, he's got his sights set on saving up for something a bit bigger than a car.

"If the opportunity arose, I could definitely picture myself owning a McDonald's in the future."

Jeremy Corwin

Business Consultant at a
Global Accounting Firm



Acquiring Skills

Archways to Opportunity is helping to close the skills gap by empowering participants – through their work in the restaurant and by enabling access to education – to develop market-relevant skills that are valued by employers.

79% of participants say Archways to Opportunity has taught them skills they still use today. Oftentimes, these are skills developed in parallel through their formal education and work experience, with participants finding overlap between the lessons they are learning in the classroom and those they put in practice at work every day. For example, many Archways participants mention developing their communication skills during interactions with customers and working together as part of a team, as well as classroom discussions or presentations. They recall learning how to handle stressful situations from working in a fast-paced environment and how to stay cool under pressure. They claim to be more thoughtful, more creative, and have a better work ethic because of their experiences with McDonald's and Archways to Opportunity.

Communication, teamwork, agility, resilience – these are universal skills that are valuable well beyond the walls of McDonald's. **86% of Archways participants say the program helped them develop job-related skills and knowledge, while 84% say it helped them develop life skills.**

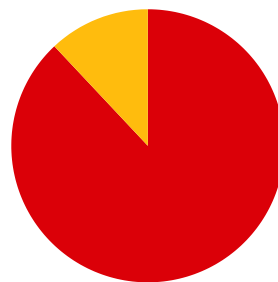
There is perhaps no better example of this crossover between skills that are valuable inside and outside the workplace than English Under the Arches, McDonald's English as a Second Language program. By helping non-native English speakers improve their speaking, listening, reading, and writing skills, this not only helps restaurant employees communicate effectively and confidently with customers and coworkers, but also in their lives outside McDonald's.

Archways to Opportunity helps participants acquire new skills, and also helps them find value in the skills they already have. 88% of participants say Archways to Opportunity improved their confidence in their skills and abilities. Programs that allow participants to earn college credit for on the job training reinforces the connection between earning and learning, helping to show people that the work they are doing to earn an income is also an opportunity to hone skills that will contribute to their long-term growth and development.

FROM OUR PARTNERS

“It takes a lot for a company to sustain and grow a program like this for a decade. **McDonald's is thinking expansively about what their workforce needs.** Archways to Opportunity supports employees to earn high school diplomas, career certifications, English language learning, post-secondary degrees and credentials, and that is a sign that McDonald's is listening and being responsive to what employees need and want.”

- Haley Glover, Senior Director, UpSkill America



88%

**CITE IMPROVED THEIR
CONFIDENCE IN THEIR SKILLS
AND ABILITIES**



ARCHWAYS PROFILE

After Aleesha Jennings was laid off from her job, she wound up back home living with her father, who had also been laid off. She found a job just up the road, working at McDonald's. Says Aleesha, "My biggest thing was, if I'm going to be here, I want it to be meaningful for me. And thankfully, they told us about Archways to Opportunity during the orientation."

After learning more about Archways to Opportunity, Aleesha saw a new career path that could get her where she wanted to go. "People think it might be too good to be true. But I promise you, it's not too good to be true. It's exactly what it is."

Although Aleesha already had a bachelor's degree in business administration, she was nervous about going back to school. The advisors who helped her enroll made her feel supported and reassured her that she had what she needed to be successful. Through Archways to Opportunity, Aleesha was able to enroll and earn a second bachelor's degree, this time with a focus on digital marketing. Now she's pursuing her master's degree in project management.

The Archways to Opportunity experience has renewed her confidence and gotten her career back on track towards her dream of becoming a Creative Director. Says Aleesha, "I've worked for a lot of companies. And I can honestly say I have never had this many opportunities until I started working at McDonald's."

Aleesha Jennings

Swing Manager

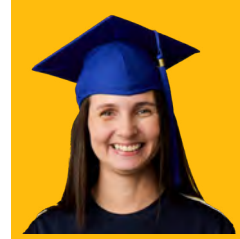


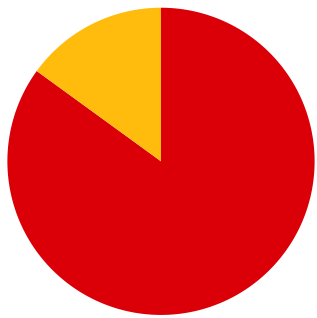
Advancing Careers

1 in 8 Americans have worked at McDonald's. We know that not every single one of them will stay at McDonald's for their entire career. Still, McDonald's is committed to investing in education and skills that are valuable for restaurant employees for however long they are with us – and long after.

In doing so, Archways to Opportunity contributes to successful careers both inside and outside the restaurant. **65% of participants say that without Archways to Opportunity, they would not be where they are today.**

Archways to Opportunity provides access to education pathways that are designed with the intention of aligning skills development with career trajectories. As a result, participants strongly believe that the opportunity to further their education or improve their skills through the program has a positive impact on their career development: **64% of participants believe that Archways to Opportunity helped them make more money or get a raise; 55% believe that Archways to Opportunity helped them get promoted more quickly.** For some, continuing their education through Archways to Opportunity is seen as a way to improve their skills and move up within the organization.





85%

SAY ARCHWAYS TO OPPORTUNITY HELPED THEM DEVELOP CONFIDENCE IN THEIR CAREER PATH

The skills developed through Archways to Opportunity are also valuable for those who choose to move on to a new job or new career. McDonald's has been called the "best first job" because so many of the real-world skills that McDonald's restaurant employees develop are translatable to the next step on their career path.

75% of Archways participants say it helped them pursue a career in a new field or industry.

Archways participants have gone on to careers in top industries like healthcare (19% of former participants), business/accounting (9%), education (9%), IT (7%), and government (6%).

For many, the program actually helped them discover what they wanted to do next and how to pursue it. 85% of participants say Archways to Opportunity helped them develop confidence in their career path, and 78% say Archways to Opportunity provided them knowledge about how to pursue their career path.

ARCHWAYS PROFILE

Serving in the U.S. Navy took Colnith Brown across the globe. No matter where he went, McDonald's was a little reminder of home. So when he left the Navy, Colnith chose to work as a Manager at McDonald's.

Colnith was confident in the knowledge he possessed from his Navy training and experience, but harbored doubts about whether other people would listen to him if he couldn't point to a college degree to prove his credentials.

It wasn't until his mom went back to school that he got serious about doing it himself. Through the Archways to Opportunity program, he enrolled in online courses to get his degree in business development. Not only did the courses give him a better understanding of how to actually develop a business, they gave him a framework to organize all the different concepts he had picked up through his experiences in the Navy and at McDonald's, and reinforce his confidence in his ability to teach others. **Said Colnith, "What I like about the journey is that it brings it all together."**

Today, Colnith supervises McDonald's operations at the Atlanta airport, where he gets to share his experience – and a little piece of home – with visitors from all over the world. Colnith is also now pursuing his MBA, using Archways to Opportunity tuition assistance.

Colnith Brown
Operations Manager



Community Impact

It's not just employees who benefit from Archways to Opportunity. The program's success has made it an important piece of McDonald's recruiting and retention strategies. 3 in 4 Archways participants say they stayed at McDonald's longer because of the Archways to Opportunity program, with more than half (56%) staying at least two years longer. Research has shown that workforce retention and career mobility are key contributors to organizational success, driving innovation, operational improvements, and other positive outcomes.



3 out of 4

**SAY THEY STAYED AT McDONALD'S LONGER
BECAUSE OF ARCHWAYS TO OPPORTUNITY**

Archways to Opportunity also contributes to the important benefits McDonald's provides to local communities. Maria Flynn, President and CEO of Jobs for the Future, explains: "McDonald's is unique from an employee training perspective. Their strategy to invest in people, ensuring they have the option of either moving up or moving on, plays a clear role in the talent development of the regional labor market. It's providing a service to the worker and providing a service that fits with McDonald's way of working. It also contributes to the broader local economy."

FROM OUR TEAM

"If you look at the evolution of Archways to Opportunity, **the program has been able to remove barriers to learning and meet employees wherever they are on their educational journey**. McDonald's isn't saying, 'This is what we think you need.' They're actually listening to employees and what employees need to be successful."

- Clemy Garza, Owner/Operator, McDonald's



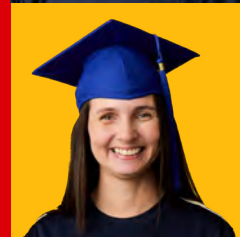
The Next Ten Years and Beyond...

As evidenced by the participant data throughout this report, and the stories of the Archways participants profiled in the previous pages, it should be clear that there are no greater champions for Archways to Opportunity than those who've participated in the program and can attest to the program's impact firsthand.

In fact, **80% of participants say they are extremely likely to recommend Archways to Opportunity to a friend or family member.**

To date, more than 90,000 McDonald's restaurant employees have participated in Archways to Opportunity. That's 90,000+ people who have taken advantage of an opportunity to further their education, to grow their skills, and to advance their careers. Opportunities that have had an impact on 90,000+ lives, 90,000+ families, 90,000+ communities.

For the last ten years, Archways to Opportunity has been supporting people's educational and career journeys. At McDonald's, we are committed to helping people overcome obstacles and continuing to create economic opportunities. We look forward to seeing where those journeys lead next.



Disclaimer: Most McDonald's restaurants are operated by independent franchisees who are independent employers that set their own employment policies and practices, including pay and benefits, for the people working in their restaurants. Franchisees are the exclusive employer of their employees and are solely responsible for all employment-related matters in their restaurants. McDonald's does not control independent franchisees' employment policies and practices and does not employ individuals working at franchised restaurants. The programs or benefits described here are available at McDonald's-owned restaurants and the restaurants of participating franchisees. McDonald's and its franchisees are equal opportunity employers committed to efforts that help support a diverse and inclusive workforce.

