



Pat Harris
Global Chief Diversity Officer
Vice President, Inclusion & Diversity
McDonald's Corporation
2111 McDonald's Drive
Oak Brook, IL 60523

Chambers Consulting Group, Ltd
Deborah Chima
3108 S. Rt. 59
Suite 124, #305
Naperville, IL 60564

Dear Deborah:

I want to take the time to thank you for serving as a McDonald's Inclusion and Diversity Facilitator for our Diversity Education workshops. Your commitment to Inclusion and Diversity is evident in your level and style of presentation.

Thank you for helping build our brand through the education of our people.

Sincerely,

A handwritten signature in cursive script that reads "Pat Harris".

Patricia Harris
Global Chief Diversity Officer