

Diversity at McDonald's is a tool that we use to strengthen our position as a global industry leader. Diversity plays a major role in our company's growth, and by integrating diversity throughout our business, we are able to more effectively build market share, customer satisfaction and profitability. As our society changes, we must incorporate the diversity of our customers into every facet of our operations.

Diversity is not just the right thing to do, or the altruistic thing to do—it's the smart and business thing to do. If we can't rationalize diversity in our organizations on the basis of moral justification, on the basis of the Bill of Rights, or employee satisfaction, then we better rationalize diversity on the basis of economic growth.

At McDonald's, we serve a diverse group of customers who demand a diverse menu of products. And we understand that if we want to win the business of those customers, we have to provide more than just great hamburgers and world class fries: we have to reflect the image of our diverse customers in everything we do—from staffing to marketing, franchising, business partnerships, and community involvement. Because if we don't look like our customers, talk like our customers and understand our customers, our customers will become someone else's customers. It's that simple.

At McDonald's, diversity goes beyond race and gender. It means valuing and accepting unique abilities, perspectives, talents, backgrounds, and experiences. It means providing all individuals the opportunity to reach their full potential while contributing to the achievement of our corporate goals. And that all comes together, it makes McDonald's richer both financially and culturally.

The story of how we have incorporated diversity into our competitive arsenal is one we are especially proud of. We have institutionalized concepts and curriculum like "managing diversity," which teaches that specific skills are utilized and policies created that get the best from every employee. And education like "valuing differences," which places an emphasis on the appreciation of differences and creates an environment where everyone feels valued and accepted. These are simple, basic concepts that we've had in our corporation many years, and that support our business goals.

Let me tell you how these practices have worked for us in building marketshare:

We've established a network of Hispanic owner/operators that has made us the undisputed quick service restaurant of choice with Hispanic consumers. And if you take the combined revenues of those franchisees—more than \$600 million—it would comprise the largest Hispanic company in the country.

We were one of the first companies to advertise on Spanish-language television some 25 years ago, and remain the largest single-brand advertiser today. And we will continue to do so because it sells hamburgers.

We're proud of our Hispanic managers at all levels of the organization. They provide us with a broad range of life experiences and opinions that builds our business not only here but abroad.

We buy hundreds of millions a year in goods and services from Hispanic firms—because they're the best in the field and they reflect our customers.

And the entire McDonald's family of employees, franchisees, suppliers, the company and Ronald McDonald Children's Charities helps prepare the workforce of tomorrow through the RMCC/HACER [Hispanic American Commitment to Educational Resources] Scholarship Program. HACER is one of the largest Hispanic scholarship programs in the country with more than \$2.4 million awarded

since 1985. Just recently, RMCC acknowledged the good work of HACER with an additional \$1 million matching grant.

These are just a few of the numbers that exemplify our commitment to diversity and the success of that strategy. But what's more compelling are the human stories of Hispanic men and women within our system whose diverse backgrounds and perspectives contribute to our growth.

People like Eduardo Sanchez, who started as a restaurant crew member 20 years ago and was recently appointed to oversee operations throughout Latin America and the Caribbean.

People like franchisee Jose Canchola, who not only operates four restaurants with his family and is the former mayor of Nogales, but for the last 18 years has hosted an annual Christmas party for 2,000 underprivileged Mexican children.

And people like Lupe Velasquez, who serves in the non-traditional female role of director of construction and helps to plan and build four to five hundred restaurants every year.

These are the kinds of people who make McDonald's great. With stories and successes like that, it's hard to understand why anyone would question the value of diversity. There are many, many other examples of achievement, dedication and pride that put a special shine on our arches and we're proud of them all. Their stories speak well to the fact that McDonald's is an employer of opportunity.

So what is our role—what can each of us do to assure that we leverage and maximize diversity for the benefit of our entire country. I have three thoughts:

First, we must speak up and speak out for diversity. We must reaffirm our commitment and assume the responsibility of leaders. We know that erecting barriers between people is not what this country is all about. The kind of divisiveness that I see cannot go unanswered. We must all do our part to share our success stories and our triumphs, and erase the spirit of negativity that is taking hold.

Second, we must all make a personal commitment to do more. I've made a commitment on behalf of myself and McDonald's by agreeing to chair the NHCC Institute during its formative year because I believe in what it stands for and what it can do. I ask each of you to find a role you can play—either within your own company, your own community, or your own industry. And I should not need to remind you that this is no time for any company to retreat from its investment in the Hispanic market.

And last, we must all set an example—to our employees, other companies, and the community at large. Let's all step forward, set the pace and provide leadership and inspiration for others.

The time has come for us to stand together to turn the tide. Do we continue to construct new barriers, erase hard-fought accomplishments, or do stand up and say enough is enough? McDonald's is one company that is willing to step forward and say we believe in diversity, we will practice diversity in all we do, and we need diversity to build market dominance.

I can assure you with every confidence that to follow that course will serve the best interests of our companies, our communities, and ultimately our country.

Thank you very much. (Muchas Gracias).

TRIBUTE TO M. ANN BELKOV

HON. SUSAN MOLINARI

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

Wednesday, November 1, 1995

Ms. MOLINARI. Mr. Speaker, on Saturday, November 4, 1995, a special event will take place in New York City. Hundreds will gather at Ellis Island to honor M. Ann Belkov, National Park Service Superintendent of the Statue of Liberty National Monument and Ellis Island. It is my pleasure to thank her for her stewardship of these unique American monuments, the crown jewels of our Nation's history and eternal symbols to all the world of our promise.

Ms. Belkov, a Staten Islander, is retiring after three-and-a-half decades of distinguished service with the National Park Service and the U.S. Department of the Interior. The granddaughter of four Ellis Island immigrants from Russia and Poland, Ms. Belkov has brought her heritage and her experience in culture park management to the place where millions of immigrants arrived on our shores to seek freedom and opportunity.

Her career in recreational and historic park management includes superintendencies of Jean Lafitte National Historical Park and Preserve in New Orleans, LA and Chickamauga-Chattanooga National Military Park in Georgia and Tennessee.

She was chief of interpretation and visitor services at the National Visitors Center in Washington, DC., chief of recreation at the Golden Gate National Recreation Area in San Francisco. In 1994, she represented the United States to the Australian Department of Conservation and Land Management and a fellow at Edith Cowan University in Perth.

National parks and historic monuments preserve our Nation's natural wonders and its great past. Ms. Belkov has made many important contributions to the people of our Nation and visitors from throughout the world. She is an outstanding citizen and humanitarian, one who has the esteem and respect of the National Park Service, the great State of New York and the United States of America. We can accord her patriotism, love of country, loyalty, professional capabilities and her commitment and dedication to duty no greater tribute.

AMENDMENT ESTABLISHING THE POSITION OF AIRCRAFT NOISE OMBUDSMAN

HON. BOB FRANKS

OF NEW JERSEY

IN THE HOUSE OF REPRESENTATIVES

Wednesday, November 1, 1995

Mr. FRANKS of New Jersey. Mr. Speaker, today the Transportation and Infrastructure Committee, of which I am a member, passed the Franks amendment to H.R. 2276, the Federal Aviation Administration Revitalization Act of 1995. My amendment would establish the position of aircraft noise ombudsman within the Federal Aviation Administration [FAA].

The idea of an aircraft noise ombudsman is long overdue. In my home State of New Jersey, the FAA has either arrogantly dismissed or totally ignored the pleas from my constituents for relief from intolerable aircraft noise.