



Starbucks Coffee Company UK Ltd.

# Gender Pay Gap Report 2021



## About Starbucks Coffee Company (UK) Ltd

This report looks at the gender pay gap across the more than 3,600 partners (employees) at Starbucks Coffee Company UK Ltd. Partners is the term that we use for 'employees' as we all have shares in the business.

Starbucks Coffee Company (UK) Ltd is the part of the company responsible for the retail and wholesale of gourmet coffee, tea and related products in the UK, and includes partners working within company-operated Starbucks stores, as well as Support Centre staff supporting UK stores.

# Message from Lisa Robbins

VP PARTNER RESOURCES  
STARBUCKS EUROPE, MIDDLE EAST AND AFRICA



*Since its beginning in 1971, Starbucks has sought to be a different kind of company – with people at the centre – balancing profitability with social conscience.*

*We're grounded by our mission: to inspire and nurture the human spirit, one person, one cup and one neighbourhood at a time, and integral to this mission is creating a warm and welcoming environment both in our stores and in our workforce, where everyone can thrive.*

*For this reason, we welcome the opportunity to once again report on our gender pay gap figures for Starbucks UK Ltd using the criteria specified as part of the gender pay gap legislation, under the Equality Act 2010, and calculated using the approach required by the regulations.*

*Starbucks UK has maintained the 4% gender pay gap it has achieved over the past few years across UK partners, remaining significantly below the UK's current national average (ONS).*

*Starbucks UK, like many other companies in our sector is majority female, with women accounting for well over half (64%) of our total workforce. We are particularly encouraged to see this is reflected at all levels within our organisation, as even within the top quartile (Quartile 4) there is a significantly higher proportion of women compared to men (64.1%).*

*But we know there is still more that we can do, particularly with regards to senior level representation. There remains more men in the very highest paying roles – resulting in men receiving, on average, a larger bonus amount per individual.*

*To support with this, then over the course of 2021 we have further established and enhanced our Women's Impact Network (WIN) within our region. With over 100 members the group is one of four partner networks established in the UK. WIN's purpose is to empower every woman to find their own version of success, and like all the Partner Networks the group plays a powerful role supporting our partners, representing their diverse voices and holding us to account as we continue to work towards greater inclusion, diversity and equity within our organisation.*

*We also continue to run a Women's Leadership Network, providing top-talent with the opportunity to hear from external speakers on topics that aid their career development and to provide networking opportunities.*

*Building on our investment over the course of 2021 then we have made significant further investments in support of partner wellbeing, inclusion and diversity – detail of which is outlined in this report.*

*We are proud of the progress we have made this year and will continue our commitment going into 2022.*

*Lisa Robbins*

# What is gender pay gap reporting?

UK gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

## There are six calculations:

1. Mean gender pay gap (this number is the average)
2. Median gender pay gap (halfway point between the highest and lowest pay)
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males receiving a bonus and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay

Gender pay reporting is different to equal pay – Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in the average pay between all men and women in a workforce.

## Understanding mean and median gender paygap:

The mean gender pay gap shows the percentage difference in average pay between men and women across the business.

The median gender pay gap is the percentage difference when we compare the middle point of all female partner salaries in our business and all male partner salaries.

The proportion of men and women awarded bonus pay over the same 12 month period is also reported.

# Starbucks gender pay gap summary



Base pay gap

**4.0%**

mean  
gender pay gap

**0.3%**

median  
gender pay gap



Bonus pay gap

**14.6%**

mean bonus  
gender pay gap

**0.0%**

median bonus  
gender pay gap



Receiving a bonus

**85.7%**

male  
employees

**83.6%**

female  
employees

Proportion of employees in each quartile

Quartile 1

**F 63.3%**

**M 36.7%**

Quartile 2

**F 64.7%**

**M 35.3%**

Quartile 3

**F 63.5%**

**M 36.5%**

Quartile 4

**F 64.1%**

**M 35.9%**



# Our results and what they mean

Our 2021 figures are similar to those of 2020, with a mean gender pay gap of 4%. The median gender pay gap is 0.3% and reduced from 0.6% in 2020. Both remain significantly below both the UK's current national average (median – 7.9% among full-time employees and 15.4% among all employees, ONS, 2021).



**At all four salaried levels of our business, we have a higher proportion of women at an average of 64% female – 36% male.**

Like many other retail businesses, Starbucks UK is majority female, and this is also reflected within the top quartile of our business (Quartile 4) where there is a significantly higher proportion of women compared to men (64.1%). However, there remains a mean bonus gap between women and men – 14.6%.

Despite continuing to make progress to bring down the bonus mean (down from 16.7% in 2020 report) there are still more men holding roles at the very highest level within Quartile 4, resulting in men receiving, on average, a larger bonus amount per individual.

The bonus median gap between male and female has successfully been reduced to 0% in 2021. This was due to the fact that the business awarded a one-off bonus in year to all retail partners to recognise their continued efforts as part of business COVID recovery.

# Additional support

We continue our focus on developing a pipeline of women into senior roles, and for a number of years we have had in place a Women's Leadership Network which provides top-talent with access to external speakers and networking opportunities.

We continue to build on the investment into wellbeing, inclusion and diversity programmes which we initiated in 2020. These include our UK Inclusion & Diversity Working Group and a host of inclusive hiring practices, including diverse gender balanced interview panels and the introduction of blind CVs. We were pleased that over the course of 2021 that all UK retail partners are receiving training on inclusion, diversity and equity.

Our Women's Impact Network (WIN), which we also launched to the region in 2020, continues to provide an exciting platform to help the business champion gender equality. This group of over 100 partners have a number of key themes, including an emphasis on our retail store partners, and a strategic pillar on organisational change. We shall continue to collaborate and work with the WIN team to advocate for our partners and influence positive change.

In addition to building and enhancing on this work, then we are pleased to report that we have invested in a series of new inclusion and diversity-based commitments for 2022, these commitments shall specifically help with our gender pay action planning and include:

- the introduction of diverse balanced shortlists for senior leadership posts
- promotion and opening of all head office vacancies with an option of flexible-working
- Introduction of a diverse future talent leadership programme
- complete audit of our partner life cycle policies, benefits and procedures

Although these new measures shall take time to embed and see the flow-through on matters such as our gender pay gap reporting, we do believe that they shall keep us true to our mission and values and help set us up to be an even more inclusive business.

We are committed to helping every partner reach their full potential, and look forward to continuing to push forward as a business and hold ourselves accountable

**For media inquiries, please contact**

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