



THE STARBUCKS COFFEE COMPANY

EMEA & UK GENDER
PAY GAP REPORT 2025

ABOUT THE STARBUCKS COFFEE COMPANY

Our name, The Starbucks Coffee Company, captures our role. Coffee reflects our commitment to source, roast and serve the highest-quality coffee, and Company captures our role in bringing people together to inspire and nurture the human spirit. No matter where you are, the heart of Starbucks beats true: a warm, inviting space where everyone feels welcome, where connections are made, and lasting memories are created.

We have grown, progressed, and expanded globally, but our core values remain unchanged. Our values and promises guide our actions and the impact we strive to have, all deeply rooted in our evolved mission statement.

To be the premier purveyor of the finest coffee in the world, inspiring and nurturing the human spirit – one person, one cup and one neighborhood at a time.



MESSAGE FROM LISA ROBBINS

VP PARTNER RESOURCES STARBUCKS EUROPE, MIDDLE EAST, AND AFRICA

From the beginning, Starbucks has been a different kind of company – celebrating coffee and connection with the people at the heart.

Our mission grounds us – To be the premier purveyor of the finest coffee in the world, inspiring and nurturing the human spirit – one person, one cup and one neighbourhood at a time. Integral to this mission is creating a warm and welcoming environment in our stores and workforce, where everyone can thrive and feel a sense of belonging.

In compliance with gender pay gap legislation this report outlines our gender pay gap for two different business entities;

1. Starbucks EMEA Ltd, which is our EMEA regional headquarters, supporting 42 markets. 456 partners are employed by this business in professional support service roles, including our most senior leadership for the region.

2. Starbucks Coffee UK, is a separate business which serves our retail operations and stores in the UK market, this also includes a small UK support centre.

Transparency is crucial. Publishing this data demonstrates our commitment to addressing disparities and building a more equitable workplace.

Our pay gaps have marginally increased year-on-year. We acknowledge that our gender pay gap is driven primarily by our senior leadership roles, held within our support centres.

Our Starbucks EMEA Ltd business gender pay gap sits marginally above UK averages, whereas we're pleased that our Starbucks Coffee UK business remains well below the UK average and that of the retail industry sector.

Approach: Our Women's Impact Network (WIN) is vital in driving these efforts. WIN is a grassroots partner-led network with over 200 members who spearhead initiatives to support our broader EDI (equity, diversity & inclusion) Strategy. We are grateful for their dedication and their positive impact on our organisation.

Looking Ahead: We are not complacent and remain steadfast in creating a workplace where everyone thrives, regardless of gender. We recognise that gender pay gap reporting is one lens to view gender representation in the workplace, and we are committed to using this information to support our wider EDI ambitions & objectives. We continue to strengthen our data collection and analytics to further improve the insights and recommendations to close the gap.

Lisa Robbins



WHAT IS GENDER PAY GAP REPORTING?

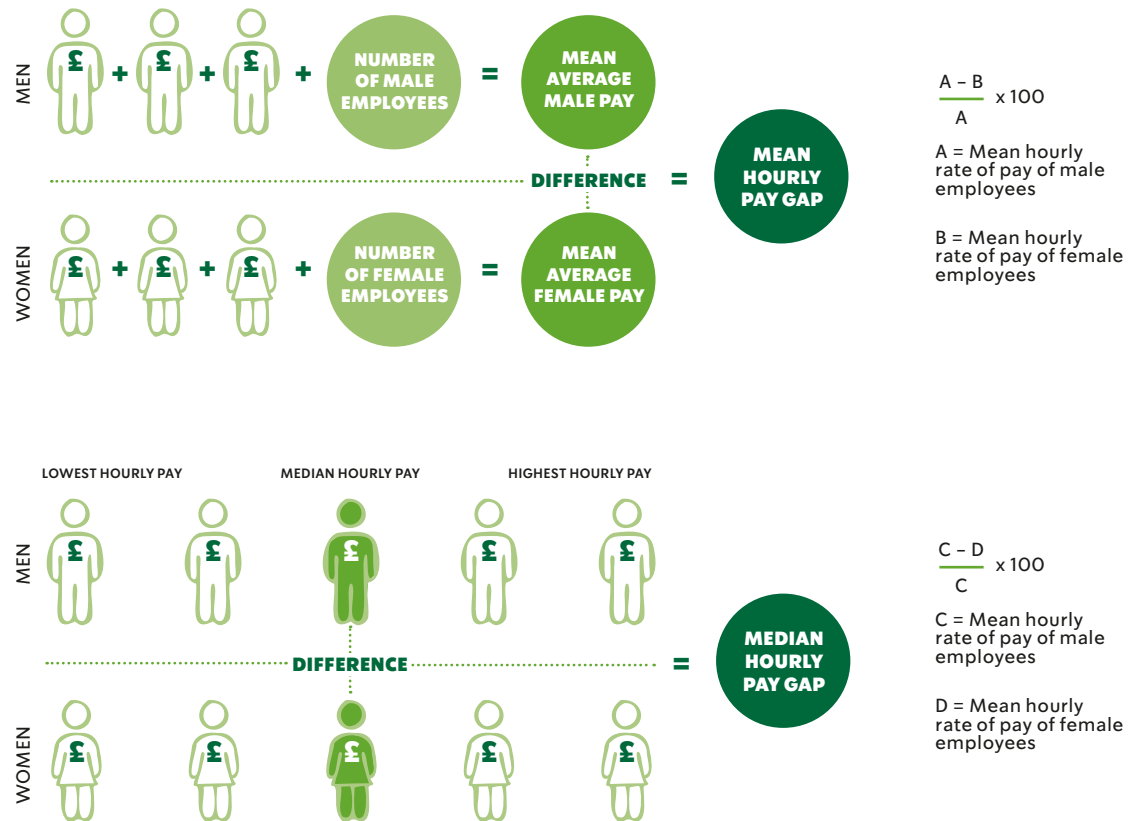
UK gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year, showing how large the average pay gap is between their male and female employees.

UNDERSTANDING MEAN AND MEDIAN GENDER PAY GAP:

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

In sorting from highest to lowest hourly paid for each gender, the median pay gap is the difference in pay between the middle-man compared to the middle-woman.

We also apply the same methodology for bonuses. We calculate the proportion of men and women awarded bonus pay over the 12-month period and then reviewing the mean and median bonus percentage difference.



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 the workforce.

Gender Pay Gap Summary

		STARBUCKS EMEA LTD	STARBUCKS COFFEE (UK)
Pay Gap	Mean	17.8%	5.6%
	Median	13.6%	1.6%
Bonus Gap	Mean	36.0%	22.8%
	Median	42.1%	4.7%
Receiving Bonus	Women	93%	57%
	Men	92%	58%
Pay Quartiles	Upper F	44%	63%
	Upper M	56%	37%
	Upper middle F	54%	67%
	Upper middle M	46%	33%
	Lower middle F	63%	68%
	Lower middle M	37%	32%
	Lower F	58%	69%
	Lower M	42%	31%

UNDERSTANDING OUR RESULTS

Our results across the two entities differ due to (Starbucks EMEA Ltd) being a professional service support centre, and the other (Starbucks Coffee UK) being a primary retail business.

As with previous years, our gaps exist due to gender representation in key areas. We have more men than women in our highest paid and most senior positions. We have greater female representation in our junior level, and non-retail support roles.

The small gender pay gap we have in our UK business is driven by leadership roles in our support centre.

ACTION PLAN

We are committed to fostering an equitable and inclusive workplace. In 2024 we continued to develop and embed a host of programmes to support our goals. This included targeted inclusive hiring best practices, improved partner processes and policies and a host of education and awareness sessions in partnership with WIN (Women’s Impact Network). These actions support our long-term gender and pay equality goals.

We continue our efforts in 2025 with an increased focus on the following:



DATA-DRIVEN APPROACH

Our approach is grounded in data analysis. We will continue to conduct annual Inclusion and Diversity data analysis, examining factors like starters, leavers, and promotions, to identify any potential disparities. This data is confidentially shared with stakeholders, including our EMEA leadership team, to ensure transparency and drive informed decision-making.



ADHERENCE TO REGULATIONS

We will continue to adhere to all relevant government regulations regarding gender pay reporting and ensure compliance with gender pay equity requirements across all our regions.



REGULAR REVIEWS AND CONFIRMATIONS

We will continue to conduct annual reviews to confirm adherence to gender pay equity principles. This includes ensuring that salaries are determined fairly and consistently across all roles, regardless of gender.



EDUCATION AND TRANSPARENCY

We will host educational and awareness sessions in collaboration with our EMEA/UK partner networks and core learning and development team.



NEXT GENERATION LEADERSHIP PROGRAMME (NGLP)

Our diverse, future talent leadership programme was successfully launched with female partners making up two-thirds of the first cohort. We look forward to hosting another cohort and analysing the results of our graduates.



OUR POLICIES AND PROCESSES

We are also dedicated to creating a work environment that upholds dignity and respect for all partners (in line with the latest legislation). This means we are constantly reviewing our policies and best practices to reach a broader demographic with our Dignity at Work Policy.

This policy focuses on dignity at work promoting a culture of respect, providing support for partners facing discrimination or harassment, and ensuring transparent processes for addressing concerns.



COLLABORATION WITH WIN

Throughout this process, we actively collaborate with our Women's Impact Network (WIN). WIN provides valuable input and feedback on our initiatives, ensuring that our efforts align with the needs and perspectives of our female employees.

WIN have delivered focused initiatives over the course of the year on important topics such as Menopause, Period Dignity and Domestic Abuse.

Our proud partnership has also paved a way for the establishment of WIN chapter networks in our UK retail business and our licensed operations in the Middle East.



For media inquiries, please contact
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