



THE STARBUCKS COFFEE COMPANY

EMEA & UK Gender Pay Gap Report
FY2025



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



From the beginning, Starbucks has been built on simple ideas with profound impact – human connection, shared moments, and creating spaces where people feel seen, valued, and able to be themselves. That commitment continues to guide us today, not only in our stores but in how we show up for one another across our organisation.

Our gender pay gap reporting is one important way we stay accountable to those values. It allows us to pause, reflect, and understand how representation shapes the experiences and opportunities available to partners across our business.

This year, our data tells a familiar story: our gender pay gaps continue to be driven by who is represented where in our organisation. This year's results show a familiar pattern: men are more present in senior, higher-earning positions, while women continue to be more represented in earlier-career roles across the organisation. These structural patterns, not pay inequity, continue to influence both our pay and bonus gaps.

This year we have implemented a new HRIS system, which strengthens how we collect and understand partner data across both entities. This system will enable us to identify trends and track progress, supporting our focus to embed parity across all levels in the organisation. This foundational investment will deepen the insight and rigor behind our inclusion work.

Looking ahead, we remain grounded in realism and optimism. Change of this scale takes time, but we are moving with purpose. We will continue strengthening our pathways into leadership, widening access to development, and using our evolving data capabilities to guide long-term progress, not short-term fixes.

Most importantly, we are committed to building a workplace where every partner regardless of background feels they can thrive, grow, and truly belong.

Lisa Robbins

VP Partner Resources, Starbucks EMEA



What is gender pay gap reporting

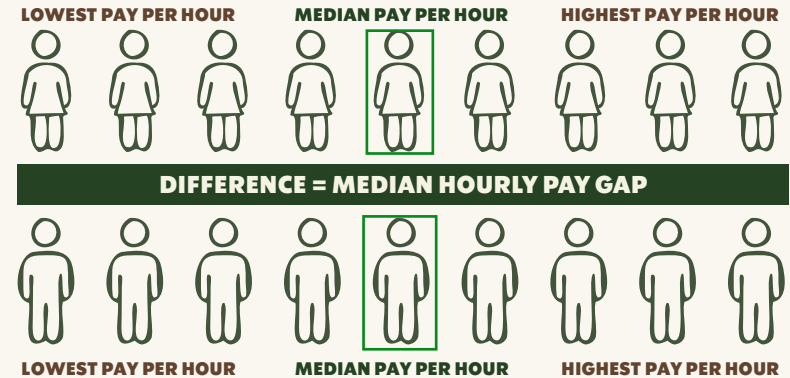
UK gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year, showing the scale of the pay gap between their male and female employees.

Understanding mean and median gender pay gap:

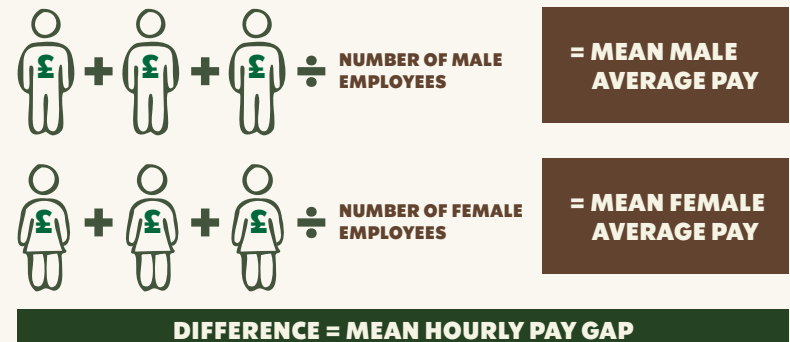
The mean gender pay gap shows the percentage difference in average pay between men and women across the business. In sorting from highest to lowest hourly paid for each gender, the median pay gap is the difference in pay between the middle-man compared to the middle-woman.

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.

How we calculate the median difference:













How we calculate the mean 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

WOMEN 		MEN 		STARBUCKS EMEA LTD	STARBUCKS COFFEE (UK)
Hourly Pay Gap	Mean			18.7%	5.4%
	Median			9.2%	0.0%
Bonus Pay Gap	Mean			25.1%	5.4%
	Median			13.8%	-1.1%
Receiving Bonus	Women			85%	71%
	Men			85%	71%
Pay Quartiles	Upper 			40%	62%
	Upper 			60%	38%
	Upper middle 			61%	67%
	Upper middle 			39%	33%
	Lower middle 			56%	69%
	Lower middle 			44%	31%
	Lower 			61%	70%
	Lower 			39%	30%

Understanding our results

Our gender pay gap results differ between the two entities due to the nature of our operating models. Starbucks EMEA Ltd operates primarily as a professional services and support centre, while Starbucks Coffee (UK) is a predominantly retail business.

In EMEA, gender pay gaps are driven by the concentration of men in senior, higher-paid roles. In the UK, gaps remain low, reflecting a balanced distribution across hourly-paid roles.

Across both entities, equal proportions of women and men receive a bonus, and our results continue to show that gender pay gaps are driven by representation and role distribution, rather than unequal pay for equal work.



Equality action plan

This action plan represents the next phase of our ongoing commitment to gender equality and partner wellbeing. As government guidance evolves ahead of mandatory Equality Action Plans from 2027, we will continue to review, strengthen and expand our actions to ensure Starbucks remains an inclusive, equitable and supportive place to work for all partners.

This Equality Action Plan outlines our ongoing commitment to gender equity and partner wellbeing. It reflects both sustained activity and areas where we will continue to strengthen impact through focus, evaluation and collaboration.

Continued Education and Awareness.

- Deliver education sessions and awareness-building activities on gender pay equity, in collaboration with EMEA and UK Partner Networks.
- Use insight from these sessions to inform future actions, ensuring they remain relevant and impactful.

Continued Collaboration with WIN (Women's Impact Network).

- Seek ongoing input and feedback on initiatives, policies and outcomes to ensure they reflect the needs and perspectives of female partners.
- Use this insight to refine approaches and strengthen accountability for gender equity.

Activate and Embed the Refreshed Talent Philosophy.

- Apply the principles and practices of the refreshed Talent Philosophy to support a balanced and sustainable pipeline across all levels.
- Monitor the impact of these approaches to ensure fair access to opportunity, progression and development.

Supporting Partners Experiencing Menopause.

- Maintain regular review of menopause-related policies, workplace adjustments, wellbeing resources and manager capability to ensure consistent and fair support.
- Monitor take-up, feedback and outcomes to understand impact across different partner experiences and inform continuous improvement.



For media inquiries, please contact
PressEMEA@starbucks.com