



STARBUCKS EMEA LTD.

GENDER PAY GAP REPORT 2023



ABOUT STARBUCKS EMEA LTD.

This report looks at the gender pay gap across the 354 partners (employees) at Starbucks EMEA Ltd. Partners is the term that we use for 'employees' as we all have shares in the business.

Starbucks EMEA Ltd is the headquarters for Starbucks in Europe, the Middle East and Africa. Located in London, Starbucks EMEA Ltd partners are responsible for the licensing and management of the Starbucks business within the 42 markets in the region and provide brand management and support services.

This is only the third time that Starbucks EMEA Ltd is reporting on its gender pay gap, with the number of partners employed exceeding 250.

A separate report continues to detail the gender pay gap across the approximately 5,000 partners at Starbucks Coffee Company (UK) Ltd – the part of the company responsible for the retail and wholesale of gourmet coffee, tea and related products in the UK, and which includes partners working within company-operated Starbucks stores, as well as Support Centre partners supporting UK stores.



MESSAGE FROM LISA ROBBINS

VP PARTNER RESOURCES STARBUCKS EUROPE, MIDDLE EAST AND AFRICA

At Starbucks, creating a warm and welcoming environment where everyone can thrive is at the heart of everything we do. It's because we are driven by our mission: to inspire and nurture the human spirit one person, one cup and one neighbourhood at a time.

In compliance with gender pay gap Legislation under the Equality Act 2010, Starbucks continues to submit two separate Gender Pay Gap Reports, one for Starbucks Coffee Company (UK) Ltd – the company that runs and supports our company-operated UK stores. And this report, which represents Starbucks EMEA Ltd.

Starbucks EMEA is the headquarters of Starbucks in Europe, the Middle East and Africa and we now have over 350 partners (employees) working within our London based head office, overseeing the licensing and management of Starbucks across 42 markets in this region, and providing brand management and support services.

This document outlines the gender pay gap for these office-based partners in our EMEA headquarters. For this year we are encouraged to see continued progress with pay mean, pay median, bonus mean and the % of females receiving a bonus, all of which improving on the metrics from 12 months previous. Furthermore, we are pleased to see the rise in females within the most senior, highest paid quartile, which has risen by close to 5%.

We are however not complacent and recognise the work and priority ahead to progress and sustain even more females to the highest levels within our organisation.

To support with this, over the course of 2022 we have further enhanced our Women's Impact Network (WIN) within our region. With over 200 members the group is one of four partner networks established in EMEA. 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.

I believe 2022 was a transformational year for our inclusion and diversity strategy, as we invested further into the partner experience and made significant commitments and took action in support of partner wellbeing, inclusion and diversity – detail of which is outlined in this report.

We are proud of the progress that has been made this year and will continue our commitment going into 2023



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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

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.

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.

STARBUCKS GENDER PAY GAP SUMMARY



BASE PAY GAP

14.0% **18.7%**
 mean gender pay gap median gender pay gap



BONUS PAY GAP

41.6% **16.9%**
 mean bonus gender pay gap median bonus gender pay gap



RECEIVING A BONUS

96.0% **91.0%**
 female employees male employees

Quartile 1

57.5%

42.5%

Quartile 2

65.1%

34.9%

Quartile 3

52.9%

47.1%

Quartile 4

45.3%

54.7%



OUR RESULTS AND WHAT THEY MEAN

For the second year in a row (the total duration of measuring progress for Starbucks EMEA Ltd) we are encouraged on the progress made with our mean pay gap between male and female. For 2022 the mean pay gap between male and female is 14%, which is a 2.2% improvement on our 2021 pay gap of 16.2% and down 4.3% on our first report in 2020, of 18.3%

Our pay median gap between male and female has also improved from 20% in 2021, favourably to 18.7% for 2022.

The number of females who received a bonus has significantly increased in 2022 to 96%. This 40% increase on 2021, along with an improvement in the representation of quartile 4 females – which is our highest paid partners – has also positively impacted the bonus mean between male and female, reduced by 3.5%. Despite the positive improvements this year, the bonus median % of female to male has

widened by 2.9%, up to 16.9% from 14.0% in 2021. This is reflective of movement within the quartiles.

Although in 2022 we are pleased to see an increase in the % of females in quartile four (our highest paid earners) representation across quartiles two and three reduced, whilst female representation in quartile one (our lowest paid partner) increased.

Overall, and in summary, there remains proportionally more males than females within our most senior levels within the organisation, and this reflects within our pay and bonus pay gaps.

Our 2022 Starbucks EMEA Ltd gender pay gap report highlights the continued focus to support women to progress to management, and particularly senior management roles within the organisation.

ACTION PLAN

Across 2021/22 we introduced a host of specific inclusion and diversity commitments, aimed at improving our culture of inclusion and equity. Such measures were specifically selected to help improve our gender and gender pay equality and action planning, including;

- 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
- New family friendly gender-blind policies, increasing our fully paid maternity, paternity, adoption and shared parental leave to 6 months full pay
- Gender representation targets for our female leadership teams

These measures need fully embedding, whilst we also acknowledge that they are part of longer-term output and incremental positive change.

Our EMEA Women's Impact Network (WIN) is now in its third year and continues to provide a grassroots movement and platform to celebrate women's excellence and champion equality.

The WIN network has a strategic pillar on organisational change and we shall continue to partner closely across the course of this year. Specifically, plans are in place to target important issues which have a direct correlation to gender pay, including topics such as; period poverty, menopause, domestic abuse and gender pension gap.

We shall use the progress and platform from Starbucks EMEA Ltd and our Women's Impact Network to engage and celebrate women's history, achievements and excellence across our wider Europe, Middle East and Africa markets.

Creating a culture of inclusion and warmth and belonging is fundamental to our business success, its one of our core values and strategic business priorities.

We therefore remain committed to continuing to develop a pipeline of women into senior roles, utilising our Women's leadership network which provides top-talent with access to external speakers and networking opportunities.

Furthermore, our platform of I&D learning and development programmes, EMEA Inclusion Advisory Council, partner lifecycle policies, processes and inclusive hiring practices shall all continue to propel us forward and support our drive to improve gender equality and procedures.



For media inquiries, please contact
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