



STARBUCKS EMEA LTD.

GENDER PAY GAP REPORT 2024



ABOUT STARBUCKS EMEA LTD.

From the beginning, Starbucks set out to be a different kind of company – one that not only celebrates coffee and rich tradition but also brings a feeling of connection – with people at the centre – balancing profitability with social conscience.

We're grounded by our mission: "With every cup, with every conversation, with every community – we nurture the limitless possibilities of human connection." Integral to this mission is creating a warm and welcoming environment both in our stores and in our workforce, where everyone can thrive and feel a sense of belonging.

For this reason, we welcome the opportunity to once again report on our gender pay gap figures for Starbucks EMEA 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 EMEA Ltd is the headquarters for Starbucks in Europe, the Middle East and Africa. Located in London, Starbucks EMEA Ltd is responsible for the licensing and management of the Starbucks business within the 42 markets in the region and provides leadership, management and support services to the region.

This report looks at the gender pay gap across the 396 partners (employees) at Starbucks EMEA Ltd. Partners is the term that we use for 'employees' as we all have shares in the business.

A separate report continues to detail the gender pay gap across the approximately 5,600 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. The report includes partners working within company-operated Starbucks stores, as well as Support Centre partners supporting our 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: "With every cup, with every conversation, with every community – we nurture the limitless possibilities of human connection".

In compliance with gender pay gap legislation under the Equality Act 2010, Starbucks continues to submit two separate Gender Pay Gap Reports, one report 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 Ltd the headquarters of Starbucks in Europe, the Middle East and Africa and we have 396 partners (employees) working within our London based head office, overseeing the licensing and management of Starbucks across 42 EMEA markets, providing brand management and support services.

This document outlines the gender pay gap for office-based partners in our EMEA headquarters. For this year's gender pay gap analysis, we see a slight increase of 1.7% in

the base mean gender pay gap between males and females.

This is counterbalanced by progress made across the median gender base pay gap (reduced by 5%) and both the median and mean bonus pay gaps, which have reduced on last year by 2.7% and 1% respectively.

I am also pleased that we now have our highest ever recording of females (47%) within the most senior, highest paid quartile, rising by 7% over a two-year reporting period.

We remain positive on the opportunity ahead of us and recognise the work and priority to help progress and sustain even more females to the highest levels within our organisation.

To help us achieve continued progress then I'm inspired and grateful to our EMEA Women's Impact Network (WIN), one of five EMEA partner networks which we operate. Under the guidance of new network co-chairs and Executive Sponsors, WIN is a grassroots partner led network with 200+ members, and it continues to spearhead important work which supports our wider inclusion, diversity and equity strategies.

WIN's purpose is to empower every woman to find their own version of success, and I welcome their strategic pillar and outputs focused on supporting organisational change and culture.

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.

Our broader EMEA inclusion and diversity strategy continues to pave a way for incremental progress, and I'm pleased that across 2023 that we've introduced a range of purposeful programmes that will make a difference and complement our goals in addressing gender pay gap action planning, details of which are further referenced in this report.

We are proud of the continued progress that we make, and we look forward to continuing our commitment going into 2024.

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.



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

STARBUCKS GENDER PAY GAP SUMMARY



BASE PAY GAP

15.7%

mean gender pay gap

13.2%

median gender pay gap



BONUS PAY GAP

40.6%

mean bonus gender pay gap

14.2%

median bonus gender pay gap



RECEIVING A BONUS

87.5%

female employees

90.1%

male employees

Quartile 1

57.7%

42.5%

Quartile 2

67.0%

33.0%

Quartile 3

50.5%

49.5%

Quartile 4

47.4%

52.6%

OUR RESULTS AND WHAT THEY MEAN

The pay mean gap between males and females has marginally increased by 1.7% over the course of the previous 12 months, and represents a gap of 15.7%. The bonus mean pay gap has marginally decreased, reducing from 41.6% to 40.6%.

We are encouraged by the rolling 12 month progress made with both the pay and bonus median pay gaps between males and females.

The median pay gap between males and females for this year is 13.2%, which is a 5% reduction on the year previous, at 18.7%.

The bonus median pay gap between males and females is 14.2%, which is a 2.7% reduction on the year previous of 16.9%.

All Starbucks EMEA Ltd partners were awarded a one-off bonus in 2022/23 and this is reflective of the high percentage of both males (90.1%) and females (87.5%) that received a bonus. The slight variance is solely reflective of those partners who joined the business outside of the bonus-eligible timeframe.

The Starbucks EMEA Ltd business has proportionally more females than males, which is reflective across quartiles 1-3 when we break down our lowest to highest earners.

Although we're encouraged by the increase of females in our highest paid earners, quartile four, which has increased to 47.4%, there remains an imbalance of males in our highest paid roles in the business and females in our lowest paid roles. Ultimately, this is what is driving and reflected within our pay, and bonus, mean and median pay gaps.

Our 2024 Starbucks EMEA Ltd Gender Pay Gap Report highlights the continued focus on supporting female partners progression to management, particularly senior management and leadership roles within the organisation.

ACTION PLAN

Across 2022/2023, we continued to prioritise our culture of inclusion, diversity and equity, developing and embedding a host of programmes to support our goals. These programmes, we believe, will have a long-term impact in improving our gender pay equality and action planning.

Highlights include:

- Targeted inclusive hiring best practices, including introducing diverse-balanced shortlists for senior leadership posts.
- Roll out of a Next Generation Leadership Programme. This diverse, future talent leadership programme, was launched as a pilot in July 2023, with female partners making up two thirds of the first cohort. We look forward to evaluating the impact of this programme in 2024.
- Ongoing advancement of our core partner policies, including the recent introduction of a set of family-friendly, gender-blind policies – increasing our fully paid maternity, paternity, adoption and shared parental leave to 6 months full pay.
- Year-on-year progress has been made with our leadership gender representation targets and our partner engagement survey in support of partner inclusion sentiment.
- A host of education and awareness advancement sessions in partnership with our EMEA partner networks and core learning and development team.

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

The WIN network, run by partners for partners, with executive leadership sponsorship, focuses on three strategic pillars spanning; 1) partner engagement, 2) communities, 3) culture and driving change in the organisation.

We're proud to partner with WIN who have delivered focused initiatives over the course of the year on important topics such as domestic abuse, menopause, women's financial advice and period poverty. On the latter, we were delighted to run a very successful 'Project Red' campaign across our UK business in 2023, which resulted in all partners receiving access to free sanitary products at work across our retail stores and UK and EMEA support centre headquarters.

The progress generated from Starbucks EMEA Ltd and our Women's Impact Network to engage and celebrate women's history and excellence has paved a way for the establishment of WIN chapter networks in our UK retail business and our licenced operations in the Middle East. We look forward to collaborating more broadly in the future across our wider Europe, Middle East and Africa markets.

Creating a culture of inclusion, warmth, and belonging is fundamental to our business success. It's one of our new core values and a strategic business priority. We, therefore, remain committed to continuing to develop a pipeline of females into senior roles, utilising our Women's Leadership Network, which provides top talent with access to external speakers and networking opportunities.

Our established platforms of I&D learning and development programmes, EMEA Inclusion Advisory Council, partner lifecycle policies, processes, networks, and inclusive hiring practices will continue to propel us forward in supporting our continued endeavours to improve gender equality.



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