



Starbucks Coffee Company UK Ltd.

Gender Pay Gap Report 2024



About Starbucks Coffee Company UK Ltd.

As Starbucks UK continues to expand its presence and influence, it remains steadfast in its dedication to delivering exceptional coffee, enriching experiences, and making a positive impact on the world. With a relentless focus on its mission and values:

**"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.

Starbucks UK is poised to continue shaping the future of the coffee industry whilst inspiring moments of connection and joy in the lives of its customers. This report looks at the gender pay gap across the more than 5,600 partners (employees) employed by 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, it 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



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 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.

For this year's gender pay gap analysis, we're pleased to see positive progress across all key areas of reporting based on last year's report. Our pay mean and median gender pay gap between males and females have both reduced and are now at 5.2% and 2.4% respectively. We're also pleased that our mean bonus pay gap between males and females has significantly reduced by 15% and is now at 17.8%. Whereas there remains no gender pay gap when we analyse our bonus at a median level, 0%.

This positive swing in reducing our gender pay gap in our UK Ltd business has been complimented by an increase in the number of partners receiving a bonus, and the increased number of females in our highest earning roles in the business, quartile four – peaking to 63.6%.

We remain positive about 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, I'm inspired and grateful to our Women's Impact Network (WIN), one of five partner networks which we operate. Under the guide 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 UK inclusion and diversity strategy continues to pave the way for incremental progress, and I'm pleased that across 2023, 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 these programmes 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.

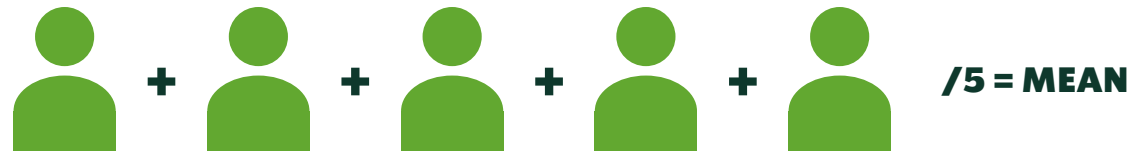
There are six calculations:

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 to all male partner salaries in our business.



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



5.2%
mean
gender pay gap

2.4%
median
gender pay gap

Bonus pay gap



17.8%
mean bonus
gender pay gap

0.0%
median bonus
gender pay gap

Receiving a bonus



82.0%
male
employees

82.1%
female
employees

Proportion of employees in each quartile

Quartile 1

F **69.9%**

M **30.1%**

Quartile 2

F **69.6%**

M **30.4%**

Quartile 3

F **66.2%**

M **33.8%**

Quartile 4

F **63.6%**

M **36.4%**

Our results and what they mean

Both our mean and median pay gaps between males and females have decreased over the course of the last 12 months. Our pay mean gap between males and females is now 5.2%, down from 6.3% the year before.

The pay median pay gap between males and females has marginally decreased, down from 2.5% to 2.4%. These results are especially encouraging given the growth of the business over the last 12 months and an additional 600 partners joining the business

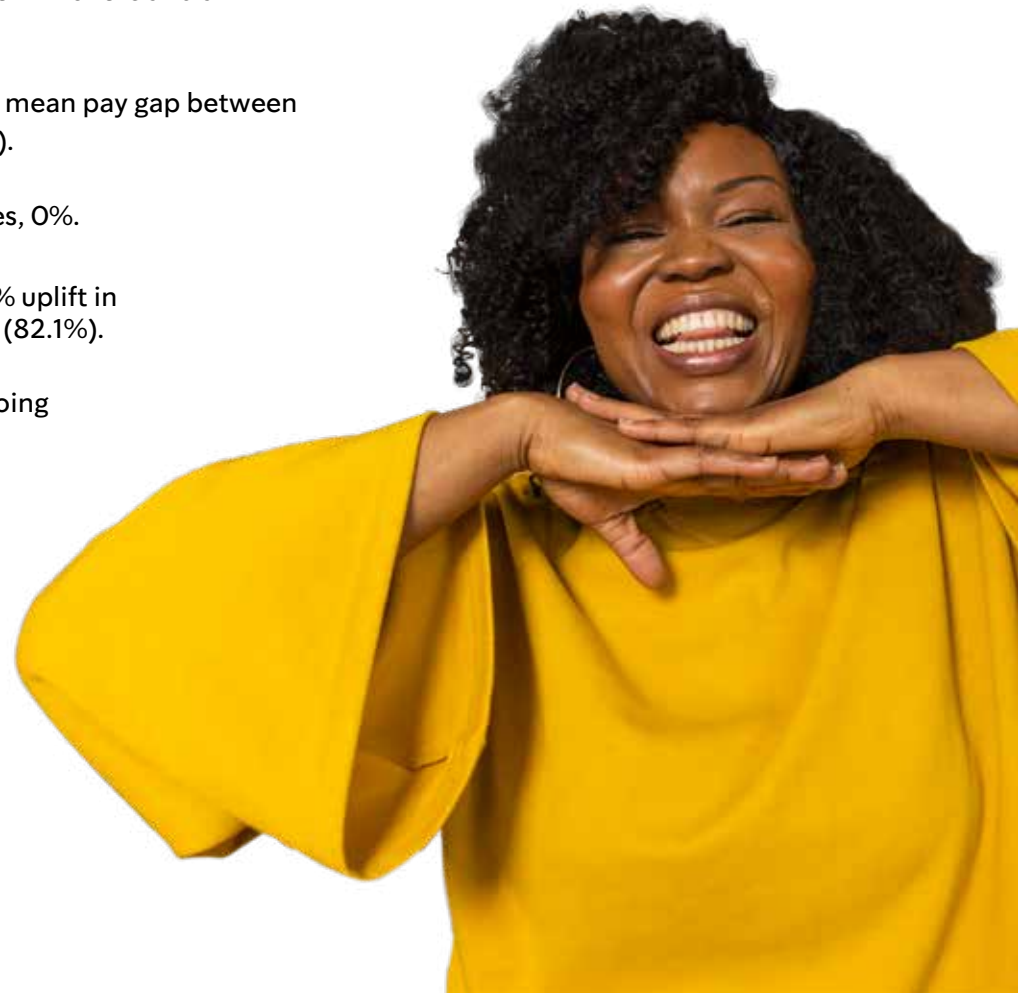
We are equally encouraged by the rolling 12 month progress made with the bonus pay mean pay gap between males and females, which is now 17.8% and reduced by 15% on the year before (33.4%).

Like previous years, we maintain no median bonus pay gap between males and females, 0%.

These median pay gap results are encouraging given the fact that there has been a 20% uplift in the number of partners who received a bonus this year (both males 82% and females (82.1%).

Although we're encouraged by the progress made over the course of the year, our ongoing opportunity remains to ensure that we have even more women that progress into the most senior roles within our organisation.

At present our highest paid roles in the business (quartile 4) have a higher proportion of males (36%) in relation to overall gender percentage make-up of the business, which is 32% male in total. Continuing to increase female representation in our highest earners will ultimately drive down our mean and median pay gap challenges.



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/UK partner networks and core learning and development team..

Our EMEA/UK 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 by the Starbucks UK I&D team and our Women's Impact Network to engage and celebrate women's history and excellence has paved the way for the establishment of WIN chapter networks in our UK retail business. We look forward to collaborating more broadly with partners across our stores in the future.

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, partner lifecycle policies, processes, networks, and inclusive hiring practices will continue to propel us forward in supporting our continued endeavours to improve gender equality.