

# GLOBAL

STARBUCKS FISCAL 2022

# ENVIRONMENTAL & SOCIAL IMPACT

*report* 



*our*  
PARTNERS

*our*  
COFFEE

*our*  
COMMUNITIES

*our*  
PLANET

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## When Starbucks opened in 1971, our vision for success was to be a different kind of company.



Starting in fiscal year 2022 (FY22), we embarked on an ambitious journey to reinvent ourselves, building on more than 50 years of global impact. This journey includes making key investments in Environmental, Social and Corporate Governance (ESG) strategies that help us uplift our partners and customers, give back more than we take from our planet, create responsible growth for our company and operate in a manner that supports the resilience of our business.

Our commitment to transparency, intentionality and accountability underpins all our efforts to share extensive data on our progress against our ambitious ESG goals, business practices, work in sustainability and our commitment to the communities we serve. Since 2001, we have proactively published this annual update on key ESG programs and progress.

### THREE PRIORITIES GUIDE OUR ONGOING EFFORTS:

- ① Investing in our Partners
- ② Building a More Sustainable, Equitable and Resilient Future for Coffee, our Communities and our Planet
- ③ Leadership and Governance

As always, we are approaching our ESG priorities with the same creativity and consistency our partners (employees) bring to their work every single day. Through our ESG efforts, we are working to modernize and transform the Starbucks experience in our stores and recreate an environment that is welcoming and safe for all — where we uplift one another with dignity, respect and kindness.

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# 2

## INVESTING *in our* PARTNERS



# *partner experience*

## INVESTING IN OUR PARTNERS

At Starbucks, we like to say that we are not in the coffee business serving people, but in the people business serving coffee. Here, our employees — who we call partners — are the heart of the Starbucks experience. Starbucks took significant action in FY22 to improve our partner experience through increased wages, additional training, equipment upgrades and expanded benefits. Our wage increases, training program expansion and equipment upgrades for U.S. retail partners in FY22 totaled \$1 billion. Starbucks effort to improve our partners' experience is founded on a deep commitment to advance inclusion, diversity and equity—and the belief that we are at our best when we create inclusive and welcoming environments.

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PROUDLY SERVING THE BEST BENEFITS IN THE U.S. FOR HOURLY RETAIL WORK

Starbucks is proud to offer a wide range of benefits that allow our partners to choose the plans and programs that best support their individual needs and goals. In the U.S., benefits provided to all eligible part- and full-time partners include comprehensive health coverage, annual Bean Stock grants, retirement savings matching, Lyra for mental health, commuter benefits, Spotify Premium, paid time-off, paid parental leave, fertility benefits – and more.



**FUTURE ROAST 401(K)**  
Starbucks matches 100% of the first 5% contributed each pay period (regardless of whether the contribution is 401(k) pre-tax, Roth after-tax or a combination of both)



**STARBUCKS COLLEGE ACHIEVEMENT PLAN**  
Partners can earn their first bachelor's degree online with 100% tuition and fees covered upfront through Arizona State University's online degree programs



**FAMILY EXPANSION REIMBURSEMENT**  
Financial assistance for partners who are growing their families through adoption, surrogacy or intrauterine insemination (IUI), up to \$40,000 per partner



**MEDICAL, DENTAL AND VISION**  
Comprehensive medical, dental and vision coverage with choices for partners, their spouse or domestic partner and children



**BEAN STOCK**  
Yearly grant of restricted stock units, which vest over two years



**STUDENT LOAN MANAGEMENT**  
Access to resources to help better manage student debt



**PAID PARENTAL LEAVE**  
Paid leave for birth and non-birth parents



**MENTAL HEALTH BENEFIT**  
Free mental health therapy for partners, their spouse or domestic partner and children



**GIVING MATCH**  
Starbucks matches up to \$1,000 per year per partner in volunteer hours and financial donations to qualified non-profit organizations



**INCENTIVIZED SAVINGS PROGRAM**  
Incentivized savings plan for short-term goals and unplanned financial challenges



**DACA FEE REIMBURSEMENT**  
Reimbursement for government-mandated DACA renewal fees



**PARTNER AND FAMILY SICK TIME**  
Paid sick time for partners to care for themselves and their families

Our [benefits](#) reflect our mission and commitment to put our people first — including more than 250,000 U.S. partners representing diverse communities. We offer the highest-rated benefits in the U.S. for hourly employees<sup>1</sup> — inspired by direct collaboration with partners. As an industry leader in compensation and pay equity, we’re constantly expanding benefits and opportunities. We proudly offer our world-class benefits to eligible part-time and full-time partners across retail, manufacturing and enterprise (corporate), including:

- Comprehensive health coverage (medical, dental and vision).
- A highly competitive 401(k) program with company match.
- Bean Stock — Starbucks continues to be one of the only retailers to offer a stock program that includes part-time retail hourly partners.

As part of the \$1 billion in investments to improve our U.S. partner experience, our industry-leading core benefits package expanded and evolved in FY22 to meet their needs — with plans for continuous improvement and updates in progress.

We also offer global Starbucks partners relevant benefits that help address unique needs in different parts of the world. In 2017, Starbucks China introduced a first-of-its-kind program to provide critical illness insurance for parents of eligible partners. Just last year, it launched “14th Month Pay,” a pioneering initiative giving retail partners an additional month’s salary as a bonus on top of the 13th month pay they are eligible for, to be paid out at the end of every financial year. Partners can also select from a wide array of innovative flexible benefits such as HPV vaccinations and ‘pawtternal’ care for new pets. Starbucks China partners also enjoy opportunities to pursue their coffee passion and career aspirations through initiatives such as talent exchange and barista championships.

Key initiatives launched in the U.K. and Europe, Middle East & Africa (EMEA) regions include pay increases, maintaining a premium to national living wage, free food on shift and an extra holiday. Partners in these regions also received a “share of success” bonus in FY22, amounting to £4.3 million in bonus payments.

Tata Starbucks Limited, a joint venture, became the first food and beverage company in India to establish a company-wide, five-day work week for all partners. The company also embraces flexibility through its ‘connected workplaces’ program, where its non-retail support partners work in hybrid, field support and remote roles, and store partners can experience both part-time and full-time roles. Tata Starbucks also provides meaningful opportunities and comprehensive benefits for partners including providing a graduation support program to all full-time and part-time Tata Starbucks partners. The company offers many health and wellness programs including free mental and emotional counseling to partners and their family members, and an optional company-subsidized parental insurance program. In 2021, Tata Starbucks inaugurated the Two-Wheeler Mobility Support Program to help partners purchase a two-wheeler vehicle for professional or personal use, enhancing their independence and commuting experience.



“Core to offering innovative benefits that truly make a difference in partners’ lives is us working together with our partners to evolve those benefits and co-create Starbucks future. I firmly believe that when we invest in our partners, we invest in the success of Starbucks.”

SARA KELLY, EXECUTIVE VICE PRESIDENT AND CHIEF PARTNER OFFICER

<sup>1</sup>As ranked by Aon, a leading global professional services firm, against other major retail employers.

## Total Compensation and Retirement

In FY22, Starbucks announced that the company:

- Increased minimum starting pay rate for all U.S. hourly partners to \$15/hour.
- Achieved an average national pay rate for all U.S. hourly partners of nearly \$17/hour.
- Provided Starbucks shares via the Bean Stock program to more than 230,000 partners in 21 markets.

We are invested in the total health of our partners — including their financial health. In FY22, we announced that the minimum starting rate for all U.S. retail hourly partners is \$15/hour. On average, Starbucks hourly partners earned nearly \$17/hour nationally, which has improved to \$17.50/hour in FY23. Our eligible tenured hourly partners received at least a 5% raise for two to five years of service, and at least a 7% raise after five years.

We help our partners save for emergencies, the future and retirement in an ever-changing economy. In FY22, we announced the addition of two new programs to help partners manage their savings and income. The Starbucks Financial Resilience Toolkit includes topics ranging from budgeting and short-term savings to long-term savings and retirement tips and guidance. We know that many of our partners have student debt, so a new program provided by Tuition.io provides partners with payment strategies, student loan management coaches and links to take action.

The Starbucks Financial Resilience Toolkit and the Tuition.io initiatives join our robust savings and retirement benefits. Starbucks Future Roast, our signature 401(k) savings plan, allows partners to contribute pre-tax or Roth after-tax dollars, with a Starbucks match for contributions. In partnership with Fidelity, all eligible U.S. partners can now participate in My Starbucks Savings, a way to save for the unexpected, including a Starbucks match of \$25 and \$50 credits at key savings milestones up to a total of \$250 per partner.

We know that our partners are the foundation of our success, so we want them to share in that success through Starbucks stock ownership. Bean Stock began in 1991, on the same day Starbucks opened its 100th store. The landmark program that awards partners with company stock was the first of its kind in the retail industry. During FY22, more than 230,000 partners in 21 markets received Bean Stock, including Austria, Great Britain, Italy, Switzerland, Japan, China, Canada and the United States. Partners in North America can also take advantage of the Starbucks Stock Investment Plan (S.I.P.), a quarterly stock purchase plan that allows Starbucks partners to buy Starbucks stock at a 5% discount.



## Partner Experience Innovation Center

**Launched the Partner Experience Innovation Center to reimagine and improve the partner experience.**

Retail partners create thousands of meaningful moments each day for our customers, all around the world. At the same time, we know that our partners have endured a challenging few years — from a global pandemic upending our day-to-day lives, to facing the ongoing impacts of a strained supply chain.

In FY22, we announced approximately \$1 billion in investments in wages, benefits, training and equipment to radically improve the U.S. retail partner experience — the result of dozens of collaboration sessions across the country where hundreds of retail partners and leaders met to co-create the future of Starbucks. The newly-formed Partner Experience Innovation Center (PEIC) was created to reimagine the partner experience and build trust with our partners by addressing their biggest challenges.

When we meaningfully invest in an experience that enables our partners to thrive, they become more engaged and better connected with our customers, which drives our business performance. Thriving partners are a catalyst to building a stronger Starbucks business and brand.



## Inclusive Healthcare

We will always work to ensure that our partners have access to quality healthcare and the support services they need. In FY22, we added to our extensive healthcare benefits with a healthcare reimbursement program to ensure that all partners can receive reimbursement for travel expenses for abortion or gender-affirming procedures when they cannot legally access services in their state of residence and do not have a provider within 100 miles of their home. In FY22, we also broadened the Starbucks [Family Expansion Reimbursement program](#), which assists partners with the costs of growing their families through adoption, surrogacy or fertility treatments.

These efforts in FY22 build on our long-standing commitment to ensuring that our partners [have access to quality healthcare](#) regardless of where they live or what they believe. In 2018, Starbucks broadened its [health insurance options for transgender partners](#) beyond gender reassignment surgery (which had been covered since 2013), to include procedures that had previously been considered cosmetic. All U.S. partners who welcome a new child by birth, foster or adoption can access [paid parental leave](#). Starbucks also provides all U.S. partners and qualified family members access to 20 free sessions a year with a mental health therapist or coach through [Lyra Health](#), and free access to [Headspace](#). We also offer all U.S. partners the option to work with Starbucks Advocates — a team of individuals dedicated to working directly with partners year-round — who are knowledgeable about healthcare coverage and available to help partners with complex health benefits questions.

## Starbucks College Achievement Plan

**Nearly 2,150 partners graduated from college using Starbucks College Achievement Plan (SCAP), with more than 23,000 partners participating in the program in FY22.**

As part of our commitment to help our partners succeed in career and life — even beyond Starbucks — we offer 100% upfront tuition coverage for a first-time bachelor's degree to eligible partners in the U.S. through SCAP, in partnership with Arizona State University (ASU). SCAP participants have access to more than 140 bachelor's degree programs, and since the start of the program more than 9,100 partners have used SCAP to graduate from college.

Starbucks also offers the Pathway to Admission program, an expansion of the SCAP benefit. Through this program, Starbucks and ASU provide an admissions pathway for partners who do not initially qualify for admission. Through Pathway to Admission, partners can take up to 10 college-level courses to earn their admission into the university, with credit conversion costs fully covered. Partners who are Veterans can extend an additional SCAP benefit to a qualifying family member.



**TRAINING & DEVELOPMENT**

Training and educational resources are designed to recruit and retain talented people and affirm Starbucks as one of the very best employers in retail globally. The way we hire, develop and advance our partners is a critical pillar in our journey to ensure that all of our partners have the opportunity to thrive at — and beyond — Starbucks.

**Barista First 30 & Continuous Learning Journey**

**Baristas in the U.S. receive 42 training hours.**

As part of our \$1 billion investment in improving the retail partner experience, we evolved the Starbucks training program known as Barista Basics into Barista First 30, a 42-hour training program to be completed in the first 30 days of employment that covers all the foundations of being a Starbucks partner from mission and culture to the skills needed to serve customers in our stores. Barista First 30 nearly doubles the number of training hours provided in the previous program and is followed by a continuous learning journey that coincides with the 90-day check-in and 180-day milestone. Our newly designed shift supervisors training program includes nearly 30 hours of training that provides the essential knowledge needed for the role. Taken together, our training ensures that Starbucks store partners can provide a great experience for customers while gaining the skills and information they need to thrive in their roles.

In FY22, we also invested in coffee education through the Coffee Master Program. Starbucks partners are certified as Coffee Masters after completing coursework and an exploration of Starbucks coffees in Starbucks Coffee Academy. The Coffee Master program acknowledges partners' knowledge and skill with the special designation of the black apron after they finish the robust curriculum. Partners who complete the Coffee Master program are eligible to attend Origin Experience trips — trips to coffee-growing regions to experience coffee farms and meet farmers, suppliers and community members. More than 4,500 partners have completed Coffee Masters and earned the black apron since the re-launch in June 2022. In FY23, nearly 1,500 partners completed Coffee Masters, with an additional 1,000 partners enrolled in the program.

**Talent Attraction & Development**

- More than 160,000 baristas were hired in the U.S.
- More than 60% of U.S. retail leadership roles were filled from internal partners.

Starbucks has a long history as a leading company to attract and develop diverse talent. Starbucks is working side-by-side with partners to ensure that we remain at the top of our field for talent acquisition and development. In FY22, the total partner turnover in North America (U.S. and Canada) was nearly 65%, significantly lower than industry<sup>2</sup> turnover rates.



<sup>2</sup>Defined by the “Bureau Labor Statistics — Food and Accommodations Services”

INCLUSION, DIVERSITY AND EQUITY

We are dedicated to creating a culture of warmth and belonging, where everyone is welcome and respected. Our work to advance inclusion, diversity and equity at Starbucks has already led to important policies, programs and initiatives. There is still more to be done, and we are committed to taking further actions toward tangible and lasting change.

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**RACIAL & SOCIAL EQUITY  
GOALS & REPRESENTATION**

We are on a journey to advance racial and social equity for our partners, our community and our society. We are building on the work in our prior Civil Rights Assessments, conducted by Covington & Burling, to meet racial, ethnic and gender diversity representation goals across the company. Our goal is to achieve racial and ethnic diversity of at least 30% at all corporate levels and at least 40% at all retail and manufacturing roles by 2025. We also aim to achieve at least 50% women working across all corporate levels, 55% women working across all retail roles and 30% women working in manufacturing roles.

Goals and FY22 results<sup>3</sup>:

**Representation of POC and women in retail roles**

Goal: At least 40% People of Color (POC) representation and 55% women in all retail roles (regional vice president, regional director, district manager, store manager, shift supervisor, barista) by 2025

ROLE	POC	WOMEN
regional vice president	31%	63%
regional director	32%	50%
district manager	33%	61%
store manager	39%	68%
shift supervisor	47%	71%
barista	53%	73%

**Representation of POC and women in enterprise roles**

Goal: At least 30% POC representation and 50% women for all enterprise roles (senior vice president+, vice president, director, manager, individual contributor) by 2025

ROLE	POC	WOMEN
senior vice president+	27%	57%
vice president	30%	55%
director	27%	59%
manager	31%	55%
individual contributor	38%	55%

**Representation of POC and women in manufacturing roles**

Goal: At least 40% POC representation and 30% women in all manufacturing roles (director, manager, individual contributor) by 2025

ROLE	POC	WOMEN
director	29%	14%
manager	30%	29%
individual contributor	43%	33%

**Representation of age in total workforce**

RETAIL	CORPORATE	MANUFACTURING
<b>Under 30:</b> 82%	<b>Under 30:</b> 18%	<b>Under 30:</b> 17%
<b>30-50:</b> 15%	<b>30-50:</b> 61%	<b>30-50:</b> 52%
<b>Above 50:</b> 3%	<b>Above 50:</b> 20%	<b>Above 50:</b> 32%

As disclosed in our 2023 Proxy Statement: Our Board of Directors has 38% person of color representation (three out of eight members) and 25% representation of women (two out of eight members).

<sup>3</sup>Demographic percentages represented in this section have been rounded.

## Inclusion & Diversity Mentorship Program

What began as a pilot in 2021 has quickly become a sought-after learning and development opportunity for partners. Designed to support partners who have been historically marginalized, including Veterans, women, LGBTQIA2+ partners and those living with disabilities, the Starbucks Inclusion & Diversity Mentorship Program connects partners to senior leaders, providing 1:1 sessions and ongoing guidance.

## Global Equity in Pay<sup>4</sup>

**Starbucks has achieved and maintained 100% pay equity for women and men and people of all races performing similar work in the U.S. and maintained 100% gender equity in pay in Canada.**

In 2018, Starbucks achieved pay equity for all partners in the U.S. performing similar work and has maintained equity every year. In FY22, Starbucks once again maintained 100% pay equity for women and men and people of all races performing similar work in the U.S. As of the end of FY22, median pay ratio in the U.S. was 100% for women and partners of all races. We also maintained gender equity in pay in Canada and are working to leverage knowledge and lessons learned in markets where we have achieved pay equity to develop applicable principles for our global markets and share with other leading employers. We continue to work with licensed partners to prioritize pay equity for all partners in all markets.

“In every community we serve, Starbucks is committed to building a culture where all feel welcome. While each of our markets is unique, what unites us as partners is our values – our commitment to diversity, equity and inclusion, and our shared goal of creating places of belonging for our partners and customers.”

MICHAEL CONWAY, GROUP PRESIDENT,  
INTERNATIONAL AND CHANNEL DEVELOPMENT

<sup>4</sup>The geographic scope of this data point includes all company-operated stores in North America (which is inclusive of the U.S. and Canada).

## Supporting LGBTQIA2+ Partners

**Starbucks scored 100% on the Human Rights Campaign Corporate Equality Index for the 12th year in a row.**

Starbucks is committed to building a culture where everyone is welcome and continue our deep and long-standing commitment to remaining a top employer for LGBTQIA2+ people. In FY22, we joined more than 170 organizations and the [Human Rights Campaign](#) in urging the U.S. Senate to pass the Respect for Marriage Act, which was signed and passed in December 2022, and we joined other businesses in an [advocacy statement](#) to address and oppose policy actions or legislation that discriminate against the LGBTQIA2+ community. Our efforts were recognized in 2022, and Starbucks was listed once again as a Best Place to Work for LGBTQIA2+ Equality by the [Human Rights Campaign](#). The Starbucks Foundation donated more than \$700,000 to support nonprofits serving LGBTQIA2+ communities in FY22. We are working to implement our vision of an inclusive and equitable company for all through our work directly with our partners — like our expanding benefits for our transgender partners to access gender-affirming care, regardless of where they live. At the same time, we are working to ensure our partners are supported through inclusive policies around the country.

### % of U.S. workforce: LGBTQIA2+ (self-identification)

RETAIL	CORPORATE	MANUFACTURING
(79% response rate) 36%	(50% response rate) 22%	(43% response rate) 11%





### **Inclusive & Accessible Design**

We know that when we design with and for people who have lived experience with disability, it improves the experience for all partners, customers and communities. That’s why Starbucks is committed to designing, testing and scaling more inclusive design standards and experiences across our store portfolio, starting in the U.S. and then expanding standards globally, with the goal of ensuring that physical and digital Starbucks environments will meet an elevated standard of accessibility by 2030. These standards will provide customers with more options to enjoy both their in-store and digital Starbucks experiences by creating more ways to communicate both visually and audibly and by offering more tools to help customers navigate physical store environments.

To advance these standards, Starbucks is testing technology solutions in select store locations including:

- Speech-to-text technology that provides a live visual display of speech for partners and customers to reference when placing or picking up an order.
- Order readiness notifications through a customer order status board that visually provides an update and confirms when an order is ready.

These efforts build on other accessible design improvements over the last year. Since 2021, Starbucks has offered free Aira service, which connects people who are blind or have low-vision to trained, professional visual interpreters who provide instant access to visual information about the customer’s surroundings through a smartphone app. Starbucks also offers multiple formats of the menu including large-print and Braille menus in all stores in the U.S. and Canada. Globally, Starbucks operates 16 Signing Stores that provide a space for the Deaf and hard of hearing community to connect through sign language and celebrate Deaf culture.

### **Disability Inclusion**

**Starbucks scored 100% on the [Disability Equality Index](#). Starbucks is recognized as one of the DEI Best Places to Work for Disability Inclusion.**

Over 1 billion people have a disability across the globe, and it is a strength. And at Starbucks, we believe it is our responsibility to raise the bar when it comes to creating a more inclusive environment for our partners and customers living with apparent and nonapparent disabilities. Together with our community partners, we are increasing accessibility resources and supporting the development of evolving employer practices on Access and Disability Inclusion. As a member of Disability:IN’s Inclusion Works program, a national forum for peer employers, Starbucks remains committed to Disability:IN’s pledge, Are You In — committing to advance disability inclusion in the workplace.

#### **% of U.S. workforce: People with disability (self-identification)**

RETAIL	CORPORATE	MANUFACTURING
(88% response rate) 14%	(60% response rate) 11%	(60% response rate) 13%

## Refugee Support

**More than 1,100 refugees hired in the U.S., Canada and EMEA in FY22, bringing the total of refugees hired to more than 4,000 since 2017. More than \$1.3 million donated to support nonprofits serving refugee communities from The Starbucks Foundation.**

We have a longstanding history of creating opportunity and investing in the people who are a part of the communities where we do business. While we did not meet our 2022 goal of hiring 10,000 refugees globally, we remain committed to the refugee community and staying transparent with partners, customers and stakeholders on our progress.

Our support goes beyond employment opportunities. In FY22, The Starbucks Foundation has awarded more than \$1.3 million to support nonprofits providing humanitarian assistance and other programs to help refugees find safety and rebuild their lives. This includes support to more than 200 grassroots nonprofits across the U.S. and Canada that provide resources and services for refugees and where Starbucks partners are engaged.

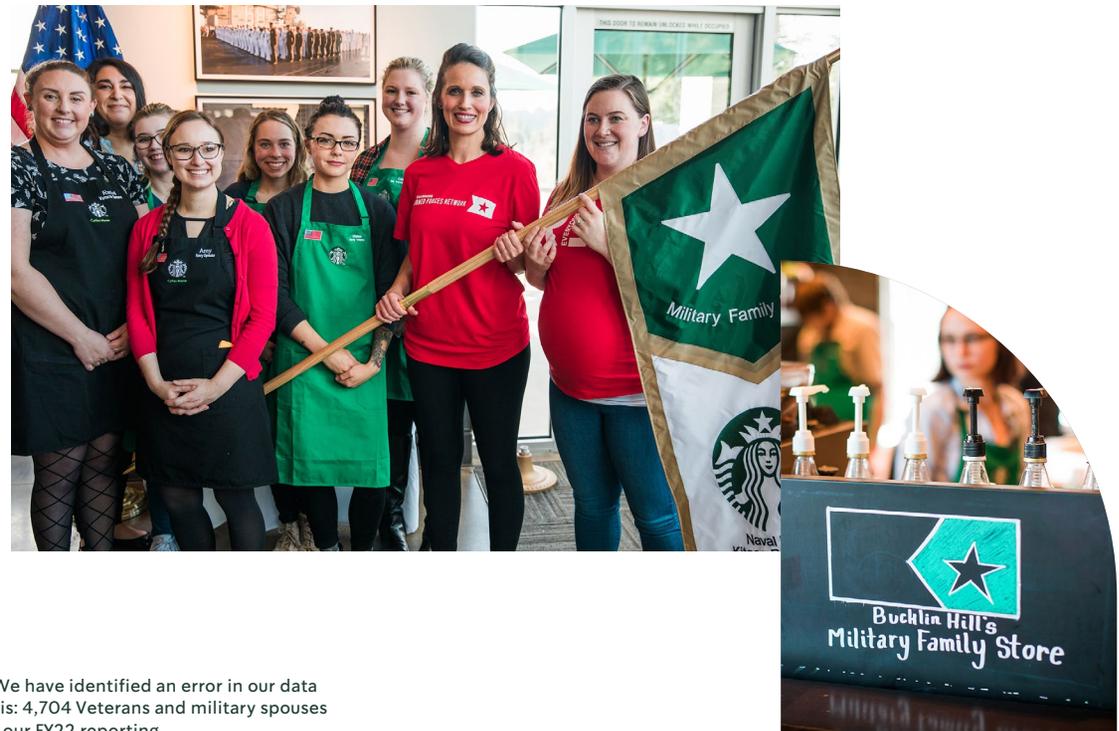
## Veterans & Military Families<sup>5</sup>

**Hired an additional 4,580 Veterans and military spouses.**

Our goal is to hire 5,000 military Veterans and military spouses annually, and in FY22 we hired more than 4,500 Veterans and military spouses across U.S. Starbucks roles. These intentional hiring commitments are intended to welcome new partners from communities that may experience barriers to employment.

Our support for Veterans and their families includes our partnerships with nonprofit organizations like Blue Star Families, which helped foster connections in over 200 military communities nationwide. In partnership with Operation Gratitude, we donated more than 5,000 comfort items to our nation's Veterans and caregivers in military treatment facilities nationwide. And because coffee is at our core, Starbucks donated more than 6.8 million cups of coffee to our Veteran and military communities in FY22.

We also support our military partners and their families with Military Family Stores. Please refer to Our Communities for more information on these specialized stores.



<sup>5</sup>In FY21, we reported that 7,720 Veterans and military spouses hired in FY21 across the U.S. We have identified an error in our data collection process that led us to incorrectly report the data for FY21. The correct data point is: 4,704 Veterans and military spouses were hired in FY21 across the U.S. The data collection error was identified and corrected for our FY22 reporting.

# *partner engagement*

## INVESTING IN OUR PARTNERS

Being a Starbucks partner means aspiring to become part of something bigger: inspiring positive change in the world and growing in career and in community. To make that vision a reality, we invest in our partners' well-being, professional learning and community and civic engagement.

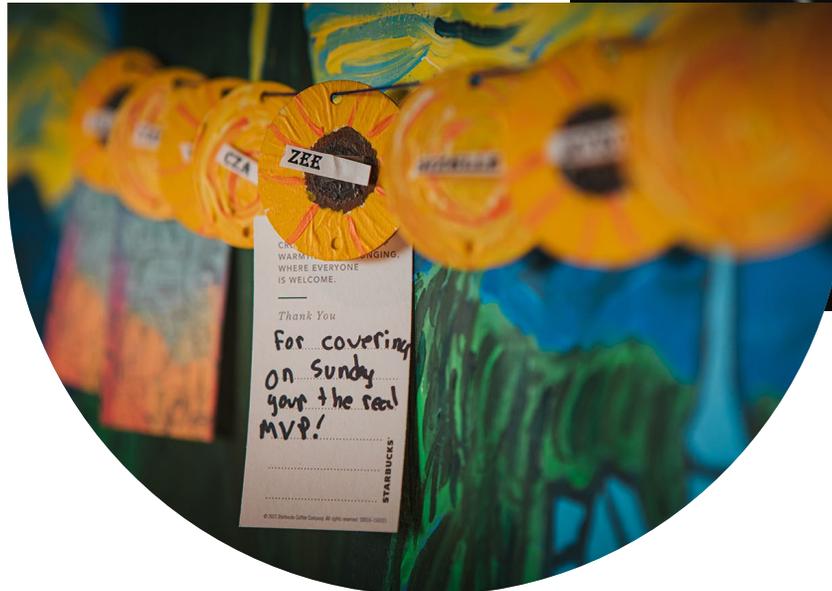
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## Partner Surveys<sup>6</sup>

**43% of U.S. store partners, 54% of Canada store partners, and 86% of North America non-store partners completed the Partner Experience survey.**

Starbucks has a long history of direct engagement with our partners, and we make it a priority to routinely create the space for open and honest two-way conversations. We have established a cross-functional Support Partner Experience team, made up of partners across business units. This team focuses on key areas of opportunity that partners have shared and will host design sprints on specific topics shared in collaboration sessions. The partner surveys leverage a census approach, with all U.S. company-operated partners invited to participate and paid time for hourly partners, including retail partners, to complete the survey. The feedback from these surveys is used to inform the partner experience.



<sup>6</sup>The geographic scope of this data point includes all company-operated stores in North America.

**STARBUCKS GLOBAL ACADEMY**

Starbucks Global Academy is a free, open-access platform for Starbucks partners, customers, suppliers and community members worldwide to access top-quality educational content centered around Starbucks areas of passion and expertise. Developed in collaboration with Arizona State University, the Starbucks Global Academy offers learners the opportunity to expand their understanding of key Starbucks initiatives and select coursework from a collection of more than 100 carefully selected courses.

**To Be Welcoming<sup>7</sup>**

**More than 21,000 people enrolled in the course with more than 12,000 completions.**

Our dedication to equal opportunity involves creating a workplace where diversity is celebrated and establishing a workplace culture that promotes inclusiveness. In 2018, we partnered with Arizona State University to develop the To Be Welcoming anti-bias program for our partners. In 2020, we made this 15-course curriculum available to the public for free. We exceeded our goal of enrolling 100,000 cumulative learners in FY22, reaching nearly 109,000 enrollments and more than 45,000 total course completions. Because the course is open to partners, customers and community members, our program helps individuals across our community engage with challenging subjects through research-based content. We are excited to report that 81% of people who have completed the course since 2018 are Starbucks partners and 19% are non-partner learners.

**Greener Apron<sup>7</sup>**

**More than 15,500 partners enrolled in the course with nearly 9,000 completions.**

The Greener Apron course is open to partners and the public and equips learners with the information they need to learn about sustainability and the skills and tools to become changemakers at work, at home and in their communities. In FY22, the course was updated in partnership with the World Wildlife Fund and Intersectional Environmentalists to be shorter and more relevant and accessible to partners. Since its launch, nearly 52,000 people have enrolled in the course, with nearly 25,000 completions.

**Community Champions Course<sup>7</sup>**

**Developed and launched new, open-source Community Champion Fundamentals course on Starbucks Global Academy.**

Starbucks empowers our partners, customers and communities to take action and make a difference at home and around the world as Community Champions. Community Champions serve their communities in big and small ways to make a positive impact for people and the planet. In FY22, we created a new Community Champion Fundamentals course on Starbucks Global Academy to help partners and community members understand how to identify community needs and then align those needs with their own passions and motivators for doing good.

**Starbucks Coffee Academy**

**Nearly 150,000 enrollments and more than 96,000 course completions.**

The Starbucks Coffee Academy offers an in-depth review of the coffee industry and Starbucks pioneering role in responsible sourcing, roasting, blending, brewing and crafting. The modular learning format is open to everyone, and enables learners to select their coffee education journey. Since its launch, more than 285,000 people have enrolled in Starbucks Coffee Academy with more than 160,000 course completions.

**Third Place Development Series**

**Four sessions designed and implemented, with nearly 3,000 people enrolled and more than 300 course completions.**

Starbucks seeks to create a third place — a warm and inviting place where people can convene and connect. Through videos and discussion prompts, the Third Place Development Series intends to spark insights and confront biases as we strive to create more inclusive practices in our communities. Starbucks collaborates with external experts to discuss important issues and create a welcoming space for all to form meaningful connections and challenge our own biases through diverse lived experiences. Since its launch, nearly 3,000 people have enrolled in the course with more than 300 completions.

<sup>7</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## Partner Networks<sup>8</sup>

Partners are engaged in 12 Partner Networks and 114 regional chapters across the U.S. 26 Partner Networks are available globally.

Our Partner Networks launched in 1996 with the Pride Alliance partner affinity group. These partner-led groups bring together partners and have been celebrated across the global business community as a leading example of employee-led thought leadership. Through shared power, shared accountability and shared success, Partner Networks have helped us define the systems and programs that have proven critical to advancing a culture of equity and belonging.



### U.S. PARTNER NETWORKS



EST. 2007

Welcome, engage and empower Veterans, military spouses and advocates in cultivating a strong community that embraces Veterans in the workplace and enriches the Starbucks Experience.



EST. 2006

Celebrate the Latinx culture, develop partners and positively impact our customers and communities.



EST. 2015

Support and empower the next generation of Starbucks leadership.



EST. 1996

Strive to cultivate an equitable, dynamic and supportive environment for LGBTQ partners, allies and customers.



EST. 2007

Share the heritage of the African diaspora to develop partners, advise our business and enrich Starbucks contribution to our customers and communities.



EST. 2013

Develop a global community contributing to the growth of the India market, celebrate Indian culture and support the growth of partners from the region.



EST. 2007

Foster meaningful connections and elevate the impact of Pan-Asian partners and allies within Starbucks and the community.



EST. 2018

Welcome, empower and advocate for refugee partners and allies while strengthening and enriching their global Starbucks Experience.



EST. 2006

Foster a community of awareness, inclusion and accessibility for partners with apparent and non-apparent disabilities.



EST. 2020

Preserve and celebrate Indigenous cultural values and interweave communities by teaching and understanding our heritage.



EST. 2021

Educate, engage and empower partners to drive sustainable change.



EST. 2008

Ignite the power of women to make an impact through partners, allies and community.

<sup>8</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.



## Civic Engagement Resources

**In FY22, more than 600 people, including customers and partners, accessed voter registration and election information (via Fuel Our Democracy) while more than 17,000 partners used civic education resources via Starbucks Partners Vote.**

To fulfill our commitment to civic engagement, Starbucks offers various tools and resources to our partners, enabling them to exercise their right to vote in every election. We provide voter education resources to help partners create a voting plan, and facilitate conversations between managers and partners to ensure that partners can participate in elections.

## Giving Match<sup>9</sup>

**Nearly \$1.5 million donated to nonprofit organizations.**

Through the Starbucks Giving Match program, Starbucks recognizes and supports partners' individual contributions of eligible financial donations and volunteer time to qualified nonprofit organizations. All active Starbucks full- and part-time partners can request up to \$1,000 in matching funds per fiscal year, using any combination of volunteer hours and financial donations to qualified nonprofit organizations. At the end of FY21 and into FY22, our policy was enhanced to allow more access and equity to partners by reducing the minimum volunteering threshold from five hours to one hour (\$5 per hour in Giving Match) and more recently, by reducing the financial giving minimum threshold from \$25 to \$5. This change reflects Starbucks desire to support all of our partners in volunteering and giving whether their contributions are big or small. Because of the generosity of nearly 30,000 partners and increased engagement and utilization of the Giving Match, Starbucks donated nearly \$1.5 million to nonprofit organizations in the U.S. and Canada in FY22 — representing a 50% increase in Giving Match donations from FY21.

<sup>9</sup>The geographic scope of this data point includes all company-operated stores in North America.

# *fiscal 2023 highlights*

**Achieved an average national pay rate for all U.S. hourly partners of more than \$17.50/hour, with a range of \$15 to \$24/hour.**

#### **Partner Investment: Origin Experience**

From January through March 2022, 800 Starbucks partners (employees) from the U.S. and Canada traveled to Hacienda Alsacia – the Starbucks research and development farm in Costa Rica for Origin Experience.

Starbucks Origin Experience is an optional development incentive for eligible partners – Coffee Masters who represent a variety of roles within the company, from barista to manufacturing to operations leaders – to learn, see and experience the hard work, dedication and passion that goes into producing the coffee we serve every day in our stores.

Partners see first-hand examples of how Starbucks is leading in the industry and hear from experts in agronomy, processing, buying, farmer support, quality and more throughout a learning visit during Costa Rica's coffee harvest season.

#### **Continued Commitment to Our Hometown**

To help alleviate the burden on partners of trying to address some of the challenges facing Seattle, Starbucks continued its commitment to a unique public-private partnership in Seattle – Partnership for Zero.

Starbucks will offer some of its downtown stores to be a safe, clean and welcoming space where Partnership for Zero System Advocates – case managers with lived experience being homeless – can connect with those needing to navigate social services, fill out paperwork and get on the path to permanent housing.

#### **Expanding Mentorship Across Starbucks**

Building on the initial success of Starbucks mentorship program, we announced the expansion of mentorship opportunities to include over 400 U.S. based retail partners, bringing the total number of participants to 1,395.

*building a more equitable,  
sustainable and resilient*

# FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET



We believe it is our responsibility to build a more sustainable, equitable and resilient future for coffee, our communities and our planet. We are working to create the future we dream of through the lens of humanity, with a deep commitment to global human rights, responsible and ethical sourcing, community leadership from our partners and a focus on giving more than we take from the planet.

# 2



# *our communities*

FUTURE FOR COFFEE,  
OUR COMMUNITIES  
AND OUR PLANET

Every day, across the globe, Starbucks works to enhance the well-being of all who connect with the brand, through actions and programs rooted in opportunity and inclusion. Our work is informed by our partners, who live and work in the communities we aim to support. From service projects to spreading messages of hope, together we are working to nurture the limitless possibilities of human connection.

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**OUR STORES**

**Community Stores<sup>10</sup>**

**In the U.S., seven Community Stores opened in FY22, bringing our total U.S. Community Stores to 28. In Asia, eight Community Stores opened in FY22, bringing our total international Community Stores to 19 stores.**

Starbucks Community Stores are spaces that aim to help uplift communities in locally relevant ways. The stores are inclusive of several store models from serving under-resourced and historically under-resourced communities, to empowering farmers, youth and women and creating impact in partnership with local nonprofit organizations.

These store concepts — led by partners who directly connect to the initiative or cause of that store — provide intentional and dedicated programming and experiences that support economic opportunity in communities, create pathways to opportunity for Starbucks partners and amplify the positive impact of Starbucks partners and the Third Place. In FY22, 15 new Community Stores opened across the nation and around the world. There are 28 Community Stores in the U.S. and 19 outside of the U.S. These stores have provided approximately 175 job opportunities in underserved communities in FY22, bringing overall employment in Community Stores to nearly 700 job opportunities to date. Community Stores also serve as a community gathering space. In FY22, our Community Stores provided four new community rooms, adding to our total of 28 community spaces across all Community Stores. Our goal is to open 100 Community Stores by the end of 2025 in the United States.

**Military Family Stores**

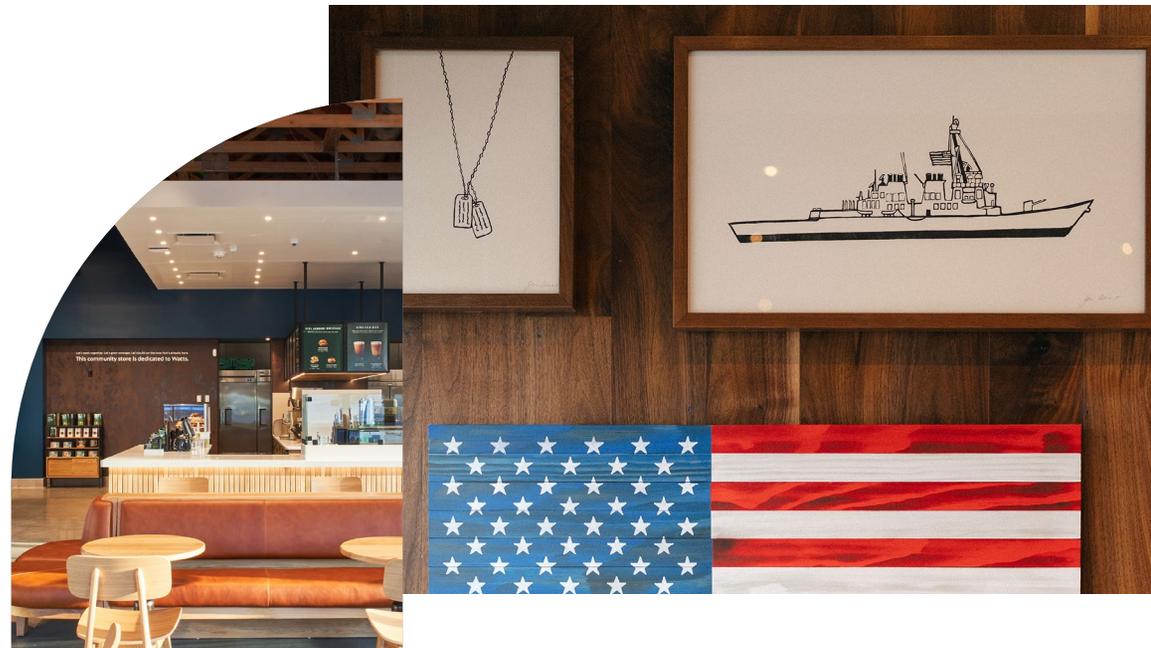
**Opened 33 Military Family Stores, bringing our total Military Family Stores to 111 stores.**

Starbucks Military Family Stores serve as a central gathering place for active military personnel, Veterans, their families and surrounding communities. These stores, located near major military bases, provide a sense of connection and support for military families who are often far from their loved ones. Additionally, the stores collaborate with Veterans Service Organizations to link local Veterans and their families with important resources and services. At the end of FY22, 111 total Military Family stores were open and serving our Veterans and their families. While we did not meet our goal to open 132 stores by 2022, we will continue to update on our progress annually and anticipate reassessing this goal in the coming fiscal year.

**Signing Stores**

**Five new Signing Stores opened globally, bringing our total to 16 Signing Stores.**

Starbucks Signing Stores are staffed by store partners who are proficient in sign language. These stores provide a space for the Deaf and hard of hearing community to connect and celebrate Deaf culture through sign language. Starbucks opened 5 Signing Stores in FY22, and currently operates 16 Signing Stores worldwide.



<sup>10</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## The Starbucks Foundation<sup>11</sup>

**Provided \$17.5 million in grants to nonprofit organizations.**

Established in 1997, [The Starbucks Foundation](#) is a distinct Section 501(c)(3) charitable organization under U.S. law and receives funding primarily from Starbucks Corporation.

With the mission to strengthen humanity by transforming lives across the world, The Starbucks Foundation provided \$17.5 million to over 3,000 nonprofit organizations to enable community resiliency and prosperity in FY22. The Starbucks Foundation makes strategic investments from the first 10 feet in coffee-growing communities to the last 10 feet in neighborhoods where coffee is served, with hyperlocal grants in partnership with partners and licensees, to youth-focused initiatives and in disaster response and resiliency efforts. In addition to the grants made in these key areas, The Starbucks Foundation invested in programs creating a positive impact for people and communities, such as water, sanitation and hygiene (WASH) access, refugee support and to organizations delivering services in our hometown of Seattle.



## Origin Grants<sup>11</sup>

**Achieved our goal of empowering 250,000 women and girls in coffee, tea and cocoa-growing communities, three years ahead of schedule. Announced new goal to positively impact 1 million women and girls in coffee, tea and cocoa-growing communities by 2030.**

Women play a vital role in their families, on farms and in communities, and they are disproportionately affected by challenges like the climate crisis. To support this effort, The Starbucks Foundation Origin Grants promote women's leadership, advance economic opportunities and provide access to WASH in coffee-, tea- and cocoa-growing communities for women and girls.

The Starbucks Foundation exceeded its original goal of empowering 250,000 women and girls by 2025 and now aims to [empower 1 million women and girls by 2030](#). Since announcing its original aspiration in 2018, the Foundation has positively impacted nearly 340,000 women and girls in origin communities. In FY22, the Foundation awarded nine grants totaling nearly \$3 million in seven countries, including its first-ever origin grants focused on women farmers in Brazil and Mexico.

## Neighborhood Grants<sup>12</sup>

**Awarded \$4.5 million in Neighborhood Grants bringing our total invested in hyperlocal nonprofits to more than \$10 million, thanks to more than 45,000 nominations from partners since program launch.**

The Starbucks Foundation provides Neighborhood Grants to nonprofit organizations nominated by Starbucks partners from the U.S. & Canada to help build sustained impact and inspire increased partner volunteerism in our communities. In FY22, the Foundation received nominations from nearly 30,000 partners and awarded \$4.5 million through nearly 3,000 Neighborhood Grants to hyperlocal organizations making a difference in the communities where our partners live and work. Since the launch of the Neighborhood Grants program, the Foundation has awarded more than \$10 million to nonprofit organizations.

## Youth Equity Grants

**251,715 youth impacted and \$1.2 million provided in grants.**

In FY22, The Starbucks Foundation achieved its commitment to invest \$5 million in organizations serving young people of color in the U.S. Over the last two years, The Starbucks Foundation's Youth Equity Grants have supported organizations delivering diversity, equity and inclusion initiatives, youth mentorship and leadership development programs, and life skills for youth through national- and local-level programs. In partnership with organizations like Big Brothers Big Sisters of America, City Year, Covenant House and YWCA USA, the Foundation's grants have supported more than 375,000 youth since 2020.

<sup>11</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

<sup>12</sup>The geographic scope of this data point includes all company-operated stores in North America.

## Global Community Impact Grants<sup>13</sup>

**Awarded over \$3.2 million to nearly 90 nonprofits across 42 markets.**

In March 2022, The Starbucks Foundation announced a goal to invest \$30 million by 2030 in a new Global Community Impact Grants portfolio designed to drive locally relevant impact in the communities where Starbucks operates around the world. To realize and scale the initiative, The Starbucks Foundation invites Starbucks licensees that operate Starbucks stores across its three international regions — Asia Pacific; EMEA; and Latin America & the Caribbean — to nominate local nonprofit organizations for grants and coinvest alongside the Foundation to drive additional impact around the world at the local and regional level.

In FY22, The Starbucks Foundation grants and corresponding donations from licensees totaled over \$3.2 million to nearly 90 nonprofits across 42 markets. In Indonesia, The Starbucks Foundation and PT. Sari Coffee Indonesia, which operates Starbucks stores in Indonesia, have worked with Prestasi Junior Indonesia since 2019 in support of teaching youth about entrepreneurship through experiential learning. In 2021, more than 450 volunteers were mobilized to conduct experiences with 1,250 students in six cities. Now one of the first recipients of a Global Community Impact Grant in 2022, Prestasi Junior Indonesia will continue to deepen impact through a creative youth entrepreneurship program that will support youth in gaining business skills and building their own micro-enterprises over the coming school year.

## Disaster Response<sup>13</sup>

**Awarded \$3.75 million in grants and activated more than \$400,000 in customer donations.**

As part of our mission to uplift communities affected by disaster, The Starbucks Foundation provides grants to help communities prepare for and respond to disasters, as well as build long-term community resilience. This includes national and global support to the American Red Cross and World Central Kitchen, along with local investments based on community needs identified in partnership with Starbucks partners and community-based nonprofits. In FY22, the Foundation responded to support impacted communities, ranging from the Jackson, Mississippi water crisis to the Uvalde, Texas shooting, and engaged customers to join us in supporting hurricane relief efforts in North America and the Caribbean and humanitarian relief efforts for Ukraine.



<sup>13</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.



## Starbucks® FoodShare and Hunger Relief<sup>14</sup>

- Nearly 13 million pounds of food in the U.S. has been diverted from waste streams and donated to hunger-relief organizations — which is the equivalent of nearly 11 million meals.<sup>15</sup>
- More than 1 million pounds of food in Canada has been diverted from waste streams and donated to hunger-relief organizations — which is the equivalent of more than 1 million meals.
- More than \$10 million re-invested into hunger relief efforts in communities.

Since 2016, Starbucks has been committed to supporting hunger relief through its innovative Starbucks FoodShare food donation program in partnership with Feeding America®, Second Harvest Canada and other hunger-relief organizations. Since then, Starbucks has invested more than \$60 million into hunger relief efforts in the U.S., and in FY21 made a commitment to reinvest \$100 million by 2030 in hunger relief initiatives.

Since Starbucks FoodShare was launched in the U.S. in 2016, 60 million pounds of food have been diverted from waste streams and donated to hunger-relief organizations — which is the equivalent of 50 million meals. Starbucks FoodShare in Canada launched in 2019, and cumulatively through the end of FY22, nearly 2 million pounds of food have been diverted from waste streams and donated to hunger-relief organizations—which is the equivalent of nearly 2 million meals. Programs to support hunger relief are also operating in international markets including the Dominican Republic, India, Japan, Mexico, New Zealand, Philippines, Singapore, Thailand and the United Kingdom.

In FY22, we furthered our commitments to help increase equitable access to nutritious food.

- Since 2021, \$3.3 million, including \$1.6 million in FY22, has been invested with 16 Feeding America partner food banks to implement initiatives that address equity in food access by supporting households with individuals who are Black, indigenous, and people of color residing in communities experiencing high food insecurity rates. These 16 food banks are in metropolitan areas with Starbucks Community Stores.
- In FY22, Starbucks made a \$1 million investment with No Kid Hungry to support sustainable and scalable solutions for schools and community organizations feeding children. The investment is aimed at increasing equitable access to nutritious food in high need and historically underserved communities.

<sup>14</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

<sup>15</sup>According to the USDA, 1.2 pounds is equivalent to one meal.

## Community Resilience Fund

**\$21 million invested through the Community Resilience Fund.**

In 2021, Starbucks established the Community Resilience Fund with the goal to invest \$100 million in the expansion of small businesses and the development of community projects in communities of color. In December 2021 and January 2022, Starbucks invested \$21 million in the first seven Community Development Financial Institutions (CDFIs) to receive funding from the Community Resilience Fund. The fund's initial investments are centered around 12 metropolitan regions and their surrounding areas in the United States, including Atlanta, Detroit, Houston, Los Angeles, Miami, Minneapolis, New Orleans, New York City, Philadelphia, the San Francisco Bay Area, Seattle and Washington, D.C.

## Outreach Worker Program

**Outreach workers across eight cities made more than 12,000 customer engagements and more than 1,800 referrals to a stabilizing program and resources.**

The Outreach Worker program was introduced as a pilot in FY20 to connect partners with local street outreach and social workers who are skilled in directing individuals to stabilizing programs and resources. The program partners with local nonprofit organizations that specialize in connecting individuals facing homelessness, mental health issues and substance use disorders to relevant resources specific to their city. During FY22, the Outreach Worker program scaled to Denver and San Diego, in addition to continuing operations in Chicago, Los Angeles, New York City, Philadelphia, Seattle and Washington, D.C.

In FY22, Starbucks announced nearly \$500,000 in investments to advance solutions that support those experiencing chronic homelessness in our hometown – the greater Seattle region. These efforts include partnering with the We Are In Coalition to support Partnership for Zero, led by the King County Regional Homelessness Authority (KCRHA), expanding support for nonprofits providing dignified access to basic needs including bathrooms, showers and laundry services for individuals experiencing chronic homelessness, expanding its commitments to the chronically homeless population by supporting Plymouth Housing and extending its investment in Northwest Harvest as part of our Starbucks FoodShare program.

<sup>16</sup>The geographic scope of this data point includes all company-operated stores in North America.

## Community Champions<sup>16</sup>

**Globally, more than 43,000 partners took action as Community Champions, volunteering more than 143,000 hours in support of more than 5,000 nonprofit organizations.**

As Community Champions, Starbucks partners make a difference in the communities where they live and work. Community Champions cultivate connections in and out of stores and create a positive impact for people and the planet through volunteerism, donations, acts of kindness and by learning more about ways to make a positive impact in their community. Starbucks provides partners with tools to engage as Community Champions, build local relationships with nonprofits and empowers partners to grow their impact through resources like a newly launched Community Champion course on Starbucks Global Academy, which is also open to the public. Every U.S. and Canadian partner can access the Community Champion Portal, an online platform that serves as a one-stop-shop for volunteering, giving, requesting a Giving Match, learning about community engagement opportunities and tracking contributions. Partners are taking action as Community Champions in 28 Starbucks markets outside of the U.S., up from five global markets reported in FY21. In the U.S., nearly 17,000 partners took action as Community Champions, volunteering more than 71,000 hours in support of nearly 4,000 nonprofits. Outside of the U.S., more than 26,000 partners took action as Community Champions, volunteering more than 72,000 hours in support of more than 1,000 nonprofits.



# *our planet*



## FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET

Starbucks strives to give more than we take from the planet and to cut our climate, water and waste footprints by half by 2030. We do so with a stronger than ever commitment to a more sustainable, resilient future for our planet and for our communities. We are proud to partner with global organizations like Conservation International, the World Wildlife Fund and the United Nations. Feedback from these groups is essential to our journey towards a sustainable future. To support ongoing collaboration across sectors, Starbucks is a founding member of Transform to Net Zero (TONZ), established in FY20. The initiative works to accelerate the transition to a net zero global economy no later than 2050 by developing and delivering research, guidance and roadmaps to guide businesses in achieving net zero emissions.

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**2030 GOALS**

**Climate**

50% absolute reduction in scope 1, 2 and 3 greenhouse (GHG) emissions representing all of Starbucks direct operations and value chain.

**Water**

50% of water withdrawals will be conserved or replenished across Starbucks direct operations, stores, packaging and agricultural supply chain, prioritizing action in high-risk water basins while supporting watershed health, ecosystem resilience and water equity.

**Waste**

50% reduction in waste sent to landfill from stores (including packaging that leaves stores) and direct operations, driven by a broader shift toward a circular economy.

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## 2030 Goals

Driven by the passion of our partners, we have set ambitious goals to give back more than we take from the planet and to cut our climate, water and waste footprints in half by 2030, working from a FY19 baseline. We are continuously working towards this bold promise in collaboration with our stakeholders – partners, suppliers, non-profit organizations, industry partners, government, farmers and customers. We are proud to partner with global organizations — such as [Conservation International](#) and the [World Wildlife Fund](#) — to accelerate collective action for environmental stewardship. Through membership in the United Nations' [Water Resilience Coalition](#) (WRC), we're helping preserve freshwater globally and as a founding member of [Transform to Net Zero](#) (TONZ) we're collaborating across the private sector to drive the transition to a net zero global economy no later than 2050.

Grounded in Starbucks Mission and Values, our climate goal was validated as science-based by the [Science Based Targets Initiative](#) (SBTi) in FY21.

We govern our sustainability commitments through the Starbucks Global Environmental Council, which is comprised of senior leaders from across Starbucks whose compensation is linked to the achievement of our ambitious goals. We also receive input from our Board of Directors and seek advice from external advisors who are experts and leaders in the sustainability field.

## FY22 Results

Starbucks is committed to cutting our climate, water and waste footprints in half by 2030.

We set ambitious goals because our commitment to building a more sustainable and resilient future for our planet and our communities is stronger than ever. As we reflect on progress toward our 2030 goals, we are at a crucial point on our journey to becoming a resource positive company. We remain dedicated to collaborating with industry experts to advance scalable solutions across our global business, innovating to drive solutions at scale and working with our partners to engage our customers and communities in our efforts.

Compared to our FY19 baseline, GHG emissions increased 12%, water withdrawals increased by 15% and operational waste sent to landfill increased 5%. At this stage in our sustainability efforts, increases in GHG emissions, water, and operational waste are expected as we see our business grow. We have seen positive progress in our waste diversion rate from 26% in FY19 to 28% in FY22, driven by increased in-store recycling. Broadly, to drive progress towards our 2030 targets, we continue to identify, test, and scale innovative solutions across our global operations, while increasing engagement with our value chain partners and developing our measurement systems. Please find Starbucks comprehensive environmental data and reporting on [page 64](#).



<sup>17</sup>Please find comprehensive environmental data and reporting for FY22 on [page 66](#).

## STRATEGIES FOR CHANGE

Using our test-and-learn approach, we set five key strategies to meet our 2030 goals that are rooted in science, grounded in Starbucks Mission and Values and informed by our stakeholders, along with comprehensive research and trials:

- 1 Shift away from single-use to reusable packaging
- 2 Invest in regenerative agriculture, reforestation, forest conservation and water replenishment in our supply chain
- 3 Invest in better ways to manage our waste
- 4 Innovate to develop more sustainable stores, operations, manufacturing and delivery
- 5 Expand plant-based menu options



## Renewable Energy and Clean Technology<sup>18</sup>

**In FY22, Starbucks in the U.S. and Canada maintained 100% renewable energy for company-operated retail operations. Starbucks U.K. company-operated market has achieved the same since FY18. Renewable energy powered 72% of company-operated facilities globally.**

Starbucks U.K. company-operated market has achieved the same since FY18. For the first time in FY22, Starbucks achieved 100% renewable energy for all North America company-operated facilities, including offices and manufacturing facilities.

We remain committed to our effort to expand renewable energy projects in Starbucks markets. Starbucks continues to support the growth of green energy through long-term electricity contracts, direct ownership and by contracting for renewable energy certificates from new projects. In FY22, Starbucks completed its investment in 20 new community solar projects in New York, which are supplying solar energy to more than 24,000 households, small businesses, nonprofits, churches, universities and Starbucks stores. By 2030, Starbucks aspires to lead the retail industry in decarbonization solutions, including electric vehicle charging and onsite solar availability at stores and in adjacent locations. For example, in FY22, Starbucks launched a pilot-program with Volvo Cars to electrify the driving route from the Colorado Rockies to the Starbucks Support Center in Seattle, providing a string of familiar, reliable, clean and safe places to recharge themselves and their battery-powered vehicles. Volvo-branded electric vehicle chargers, powered by ChargePoint, will be available at up to 15 Starbucks stores, roughly every 100 miles on the route, with the first EV chargers online at the Provo, Utah store.

<sup>18</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## Greener Stores<sup>19</sup>

**More than 3,500 Greener Stores are certified, including 88 internationally.**

The Starbucks Greener Stores Framework, which was announced in 2018 and developed in partnership with the World Wildlife Fund, aims to drive the transformation of retail towards stores with lower environmental impact. The framework includes performance-based standards that cover the entire lifecycle of a store and aim to reduce carbon emissions, water usage and landfill waste. With a goal to build and operate 10,000 Greener Stores globally by 2025, Starbucks verified 3,596 Greener Stores in FY22.

In FY22, our work also focused on continuous improvement in the program, launch of innovation measurements and global expansion. Building on the success of our first Greener Store opening outside of North America in Shanghai, in September 2021, we opened Japan's first Greener Store in Tokyo in November 2021, which will help inform Starbucks Greener Stores expansion across Japan, and the first Starbucks Greener Store opened in Chile in June 2022.

As part of our commitment to open-source educational materials, Starbucks launched the Greener Store Practitioner course on Starbucks Global Academy in FY22 to make the Greener Stores program more accessible to retailers around the world. The course features educational content on sustainability that is broadly applicable and shares the fundamental structure of Greener Stores. Starbucks will translate the course into multiple languages through 2024 and is committed to sharing insights through the [Starbucks Global Academy](#) platform as we work to continue to grow and scale the program globally.

Starbucks has opened 52 Greener Stores in Latin America and the Caribbean, five in Europe, the Middle East and Africa, five in Asia-Pacific, 18 in Japan and eight in China.

The ***Greener Store of the Year*** is awarded annually to celebrate stores that work to meet the Greener Store parameters for essential energy, water and waste reduction efforts, along with key initiatives to support partners in their work and communities. The Starbucks Greener Store of the Year in FY22 was the Beverly and Atlantic store in Los Angeles, which features 100% renewable energy coverage, landfill diversion programming, solar panels water recycling and sustainable materials in its design.



<sup>19</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## Reducing Single-Use Plastics & Packaging Waste<sup>20</sup>

Starbucks continues its efforts to shift away from single-use plastics. In FY22, Starbucks expanded its test-and-learn strategy to help make reusables more convenient for customers. The company piloted reusable or returnable cup programs through 20 tests across North America, EMEA and China Asia-Pacific. These tests focus on multiple reusable cup programs or operating models including Starbucks “Borrow-A-Cup” program, 100% reusable operating models, financial incentives and promotions, new customer experience upgrades and an emphasis on personal cups and for-here ware. While COVID-19 challenged Starbucks aspirations to increase the use of personal reusable cups in stores, the company remains on track to meet its goal of ensuring customers have the option to use their own personal reusable cup for every Starbucks visit in the U.S. and Canada — including in café, drive-thru and mobile order and pay.

Recycling is a key component to reducing single-use plastics and remains a priority for the company. To support that effort, Starbucks works with recycling and municipal stakeholders across the country to advance recycling access for our packaging. Through the NextGen Consortium with Closed Loop Partners, the Foodservice Packaging Institute and The Recycling Partnership, we are increasing access to recycling and our work to find a more sustainable cup solution continues. In FY22, Starbucks launched an improved and more sustainable hot cup that is easier to recycle, and beginning in FY22, customers in the U.S. can now recycle their hot cups in Columbus, Cleveland, Dayton, Memphis, Houston and Buffalo. Starbucks is also working to add waste services to stores where possible, ensuring we have recycling services where they are commercially available.

As a founding member of the NextGen Consortium, Starbucks has been working to address single-use food packaging alongside leading food and beverage companies globally. In FY22, Starbucks and McDonald’s announced a joint \$10 million investment in the NextGen Consortium to identify, accelerate and scale commercially viable, circular foodservice packaging solutions. Starbucks committed an additional \$5 million with NextGen Consortium in FY22 to innovate to a more sustainable hot cup. The consortium works together to do research and development for more sustainable single-use cup options while also working with waste infrastructure stakeholders to advance the recovery of foodservice packaging. Starbucks has invested \$15 million with NextGen Consortium since 2018.

In FY22, Starbucks also launched a new Starbucks Partner Waste and Recycling App, developed by partners as part of the Greener Stores Innovation Challenge, to help partners navigate complex and unique store recycling guidelines. The app puts everything partners need to know to reduce waste and recycle in one place, and features store-specific information and notifications, a sorting guide and the option to create store-specific signage to help partners and customers reduce waste. As we work with stakeholders and continue to learn, we are working to ensure our waste goals align with our industry-leading standards and meet the expectations of our partners, customers stakeholders.



<sup>20</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## Forest Conservation & Restoration

**560 hectares of forest restored and 1,000 hectares of forest protected in Peru and Colombia.**

Land-use change and deforestation are among the greatest climate risks facing the coffee industry. We are committed to pursuing zero net deforestation across our coffee supply chain. Building on initiatives launched in FY21 with Conservation International in Huila, Colombia and San Martin, Peru, Starbucks continued its efforts to protect and restore critical forests that coffee communities depend on in FY22. Working with more than 16 coffee farming communities, Starbucks and Conservation International supported training and education for farmers on more sustainable practices and helped farmers monitor carbon and water impacts on and around their farms. The goal of these projects is not only to achieve carbon neutrality, but also to enhance freshwater ecosystems and biodiversity. Our support of farmers extends into the community as we work together to build capacity of local plant nurseries, advance community and stakeholder engagement, and work to improve the water quality in surrounding water sheds.

Starbucks Farmer Support Centers also play an important role in coffee communities to promote biodiversity and support restoration activities. For example, the Columbia Farmer Support Center distributed 38,000 native trees to farms in FY22. These trees are critical to restore conservation areas, support improved shade management systems, and to protect water resources. We also engaged customers in Colombia by offering a promotion that donated a portion of the sales of packaged coffee to purchase tree seedlings for local coffee farmers. Through this promotion, 1,500 native trees were donated to farmers located in Nariño, Colombia.

## Water Stewardship

**In FY22, we provided nearly \$2 million to support new and ongoing water stewardship projects.**

As part of Starbucks holistic water strategy, we are investing in water replenishment and WASH projects in high-risk basins, to help support watershed health, ecosystem resilience and water equity. As part of this strategy, our goal is to empower 5 million people with enhanced water access, sanitation and hygiene through community-driven solutions with a focus on women, girls and marginalized groups. In FY22, we provided nearly \$2 million to support new and ongoing water replenishment and WASH projects in Brazil, Colombia, China, Ethiopia, Guatemala, Mexico, Peru and several projects in the United States. Because collective action is critical to supporting sustainable watershed health and restoration, we continue to prioritize partnerships and projects through the United Nations Water Resilience Coalition (UNWRC) where Starbucks serves as a leadership committee member. In this capacity, Starbucks is working closely with other peer companies and key NGO partners including Water.org, WaterAid, The Nature Conservancy, and the World Wildlife Fund to accelerate progress in critical basins around the world.

Grants from The Starbucks Foundation support nonprofit organizations working to expand access to clean water, hygiene and sanitation around the world. In FY22, The Starbucks Foundation supported programs to help expand household and community water access in coffee-growing communities, water towers installed by Starbucks partners in 10 countries in Asia and Latin America, mobile shower programs that bring hygiene and sanitation services along with other wraparound services to individuals experiencing homelessness in U.S. cities.

## Plant-Based Menu

Our goal is to provide our customers with a variety of food and beverage choices in addition to sustainable dairy, and we have collaborated with plant-based innovators so that today nearly all stores across our markets offer plant-based food and beverage menu items. Our customers can customize any beverage on the menu with a variety of plant-based dairy alternatives, including soymilk, coconutmilk, almondmilk, and oatmilk. There is currently no additional charge for customizing beverages with plant-based dairy alternatives in our Company-operated markets in the United Kingdom or Japan or licensed markets in France, Belgium, the Netherlands or Luxembourg. In the United States, adding a splash of any plant-based dairy alternative to Brewed Coffee, Iced Coffee, Cold Brew, and Americano beverages is offered to our customers free of charge.

# coffee and our supply chain

FUTURE FOR COFFEE,  
OUR COMMUNITIES  
AND OUR PLANET

From the merchandise on our shelves, to the furniture in our stores and the aprons worn by our baristas, Starbucks cares about the way in which these products are made and about the workers who make them. Our sourcing teams work directly with a diverse set of suppliers who share our commitment to ethical sourcing and social and environmental standards. We are committed to conducting business responsibly and supporting the communities where we operate, from sourcing beans to delivering coffee to your cup. Helping people thrive helps ensure the long-term sustainability of the premium products we provide. Whether it's *arabica* coffee, tea, cocoa or manufactured goods, we're committed to offering ethically purchased and responsibly produced products of the highest quality.

MMXXII



## COFFEE

### Ethical Sourcing Performance (C.A.F.E. Practices)

- **98.2% of coffee ethically sourced and verified through C.A.F.E. Practices.**
- **More than 31,000 people trained in best practices in agronomy and social responsibility as per C.A.F.E. practices program through 10 Farmer Support Centers globally.**
- **More than 43,000 bags of coffee traced using the Digital Traceability tool with more than 122,000 unique visitors accessing the tool.**

Launched in 2004 in collaboration with Conservation International, Coffee and Farmer Equity Practices (C.A.F.E. Practices) is a verification program that assesses the supply chain based on economic, social and environmental criteria, aimed at promoting sustainable, profitable and transparent coffee-growing practices while ensuring the welfare of coffee farmers, workers, their families and communities. Since 2004, the program has grown to include the participation of more than 400,000 farmers in over 30 countries. Starbucks recently made several operational changes to strengthen the program's verification approach, including increasing the frequency of audits and incorporating unannounced audits.

Our goal is to source and verify 100% of Starbucks coffee through C.A.F.E. Practices. In FY22, we achieved 98.2% ethically sourced coffee as verified through C.A.F.E. Practices. Despite the easing of challenges brought on by the pandemic to verify and transport coffee, we did see minor pandemic-related impacts continue in FY22 though significant improvements were seen from the previous year. In FY21, 95% of coffee was verified through C.A.F.E. Practices.

[Learn more](#) about ethically-sourced coffee and our work with Conservation International.

### Farmer Support Centers<sup>21</sup>

Starbucks operates 10 Farmer Support Centers (FSCs) as part of our work to assist farmers in coffee-producing countries and support the implementation of C.A.F.E. Practices across Starbucks coffee supply chain globally. These centers offer free training directly to farmers and to technical specialists through a train-the-trainer approach, benefiting over 31,000 people worldwide in FY22. Farmers receive the latest insights from Starbucks agronomists, including techniques that support farmer profitability and sustainable growing practices. To help demonstrate farming best practices, in FY22, FSCs launched a program called Model Farms, which serve as learning locations for the community to learn and teach sustainable practices. In partnership with suppliers and farmers, Starbucks FSCs have established more than 70 Model Farms. In FY22, the FSCs also developed an open-source manual on coffee quality to increase access to information on important practices after harvesting the coffee cherries to maintain quality. Starbucks FSCs are also supporting deployment of our environmental sustainability projects, like providing fertilizer recommendations based on soil analysis reports for optimized use of fertilizers and providing training related to new processing equipment to significantly reduce the water used during coffee processing.

### Digital Traceability<sup>22</sup>

We know where our coffee comes from — from the farmers who grow our coffee to the baristas who serve it with care — and we want to share that journey with our customers. In 2020, Starbucks introduced its Digital Traceability tool in North American retail stores, giving coffee enthusiasts an opportunity to learn the stories of the people and places who grow and share the coffee we enjoy. Since the launch of our tool in 2020, nearly 400,000 unique users have visited our site to trace their coffee. Through digital traceability we aim to empower partners and customers with information about the people and places behind every cup.

<sup>21</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

<sup>22</sup>The geographic scope of this data point includes all company-operated stores in North America.

## SUSTAINABLE FUTURE FOR COFFEE

### Carbon Neutral Green Coffee by 2030

- Nearly 14,000 additional soil samples were processed across six priority countries.
- To date, contracted more than 1,300 eco-wet mills.

To protect the resiliency of the coffee supply chain, the people that make it possible and the planet we all share, Starbucks set goals to achieve carbon neutral green coffee and conserve water usage in green coffee processing by 50% by 2030. In FY22, we worked to refine the methodology we use to calculate the carbon and water footprint of green coffee. This work is foundational to begin reporting progress in the years to come and connects directly with industry efforts, including the Sustainable Coffee Challenge.

Precision agriculture in coffee farming has great potential to reduce our on-farm carbon footprint. Starbucks is working to identify innovative ways to better understand the specific nutrients and fertilizer needed to grow high-quality coffee while reducing carbon emissions. In FY22, we continued to provide financial support to promote soil analysis as a mechanism for farmers to understand soil nutrition requirements, replacing generic fertilizer recommendations with a specific recommendation for producers. Building on our efforts last year, 13,811 additional soil samples were processed across six priority countries.

Wet mills are used in C.A.F.E. Practices supply chains to separate the fruit of the coffee cherry from the coffee bean. By using eco-wet mills, Starbucks has an opportunity to conserve water by ensuring farmers have access to more environmentally-friendly machines, which also standardizes quality and increases processing efficiency for farmers. In FY22, Starbucks contracted additional centralized eco-mills, expanding the scope of the effort to additional countries including Honduras and Uganda. The preliminary results have demonstrated up to 90% water savings is possible in coffee processing using the new equipment. In FY22, we have been carefully studying and working with our suppliers to evaluate any impact that changes to processing may have on quality. Results are showing that eliminating traditional fermentation and the use of water saving equipment is not impacting coffee quality in the countries where we are deploying new equipment.

### Climate-Tolerant Coffee Trees

**More than 9.5 million climate-tolerant coffee trees distributed globally through Starbucks 100 million tree commitment.**

Starbucks committed to a 10-year, 100 million-tree initiative to boost the quality and output of coffee crops in El Salvador, Guatemala and Mexico by 2025. Starbucks has distributed nearly 70 million trees that are resistant to rust, a disease linked to climate change. We are working to help farmers improve their farms and increase their output and income.

Since making the commitment in 2016, we have learned a lot along the way about deploying a program at this scale. One opportunity we identified was the material the containers are made of that are used to grow the seedlings, so in 2019, we began exploring the use of reusable and environmentally friendly pots for the coffee trees. Thanks to extensive research and piloting, in FY22 more than 1 million trees were produced using paper pots, and 1.6 million trees were produced in reusable tubes. Both the paper pots and reusable tubes protect seedling roots and are more efficient for transporting trees to farms.



In addition to the 100 million tree commitment, Starbucks is focused on growing, transporting and distributing the next generation of coffee trees with an eye on sustainability for the entire sector:

- In FY21, we set a new target to distribute over 45 million coffee trees to C.A.F.E. Practice-verified farmers in Colombia by 2023. Working alongside the Colombian Federation of Coffee Growers (FNC), we provided more than 19 million seedlings in FY22. We have also provided financial support to ensure nutritional needs for seedlings are met when planted for early growth and tree success.
- Starbucks focus on sustainability for coffee trees goes beyond our supply chain to the entire coffee industry. We are developing and sharing research about coffee tree hybrids that provide resistance to pests and disease, increase productivity and have a good cup profile to help farmers adapt to climate change and support farmer profitability.
- Under our open-source strategy, we are donating more than 3 million seeds per year from our core collection at Hacienda Alsacia to farmers globally to help the coffee sector adapt to the impacts of climate change while we increase crop productivity and income for many coffee farming families.



## Childcare Centers for Farming Families

### Five new childcare centers opened in Guatemala.

Childcare centers help provide safe spaces for local and migrant workers' children to continue their education during the coffee harvest season in Guatemala. For the 2022-2023 harvest season, we opened five new centers, bringing the total number of childcare centers supported by Starbucks in Guatemala to 14.

## Global Farmer Fund<sup>23</sup>

### Three new loans issued bringing total to \$65.8 million in loans deployed since FY18 and \$80.8M since inception

The Starbucks Global Farmer Fund was established to enhance the resilience of the supply chain and secure a long-term source of coffee by addressing the unfulfilled business financing needs of farmers. Farmers often cannot access traditional banking options for business loans due to excessive interest rates and an inability to meet minimum qualifications. The loans offered through our Global Farmer Fund enable farmers to plant new trees, enhance their infrastructure and bolster their financial stability in the face of changes in climate and markets. Our goal is to supply \$100 million in farmer loans by the end of 2025. In FY22, we issued three new loans including a climate note to support farmers to adapt to the impacts of climate change and another directed to women in agriculture, both through Root Capital.

<sup>23</sup>The geographic scope of this data point includes globally company-operated markets and licensed markets.

## Responsible Sourcing for Tea

**99.7% of tea sourced by the global tea sourcing team was verified as responsibly sourced.**

In FY22, the global tea sourcing team sourced 99.7% of its tea from Rainforest Alliance Certified tea gardens. Our tea suppliers and tea gardens are audited against rigorous human rights and environmental standards. In FY22, all of our tea suppliers were in the process of transitioning to the new Rainforest Alliance certification standard focused on greater impact, increased transparency and stronger assurance that farms are working towards a more responsible and sustainable future of tea.

We are committed to transparency of our tea supply chain, and in FY22 we released a complete list of the tea gardens that supply our tea. In addition to buying certified tea, Starbucks invests directly in tea communities in projects that support gender empowerment, water, sanitation and hygiene (WASH), youth education and environmental sustainability, each responding to specific needs in tea communities. In FY22, we supported eight projects in Argentina, China, Indonesia, Kenya and Rwanda.

We also believe that by working with others in the tea industry we can have greater impact. Starbucks has been a member of the Ethical Tea Partnership (ETP) for more than a decade. ETP's mission is to create a fairer, better and more sustainable tea industry for workers, farmers and the environment. Through the ETP platform, we engage with the global tea sector, international brands and buyers.



## Responsible Sourcing for Cocoa

**The company's global cocoa sourcing team directly purchased 12 million kilograms of Rainforest Alliance certified, segregated cocoa beans from Côte d'Ivoire.**

Our approach to sourcing cocoa responsibly is built on a foundation of traceability, responsible purchasing practices and a commitment to supporting resilient livelihoods for cocoa producers and their families, including reducing – and collectively working towards eliminating – the risks of child labor and cocoa-driven deforestation.

We pay a sustainability premium per metric ton of cocoa sourced to implement activities with cocoa producers, cooperatives and communities. For example, in FY22 nearly 11,000 cocoa producers were trained in Good Agricultural Practices and more than 2,800 cocoa producers were informed, trained and/or consulted on the new forest code, law enforcement, forest protection and restoration. Four cocoa communities now have an active forest restoration and protection program to promote forest protection and restoration. By conducting deforestation risk assessments we are supporting no further conversion of any forest land for cocoa production. Over 70,000 multi-purpose trees were distributed for on-farm planting to promote sustainable livelihoods and income diversification for cocoa producers. We supported 30 Village Savings and Loan Association groups to promote financial inclusion and innovation to deepen farmer's access to working capital and investments funds for production and farm renovation.

Addressing the salient challenges across the cocoa industry requires aligned collective action. In FY22, Starbucks became a signatory member of the Cocoa & Forest Initiative's (CFI) framework to help end deforestation in Ivory Coast and a member of the International Cocoa Initiative (ICI) and the Swiss Platform for Sustainable Cocoa (SWISSCO) to evolve and strengthen our approach to responsibly-sourced cocoa. By engaging in these sector initiatives, we are committed to working with stakeholders to advance effective solutions and strengthen our contribution to the cocoa sector.

In FY22, The Starbucks Foundation made its first grant to support cocoa communities in Côte d'Ivoire. The grant to CARE aims to reach 2,000 women in cocoa communities in Côte d'Ivoire with economic opportunities, increasing their access to resources and markets and integrating gender, nutrition, hygiene and sanitation.

In FY23, we will continue to support all these efforts that support a more equitable, sustainable and resilient future for cocoa, communities and our planet.



## Responsible Sourcing for Manufactured Goods and Services

- Maintained 97% transparency in factories assessed globally.
- Increased annual factory assessments to 306 from 213 in FY22.

Our ethical sourcing program includes our standards for manufactured goods and services, including beverages, food, merchandise, equipment and furniture. We partner with manufacturing factories in 40 countries globally and hold our suppliers and ourselves accountable for more than 87,000 workers through stringent worker welfare conditions. Commitment to continuous improvement is the cornerstone of our program, and on-site factory assessments to identify potential or actual violations to our standard have been a key part of our strategy since 2006. As factories focused on COVID recovery, we increased our factory assessments from 213 in FY21 to 306 in FY22. We are proud that our third-party auditors confirm that we maintained 97% transparency in factories we have audited around the world, as defined by having full access to factory records, documents and operations. Please refer to our data tables at the end of this report to review the number and type of non-compliant items identified in FY22.

## Supplier Diversity and Inclusion<sup>24</sup>

**Nearly \$900 million spent with Tier 1 diverse suppliers.<sup>25</sup>**

The Starbucks Supplier Diversity and Inclusion program drives inclusion of qualified businesses with a focus on suppliers of all sizes and categories. In January 2022, we expanded our commitment. In FY22, Starbucks spent nearly \$900 million with Tier 1 direct diverse suppliers. In addition, our spending with diverse suppliers supports more than 7,200 jobs in the U.S. and Canada.

Over the last two years we have expanded our program to include Tier 2 supplier<sup>26</sup> program participation. We will continue to work with all suppliers in our program to exponentially affect increased economic impact and representation of diverse-owned suppliers in our supply chain.

We know that our commitment to diversity and inclusion includes the way we communicate with our customers. In FY21, we committed to allotting 15% of our paid media budget to minority-owned and targeted media companies. We are proud to share that we exceeded our goal in FY22, investing 18% of our paid media budget to reach diverse audiences.



<sup>24</sup>The geographic scope of this data point includes all company-operated stores in North America.

<sup>25</sup>Tier 1 suppliers are companies from whom Starbucks directly purchases a given product or service.

<sup>26</sup>Tier 2 suppliers supply goods and services to other suppliers.

**ANIMAL WELFARE**

**Cage-Free Eggs**

**In our North American company-operated stores 100% of eggs are cage-free, inclusive of branded products supplied to our licensee business partners in North America. In our EMEA and U.K. company-operated markets, 99.9% of eggs are cage-free.<sup>27</sup>**

In Asia markets where Starbucks operates, such as China and Japan, cage-free egg production is limited and supply is not yet widely available. We remain committed to increasing cage-free egg supply in all company-operated stores globally, in partnership with industry stakeholders.

**Antibiotics**

**100% of poultry raised without routine use of medically important antibiotics.**

Starbucks engaged with our suppliers and set a goal to serve only poultry raised without the routine use of medically important antibiotics in all company-operated U.S. stores by 2020. We met that goal in 2018 and proudly continue to serve poultry raised without the routine use of medically important antibiotics.

**Broiler Chickens**

We are actively reviewing our broiler chicken commitment to identify the best path forward for implementation within our supply chain. Over the next year, we will be setting baseline targets for implementation, which will be included in the FY23 GESI report.

**Sow Housing**

**22% of pork is group-housed for U.S. and Canada.<sup>28</sup>**

Group housing significantly reduces a sow's time in a gestation stall. We aim to phase out the excessive use of gestation stalls for mother pigs (sows) in our supply chain by 2030. This includes stalls where the pigs are unable to move freely. This commitment extends to all Starbucks branded products, including those supplied to our licensee business partners in the U.S. and Canada.

To reach our goal of phasing out the excessive use of gestation stalls, we will specify 100% "group housed" pork as a requirement of our pork suppliers in the U.S. and Canada and take steps to ensure a "group housed" pork supply by 2024.

**Sustainable Dairy**

- **Piloted aspects of Starbucks new Sustainable Dairy Program across the U.S., China, and U.K. – company-operated markets.**
- **Invested \$2 million in the U.S. Dairy Net Zero Initiative as part of its \$10 million commitment.**

As a company that works with and relies on the farming community every day, it is Starbucks responsibility to help drive solutions that support both people and our planet and that help ensure a sustainable future of dairy. In FY22, the United States, China and U.K. company-operated markets piloted key aspects of a new Sustainable Dairy Program to help refine and scale an approach to sustainable dairy and environmental stewardship for the betterment of people, planet and animals. These markets focused primarily on baselining GHG emissions on several dairy farms within their supply chains and piloted key aspects of a new on-farm holistic standard. Insights from these pilots will be applied in FY23 and FY24 as the program rolls out to several global markets. As Starbucks continues to offer more plant-based options on our global menus, dairy remains an important option for many customers. However, dairy is a significant contributor to our carbon and water footprints. To meet our 2030 planet goals, we are working to source dairy in a responsible and sustainable way. Starbucks is dedicated to providing farmers access to environmentally and economically sound practices and technologies, covering everything from feed production to cow care and energy efficiency. Starbucks has invested \$4 million in the U.S. Dairy Net Zero Initiative since joining in FY21.<sup>29</sup>

<sup>27</sup>Cage-free egg data is as of November 2022.

<sup>28</sup>Sow housing baseline data is as of November 2022.

<sup>29</sup>In FY21, we reported that Starbucks invested \$10 million in U.S. Dairy Net Zero Initiative. Starbucks has committed to investing \$10 million to the U.S. Dairy Net Zero Initiative over five years and has cumulatively invested \$4 million as of FY22. The data collection error was identified and corrected for our FY22 reporting.

# *fiscal 2023 highlights*

## **Reducing Single-Use Plastics & Packaging Waste**

We are committed to achieving a 50% reduction in waste sent to landfill from stores (including packaging that leaves stores) and direct operations, driven by a broader shift toward a circular economy by 2030. We have deployed several initiatives as part of our test-and-learn model to reduce our waste footprint. For example, in FY23, we launched the Borrow A Cup program in 60 stores in Taiwan to encourage customers to shift away from single use cups. By the end of 2023 in the U.S., customers will be able to use their own personal reusable cup for every Starbucks visit.

We also committed to ensuring that our hot cups contain 20% recycled content in FY23. We are proud to have achieved that goal, and have achieved 30% recycled content in our new, more sustainable holiday cups. Building on the success of the holiday cups, Starbucks North America has begun a transition to a more sustainable hot cup that is light-weight and uses less plastic in the liner and less fiber in the cup.

## **Water Investment Fund with WaterEquity**

In support of our expanded water commitment of 50% of water withdrawal conserved or replenished across our direct operations, stores, packaging and agricultural supply chain by 2030, Starbucks announced an initial anchor investment of up to \$25 million into WaterEquity's Global Access Fund IV.

This investment will support improvements in water access and quality for low-income populations in countries across South and Southeast Asia, Sub-Saharan Africa and Latin America through microfinance loans for the purchase of WASH products and services.

## **\$10M Waste Investment in Closed Loop Circular Services Waste Hauling**

In another key step to reduce our environmental impact and bolster a more robust recycling industry, Starbucks announced a \$10 million investment in Circular Services to reduce landfill waste and drive innovate efforts to shift towards a circular economy in the United States.

Circular Services is the largest privately held recycling company in the United States, helping major cities meet their waste goals when other waste companies have not been moving fast enough. For Starbucks, this investment will not only bring recycling access to Starbucks stores, but also create a partnership with leading waste industry stakeholders to collaborate on recycling solutions for packaging types with limited access to recycling programs such as Starbucks hot cup.

## **More Electric Vehicle Charging Stations Online**

The first electric vehicle charging stations in partnership with Volvo and powered by ChargePoint were installed at Starbucks stores in Provo, Twin Falls and Unitah, Utah, Hermiston and La Grande, Oregon, and at the Starbucks Support Center in Seattle, Washington. This pilot plan, announced in March, is part of Starbucks expansion of renewable energy and decarbonization projects in the U.S. Up to 60 DC fast chargers will be built on the picturesque 1,350-mile route from Seattle to Denver, along I-90, I-84 and I-70.

# STARBUCKS

*accolades*



We are proud of the recognition we have received for our work to help our partners, communities and planet thrive.

**FY22**

[100% on the Disability Equality Index by Disability:IN](#)

[100% on the Human Rights Campaign Equality Index](#)

[World's Most Ethical Companies by Ethisphere](#)

[Fortune's World's Most Admired Companies](#)

[Grade A in Arjuna Capital's Racial and Gender Pay Scorecard](#)

[100 Most JUST Companies by JUST Capital, ranked 1st in the Restaurant and Leisure industry](#)

[Investor Relations Magazine's Award for Best ESG Engagement Program](#)

[Barron's 100 Most Sustainable Companies](#)

["Gold" rating by Newsweek as America's Most Trusted Brands, #1 in coffee shop category](#)

**FY23 TO DATE**

[Diversity First's 2023 Top 50 Companies for Diversity](#)

[Newsweek's 2023 America's Greatest Workplaces for Diversity](#)

[Fortune's 2023 World's Most Admired Companies](#)

[World's Most Ethical Companies by Ethisphere](#)

[100% on the Human Rights Campaign Equality Index](#)

[100 Most JUST Companies by JUST Capital, #1 in the Restaurant & Leisure industry](#)

[Diversity First's 2023 Top 50 Companies for Diversity](#)



# LEADERSHIP *and* GOVERNANCE



## Board Oversight of ESG Issues

Our ESG goals remain tightly tied to our company’s overall strategic direction. Every year, our board considers our impact agenda in connection with our strategic plan. The Nominating and Corporate Governance Committee is specifically responsible for overseeing the effectiveness of our environmental and social responsibility policies, goals and programs, including a review of our annual Global Environmental and Social Impact Report, and making recommendations as necessary. Other board committees are also involved in assessing and managing our environmental and social priorities through their oversight responsibilities, such as risk management and talent management. Additionally, we regularly engage with sustainability experts and influencers as informal advisors to further our environmental and social goals.

### BOARD

Our board is responsible for ensuring ESG risks and opportunities are integrated into Starbucks long-term strategy.

### NOMINATING/GOVERNANCE COMMITTEE

Oversees, reviews and assesses the effectiveness of Starbucks ESG strategies, policies, practices, goals and programs; annually reviews Starbucks corporate political contributions and expenditures to ensure alignment with Starbucks policies and values.

### COMPENSATION COMMITTEE

Oversees the development, implementation and effectiveness of Starbucks practices, policies and strategies relating to human capital management as they relate to Starbucks workforce generally.

### AUDIT COMMITTEE

Oversees certain ESG risks, as part of overall risk management, and also reviews ESG disclosures for future regulatory reporting.

## Executive Compensation Tied to ESG Performance

In FY22, we continued implementation of our executive compensation programs, which were updated in 2021 to prioritize sustainability and creating inclusive and diverse teams. To align with our vision of giving back more than we take from the planet, and to ensure the sustainability of coffee and other materials that are vital to our business operations, the annual bonus program for FY22 included a 10% of the overall bonus payout calculation for Starbucks senior vice president and above population is linked to planet-positive results and another 10% of the overall bonus payout calculation was tied to fostering an inclusive environment where all employees feel valued and included, as we believe the strength, diversity, and inclusiveness of our workforce are integral to our global brand’s success.



## Ethics & Compliance

### Starbucks was recognized by Ethisphere as one of the World's Most Ethical Companies for the 15th year.

Starbucks [Ethics & Compliance program](#) supports our Mission and Values and helps protect our culture by fostering an environment that is committed to ethical leadership and conducting business with integrity. The Ethics & Compliance program makes regular reports to the Board of Director's Audit and Compliance Committee, including formal sessions several times each year.

At Starbucks, our goal is to help our partners do the right thing the right way. Our strategy is to innovate, elevate and educate as we increase awareness of Ethics & Compliance as a trusted resource for partners. The approach to training and communications starts with onboarding new partners based on their role and level, followed by quarterly training for all partners on various Ethics & Compliance topics and risk areas, including but not limited to Anti-Harassment, Anti-Discrimination, Insider Trading and Conflicts of Interest. We employ leadership messages, our online community and other cross functional channels to regularly reinforce these topics. Throughout the year, we analyze results and behaviors and conduct benchmarking to continue to create innovative training and communications that inform and inspire our partners globally.

We provide all Starbucks partners with our [Standards of Business Conduct](#), a framework to help them make ethical decisions at work. The Standards of Business Conduct are supported by other robust global company policies and training for our partners. Our internal policies cover ethics and human rights issues such as Anti-Harassment, Anti-Discrimination, Conflicts of Interest, Gifts & Entertainment, Anti-Bribery and Equal Employment Opportunity.

In 2022, we launched 23,774 online courses to our corporate partners in 13 countries, which included nine different risk areas. All our corporate partners receive training annually on our Standards of Business Conduct and Harassment Prevention to help them recommit to our company values and policies. The training is branched to include individual contributor and manager-specific content. This year's Standards of Business Conduct course featured artificial intelligence that leveraged a learner's previous score in the same course and then focused training content on their individual areas of opportunity. Those who demonstrated proficiency received a tailored learning experience and were required to review and acknowledge the associated policies and standards.

Starbucks has a large retail partner audience. As part of retail onboarding, all partners discuss and acknowledge the Standards of Business Conduct and [Speaking Up](#) resources in a one-on-one discussion with their manager. The retail management audience receives annual online renewal training of risk-relevant topics and in 2022 achieved a 96% completion rate of our Standards of Business Conduct course. In 2022, we provided online courses on five different topics to more than 105,000 of our retail partners. We continue to find new avenues to reach and train our retail hourly audience, and in 2023 we will provide annual training to 180,000 additional partners that cover Starbucks risks and policies.

## Speaking Up

Partners are empowered to ask for guidance and voice concerns when they experience or see conduct that is inconsistent with our Standards of Business Conduct, company policies or Mission and Values. While Starbucks receives concerns through various channels, including line managers, direct contact with Ethics & Compliance partners, and our Partner Resources Support Center, the vast majority of concerns are received via our Helpline and Weblines. An independent third party manages our Ethics & Compliance [Helpline and Weblines](#), both of which allow partners and others to ask questions and voice concerns 24 hours a day, seven days a week, with interpreters available. Reports may be made anonymously and are treated in a confidential manner.

We are committed to providing safe, confidential, and accessible channels to all individuals connected to Starbucks, while maintaining a strict Anti-Retaliation Policy in compliance with our Global Human Rights Statement. Starbucks will not tolerate retaliation against anyone who raises concerns or questions about a potential violation of the Standards of Business Conduct or any Starbucks policy that they reasonably believe to have occurred. In addition, anyone else who participates in the investigation of such concerns (for example, as a witness) is also protected from retaliation.

## Commitment to a Respectful Workplace

At Starbucks, our Mission and Values are at the heart of everything that we do. Partners treat each other with dignity and respect and connect with transparency. We embrace diversity and inclusion to create a place where each partner can be themselves. Discrimination, harassment, bullying and retaliation have no place at Starbucks, and no partner is expected to tolerate such prohibited conduct while at work or when engaged in work-related activities.

## How We Conduct Investigations

Starbucks captures concerns from all channels in our case management system, and cases are categorized and assigned by Ethics & Compliance to the in-market investigations team best equipped to address the concern. If a concern was received that presented potential material financial or reputational risk, that matter would be assigned to specially trained and highly experienced Ethics & Compliance investigators. Concerns are addressed in a prompt, thorough, and respectful manner, with investigators reaching out to the reporter to gather information, relevant documentation, and witness names with knowledge of the alleged incident. Interviews may be held with other partners, contractors, or individuals who are the subject of a reported concern to inform an impartial decision.

When an investigation is complete, Ethics & Compliance shares findings with the individual(s) who reported the concern. Depending on the findings of the investigation and the severity of any substantiated wrongdoing, there are a number of possible outcomes to an investigation, including coaching, retraining, written documentation or separation from employment.

## Stakeholder Engagement

Our ESG goals are created and evaluated through a thorough review process that involves examining materiality and identifying critical issues for our business. By engaging with both internal and external stakeholders throughout this process, we ensure that our strategy and goals are tailored towards key areas where we can make the greatest impact and generate positive outcomes. This review process involves reaching out to stakeholders directly, hosting public forums and participating in industry working groups. We intend to continue leveraging these channels on an ongoing basis. In addition, in FY23, we significantly bolstered our stakeholder engagement efforts through an ESG Issue Prioritization Assessment conducted with a third party.

At the local level, our operations teams — including regional, district and store managers — are readily available and often actively respond to local stakeholder inquiries and concerns. If an issue goes beyond their jurisdiction, they escalate it to the Starbucks Support Center (our headquarters). Any ESG-related concerns are directed to the Global Social Impact and Global Public Policy team for a response or further action.

## Responsible Tax Policies

As a socially responsible business, we strive to manage our global tax responsibilities in line with our mission and values. Our tax approach connects our requirements and long-term interests of all our stakeholders, including governments, shareholders, partners and the communities where we operate and source products. In order to accomplish this, we follow several guiding principles:

- We always consider the company's corporate and social responsibilities, brand and reputation when considering tax affairs.
- We aim for our tax affairs to be sustainable and equitable, and we recognize the importance of tax systems in helping governments fund policies and programs to meet the needs of their communities and residents.
- We ensure that the location in which our taxable profits are reported is aligned with the location of value creation as dictated by our business model.
- We engage with all tax authorities in an open, transparent and respectful manner.
- We support initiatives to improve transparency on tax matters, including Organisation for Economic Co-operation and Development (OECD) measures on country-by-country reporting and automatic exchange of information.
- We comply with the financial and tax related disclosure and transparency requirements of the U.S. Securities and Exchange Commission (SEC), as well as other government institutions that require financial and tax reporting in each jurisdiction where we have operations.

## ESG Issue Prioritization Assessment

Starbucks presence in 84 markets globally means that our business is intrinsically linked to both global and local ESG issues. To meet the expectations of our partners, customers, shareholders, stakeholders and the Starbucks community, we work to align our business performance with our ESG impacts. Achieving this requires a comprehensive understanding of the key ESG issues that matter most to these groups.

In FY23, we undertook a robust, third-party evaluation process to identify and prioritize the ESG topics most important to our stakeholders and which issues are essential for Starbucks to focus our strategy to advance our aspirations for our people, our planet and communities. Through this ESG Issue Prioritization Assessment, we conducted surveys and interviews across global stakeholder groups to understand the relative importance of ESG topics for Starbucks.

Starbucks has an Enterprise Risk Management program (ERM) to assess risks to the organization across a broad spectrum of strategic, operational, financial, and regulatory risks which include financial, brand and other non-financial impacts and is further described on [page 53](#). These risks incorporate the various ESG issues as part of our comprehensive management of risks and opportunities which are assessed at a business unit, functional and enterprise level.

The purpose of this ESG assessment is to support the prioritization of the most critical ESG topics on which Starbucks should focus. In FY24, we will use the results of this assessment to further inform the Starbucks ERM program, our ESG program strategies, and reporting priorities going forward to advance our leadership position on the most critical ESG topics.

## Political Expenditures

At Starbucks, we are dedicated to actively engaging with the communities we serve, and this commitment extends to our approach to public policy. We recognize that it is our responsibility to advocate for policies that promote the well-being of our business, partners and communities. To better communicate these efforts, we have implemented a policy to increase transparency regarding our corporate political contributions and expenditures. This policy serves our interests by allowing us to promote public policies that are important to our company and to educate elected and public officials about our business. It also provides important information to our partners, customers and shareholders. We are committed to conducting our business ethically and with integrity, in accordance with the law. As part of this commitment, we adhere to the rules, regulations and standards governing our interactions with the government, including our disclosure and accountability regarding political contributions and expenditures.

## Public Policy Positions & Advocacy

Starbucks is committed to being a force for global good by advancing equity and civic engagement so our partners can share their vision for stronger communities. We provide tools and resources to our partners in the U.S. to help them participate in local and national elections. Globally, we work with partners, licensees and business partners to advocate for local and national policies that support our partners, the health of our business and the communities we serve. Our work to advance equity and civic engagement is always done through the lens of our Mission and Values.

## Global Human Rights

At Starbucks, we are committed to respecting human rights, as outlined in our [Global Human Rights Statement](#). In 2004, Starbucks joined the [U.N. Global Compact](#) — the world's largest corporate sustainability initiative — with a commitment to implement universal sustainability principles and to support U.N. goals. Throughout FY22, we continued to work diligently to demonstrate our commitment to human rights and human rights due diligence, from ensuring that the coffee we serve to our customers is ethically sourced to advancing racial and social equity, LGBTQIA2+ rights and disability inclusion throughout our operations.

For instance, within our coffee supply chain, we leveraged our flagship [C.A.F.E. Practices](#) program to identify and initiate corrective action plans for 268 non-conformances in FY22. With all actual or potential violations that were brought to our attention through C.A.F.E. Practices, we swiftly addressed them by working closely with our suppliers and our on-the-ground, third-party partners to pursue corrective actions, including, where appropriate, providing remedy for the impacted individuals. See our [program scorecard](#) for the full list of human rights topics we cover.

On the manufactured goods side, whether it's the merchandise on our shelves or the furniture we place in our stores, we continued to implement our ethical sourcing [program](#) and [standards](#) for manufactured goods and services, which includes on-the-ground factory assessments and assurance measures to identify and remediate potential and actual violations. While the COVID-19 pandemic limited our ability to conduct these on-the-ground assessments, we were nevertheless able to achieve a significant milestone in FY22: the mapping of and transparency into 97% of our Tier 1 manufactured goods supply chain. Going forward, we now have the transparency we need to influence, measure and report the performance of nearly our entire Tier 1 manufactured goods supply base.

Throughout FY22, we also made significant strides in embedding human rights into our day-to-day management, starting with developing a more standardized intake system for tracking and reporting human rights related concerns. These concerns can range from the items we proactively identify through our due diligence efforts to inquiries and grievances we receive from stakeholders and impacted individuals. Going forward, this intake system will enable Starbucks to share more comprehensive information, trends and insights to key internal and external stakeholders. In FY23, Starbucks is undertaking an independent, third-party human rights impact assessment, which will include a deeper-level review of the principles of freedom of association and the right to collective bargaining and is intended to help inform the partner experience. We expect to make the results of the human rights impact assessment available to shareholders, stakeholders, and other interested parties, subject to legal privilege considerations.

See data tables at the back of this report for FY22 performance results and trends.

## Enterprise Risk Management

The Starbucks enterprise risk management (ERM) program assesses risks to the organization across a broad spectrum of strategic, operational, financial, and regulatory risks which include financial, brand and other non-financial impacts. These risks are assessed at a business unit, functional, and enterprise level and are reviewed by the management-led Risk Committee and the executive leadership team. The Board of Directors has overall responsibility for risk oversight and the Audit and Compliance Committee is specifically charged with overseeing the company's risk assessment, risk management practices and policies, periodically reviewing major and emerging risks to the company, including financial, operational, legal and regulatory risks. The Audit and Compliance Committee reviews, with management, steps taken to monitor and control such risk exposures, including with respect to cybersecurity, data privacy, ethics and compliance among others. The committee also oversees various ESG risks including environmental and sustainability as part of its overall risk management, and reviews various disclosures in SEC filings. The committee regularly reports on the substance of its reviews and discussions with management to the full Starbucks Board of Directors.

## Information Security/Cybersecurity & System Availability

Our company is dedicated to ensuring the safety and security of our information assets. We have implemented comprehensive technologies and programs to protect against data privacy and cybersecurity risks. Our security monitoring programs regularly oversee both internal and external threats to maintain the confidentiality, availability and integrity of our systems. We continually evaluate our security program and invest in our capabilities to ensure the safety of our customers, partners and information assets. Our chief information security officer is responsible for implementing controls that align with industry guidelines, statutes and regulations to identify threats, detect attacks and protect our information assets. Our security monitoring capabilities alert us to suspicious activity, and our incident response program is designed to restore business operations quickly and efficiently in the event of a breach.

Additionally, our partners participate in mandatory annual trainings to increase awareness of the cybersecurity environment throughout the company. Our Audit and Compliance Committee, composed entirely of independent directors, oversees data privacy and cybersecurity risk matters. One member of the committee has significant work experience related to information security issues and oversight. We report security instances to the Audit and Compliance Committee as they occur and provide multiple summaries per year. The chief information security officer also meets with the Board of Directors or the Audit and Compliance Committee at least twice annually to brief them on technology and information security matters. We carry insurance to protect against potential losses from cybersecurity incidents. Over the last three years, we have incurred immaterial expenses related to information security breach incidences and no penalties or settlements.

## Data Privacy

Starbucks has a global responsibility to ensure all personal data collected from customers or partners are managed securely. Our Privacy Policy describes how Starbucks collects, uses and shares data, and outlines the rights and choices partners and customers have with respect to their information. We leverage Privacy Impact Assessments to ensure all data use is assessed by a cross-divisional team and that the data collected is used appropriately. We also deploy global training programs to ensure that partners are trained on the appropriate use of any data collected.

## Working Directly with Our Partners

Starbucks is working side-by-side with all partners to create meaningful change toward a better future for each other, our customers and the communities we serve. For our stores that have elected union representation, we respect that outcome and will continue to meaningfully and directly engage in the National Labor Relations Board's (NLRB) good faith collective bargaining process. Starbucks is proud to announce a new nationwide labor relations team established to support our U.S. store managers and retail leaders. The investments make sure operations and human resource leaders have access to a dedicated labor relations team for real-time counsel and support, help reinforce best-practices and ensure our adherence to company policies and compliance with applicable laws — including the National Labor Relations Act (NLRA). As of FY22, 232 U.S. stores had certified union representation. The [one.starbucks.com](https://one.starbucks.com) website was created to help anyone receive up-to-date information and resources regarding labor activities.



## Scope

Our Global Environmental and Social Impact report for FY22 focuses on the goals in our two key social impact areas: People and Planet. We've also included links to information and resources publicly available at [stories.starbucks.com](https://stories.starbucks.com) and [starbucks.com](https://starbucks.com) regarding financial, corporate governance work, workplace and diversity policies and performance, because these commitments are directly tied to our business. The geographic scope of all data points in the report are tracked against U.S. company operations unless otherwise noted. Starbucks is committed to United Nations Sustainable Development Goals and uses these goals as a lens for our social impact programs and collaborations with others. Based on our stakeholder engagement efforts, we also believe these areas are important to our customers, our partners, nongovernmental organizations (NGOs) and investors.

## Reporting Year

Starbucks fiscal year 2022 or "FY22" is October 4, 2021 through October 2, 2022, unless otherwise noted.

## Currency

All references to currency are in U.S. dollars, unless otherwise noted.

## Previous Reports

Starbucks has produced an annual global social impact report since 2001. Previous annual reports are available on our website. We also respond to key industry questionnaires such as the Dow Jones Sustainability Index and the CDP Climate Change, Water and Forests Questionnaires.

## Information Integrity

Starbucks management is responsible for the preparation and integrity of the information reported for fiscal 2022. Through a system of internal controls, including a comprehensive verification process involving internal subject matter experts, we believe this information accurately represents our global responsibility activities and performance results for the fiscal year. External verification over specified metrics is provided by Moss Adams LLP and Burns & McDonnell Engineering Inc.

## Forward-Looking Statements

Our reporting on global responsibility for fiscal 2022 includes "forward-looking" statements within the meaning of applicable securities laws and regulations. Generally, these statements can be identified by the use of words such as "aim," "anticipate," "believe," "continue," "could," "estimate," "expect," "feel," "forecast," "intend," "may," "outlook," "plan," "potential," "predict," "project," "seek," "should," "will," "would," and similar expressions intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. These statements may include statements relating to trends in or expectations relating to the effects of our existing and any future initiatives, strategies, investments and plans, including our Reinvention plan, as well as trends in or expectations regarding our financial results and long-term growth model and drivers; our operations in the U.S. and China; our environmental, social and governance efforts; our partners; economic and consumer trends, including the impact of inflationary pressures; impact of foreign currency translation; strategic pricing

actions; the conversion of certain market operations to fully licensed models; our plans for streamlining our operations, including store openings, closures and changes in store formats and models; the success of our licensing relationship with Nestlé, of our consumer packaged goods and foodservice business and its effects on our Channel Development segment results; tax rates; business opportunities, expansions and new initiatives, including Starbucks Odyssey; strategic acquisitions; our dividends programs; commodity costs and our mitigation strategies; our liquidity, cash flow from operations, investments, borrowing capacity and use of proceeds; continuing compliance with our covenants under our credit facilities and commercial paper program; repatriation of cash to the U.S.; the likelihood of the issuance of additional debt and the applicable interest rate; the continuing impact of the COVID-19 pandemic on our financial results and future availability of governmental subsidies for COVID-19 or other public health events; our ceo transition; our share repurchase program; our use of cash and cash requirements; the expected effects of new accounting pronouncements and the estimated impact of changes in U.S. tax law, including on tax rates, investments funded by these changes and potential outcomes; and effects of legal proceedings. Such statements are based on currently available operating, financial and competitive information and are subject to various risks and uncertainties. Actual future results and trends may differ materially depending on a variety of factors, including, but not limited to: the continuing impact of COVID-19 on our business; regulatory measures or voluntary actions that may be put in place to limit the spread of COVID-19, including restrictions on business operations or social distancing requirements, and the duration and efficacy of such

restrictions; the resurgence of COVID-19 infections and the circulation of novel variants of COVID-19; fluctuations in U.S. and international economies and currencies; our ability to preserve, grow and leverage our brands; the ability of our business partners and third-party providers to fulfill their responsibilities and commitments; potential negative effects of incidents involving food or beverage-borne illnesses, tampering, adulteration, contamination or mislabeling; potential negative effects of material breaches of our information technology systems to the extent we experience a material breach; material failures of our information technology systems; costs associated with, and the successful execution of, the Company's initiatives and plans; new initiatives and plans or revisions to existing initiatives or plans; our ability to obtain financing on acceptable terms; the acceptance of the Company's products by our customers, evolving consumer preferences and tastes and changes in consumer spending behavior; partner investments, changes in the availability and cost of labor including any union organizing efforts and our responses to such efforts; failure to attract or retain key executive or employee talent or successfully transition executives; significant increased logistics costs; inflationary pressures; the impact of competition; inherent risks of operating a global business including any potential negative effects stemming from the Russian invasion of Ukraine; the prices and availability of coffee, dairy and other raw materials; the effect of legal proceedings; and the effects of changes in tax laws and related guidance and regulations that may be implemented, including the Inflation Reduction Act of 2022 and other risks detailed in our filings with the Securities and Exchange Commission, including in the "Risk Factors" and "Management's Discussion

and Analysis of Financial Condition and Results of Operations" sections of the company's most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings.

A forward-looking statement is neither a prediction nor a guarantee of future events or circumstances, and those future events or circumstances may not occur. You should not place undue reliance on the forward-looking statements, which speak only as of the date of this report. We are under no obligation to update or alter any forward-looking statements, whether as a result of new information, future events or otherwise.

## Stay Up-to-Date

Visit [stories.starbucks.com](https://stories.starbucks.com) for the latest company information.



*report appendix*

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# goals summary scorecard

## SUPPORTING DOCUMENTS & DATA TABLES

The following is a snapshot of our goals and progress for FY22.

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## INVESTING IN OUR PARTNERS

## Partner Experience &amp; Engagement

GOAL	FY22 RESULT
<b>Starbucks College Achievement Plan (SCAP)</b> Graduate 25,000 Starbucks partners from Arizona State University (ASU) by the end of 2025.	Nearly 2,150 partners graduated from college using Starbucks College Achievement Plan (SCAP), with more than 23,000 partners participating in the program.
<b>Diverse Representation — Retail</b> At least 40% POC representation and 55% women in all retail roles by 2025.	POC representation across retail roles: regional vice president (31%), regional director (32%), district manager (33%), store manager (39%), shift supervisor (47%), and barista (53%).  Women representation across retail roles: regional vice president (63%), regional director (50%), district manager (61%), store manager (68%), shift supervisor (71%), and barista (73%).
<b>Diverse Representation — Manufacturing</b> At least 40% POC representation and 30% women in all manufacturing roles (director, manager, individual contributor) by 2025.	POC representation across manufacturing roles: director (29%), manager (30%), and individual contributor (43%).  Women representation across manufacturing roles: director (14%), manager (29%), and individual contributor (33%).
<b>Diverse Representation — Corporate</b> At least 30% POC representation and 50% women for all corporate roles by 2025.	POC representation across corporate roles: senior vice president+ (27%), vice president (30%), director (27%), manager (31%), and individual contributor (38%).  Women representation across corporate roles: senior vice president+ (57%), vice president (55%), director (59%), manager (55%), and individual contributor (55%).
<b>Global Equity in Pay</b> 100% gender and racial pay equity in U.S.; 100% gender equity in pay globally for company-operated markets.	Starbucks has achieved and maintained 100% pay equity for women and men and people of all races performing similar work in the U.S. and maintained gender equity in pay in our company-operated business in Canada.
<b>Refugee Support</b> Hire 10,000 refugees globally by 2022.	More than 1,100 refugees hired in the U.S., Canada and EMEA. Donations from Starbucks enabled The Starbucks Foundation to donate more than \$1.3 million to support nonprofits serving refugee communities. <sup>1</sup>
<b>Veterans and Military Family Support</b> Hire 5,000 Veterans and military spouses annually in the U.S.	Hired an additional 4,580 Veterans and military spouses.
<b>To Be Welcoming</b> 100,000 total enrollees in To Be Welcoming to cultivate inclusion, diversity and equity awareness.	More than 21,000 people enrolled in the course with more than 12,000 completions.

<sup>1</sup>While we did not meet our 2022 goal of hiring 10,000 refugees globally, we remain committed to the refugee community and staying transparent with partners, customers and stakeholders on our progress.

**BUILDING A MORE EQUITABLE, SUSTAINABLE AND RESILIENT FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET****Our Stores**

GOAL	FY22 RESULT
<b>Community Stores</b> Open 100 U.S. Community Stores by 2025; open or dedicate 1,000 Starbucks Community Stores globally by 2030.	In the U.S., 7 Community Stores opened in FY22, bringing our total U.S. Community Stores to 28. In Asia, 8 Community Stores opened in FY22, bringing our total international Community Stores to 19 stores.
<b>Military Family Stores</b> Open 132 stores by 2022.	Opened 33 Military Family Stores, bringing our total Military Family Stores to 111 stores.

**Our Communities: The Starbucks Foundation**

GOAL	FY22 RESULT
<b>Origin Grants for Women and Families</b> Empower 1M women and girls in coffee, tea and cocoa-growing communities by 2030.	Achieved our goal of empowering 250,000 women and girls in coffee, tea and cocoa-growing communities, three years ahead of schedule. Announced new goal to positively impact one million women and girls in coffee, tea and cocoa-growing communities by 2030.
<b>Neighborhood Grants</b> Reach 25,000 hyperlocal nonprofits by 2030.	Awarded \$4.5 million in Neighborhood Grants bringing our total invested in hyper-local nonprofits to more than \$10 million, thanks to more than 45,000 nominations from partners since program launch.
<b>Youth Equity Grants</b> Commit \$5M in grants to support BIPOC Youth.	251,715 youth impacted and \$1.2 million provided in grants.
<b>Global Community Impact Grants</b> Reach 25,000 hyperlocal nonprofits by 2030 and commitment to invest \$30 million by 2030.	Awarded over \$3.2 million to nearly 90 nonprofits across 42 markets.
<b>FoodShare and Hunger Relief</b> Reinvest \$100 million by 2030 and enable food security in 100 global markets by 2030.	<ul style="list-style-type: none"> <li>Nearly 13 million pounds of food in the U.S. has been diverted from waste streams and donated to hunger-relief organizations — which is the equivalent of nearly 11 million meals.</li> <li>More than 1 million pounds of food in Canada has been diverted from waste streams and donated to hunger-relief organizations.</li> <li>More than \$10 million re-invested into hunger relief efforts in communities.</li> <li>Programs to support hunger relief are operating in 9 international markets in addition to U.S. and Canada</li> </ul>
<b>Community Resilience Fund</b> Invest \$100 million in 12 cities by 2025.	\$21 million invested in 12 cities through the Community Resilience Fund.

## BUILDING A MORE EQUITABLE, SUSTAINABLE AND RESILIENT FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET

## Our Planet

GOAL	FY22 RESULT
<p><b>Climate 2030 Goals</b> 50% absolute reduction in scope 1, 2 and 3 greenhouse (GHG) emissions representing all of Starbucks direct operations and value chain.</p>	<p>12.4% increase compared to FY19. An increase at this stage in our journey towards significant reductions in our GHG emissions is expected. We are focused on identifying and testing innovative solutions that we can scale across our global operations and engaging with our value chain while improving our measurement systems.</p> <p>In March 2021, Starbucks GHG reduction goal was validated as science-based by the SBTi, which confirmed our target is aligned with a 1.5 degree Celsius pathway.</p>
<p><b>Water 2030 Goals</b> 50% of water withdrawals will be conserved or replenished across Starbucks direct operations, stores, packaging and agricultural supply chain, prioritizing action in high-risk water basins while supporting watershed health, ecosystem resilience and water equity.</p>	<p>14.8% increase compared to FY19. Water withdrawals increased in FY22 due to increased purchasing of key commodities, including packaging, non-dairy milk products, food, and tea.</p> <p>In August 2021, we announced an expanded water target increasing the projected water conserved or replenished and catalyzing holistic watershed health improvements in high risk basins. In FY22, Starbucks began a water replenishment program, funding eight projects in eight global priority watersheds. The eight projects will continue to be implemented throughout FY23. Starbucks will report on the volumetric water benefit associated with these programs in our FY23 GESI report.</p>
<p><b>Waste 2030 Goals</b> 50% reduction in waste sent to landfill from stores (including packaging that leaves stores) and direct operations, driven by a broader shift toward a circular economy.</p>	<p>4.7% increase in operational waste sent to landfill compared to FY19. In FY22, 28% of operational waste was diverted from landfill, a 2-percentage point increase over FY19.<sup>2</sup></p> <p>Additionally, 49% of Starbucks packaging, by weight, was reusable, recyclable, or compostable in FY22.</p>

## Strategies for Change

GOAL	FY22 RESULT
<p><b>Renewable Energy</b> 100% renewable energy for global operations by 2020.</p>	<p>In FY22, Starbucks in the U.S. and Canada maintained 100% renewable energy for company-operated retail operations. Starbucks U.K. company-operated market has achieved the same since FY18. Renewable energy powered 72% of company-operated facilities globally.</p>
<p><b>Greener Stores</b> Build and operate 10,000 Greener Stores globally by 2025.</p>	<p>3,596 Starbucks stores were certified Greener Stores in FY22, including 88 internationally.</p>

<sup>2</sup>Operational waste sent to landfill excludes packaging that leaves stores and is disposed of by customers.

## BUILDING A MORE EQUITABLE, SUSTAINABLE AND RESILIENT FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET

## Strategies for Change

GOAL	FY22 RESULT
<b>Double the use of reusable cups from 2016– 2022.</b>	After the reintroduction of personal reusable cups in our stores in July 2021 due to the COVID-19 pandemic, 1.2% of beverages sold were in reusable cups in FY22, either a customer’s personal cup, “for here” ware, or a “borrow a cup” in company-operated stores globally. We remain committed to reducing single-use plastics and packaging waste and staying transparent with partners, customers and stakeholders on our progress.
<b>20% recycled content in our hot cups by 2022.</b>	Completed innovation in order to roll out cups with 30% post consumer recycled fiber in FY23. <sup>3</sup>
<b>100% compostable and recyclable hot cups developed by 2022.</b>	Starbucks is continuing our work to develop compostable and recyclable hot cups in collaboration with Closed Loop Partners and the NextGen Consortium. In FY22, we added the following cities to our list of cities that accept cups in their municipal recycling program: Columbus, Cleveland, Dayton, Memphis, Houston and Buffalo. <sup>4</sup>

## Ellen MacArthur Foundation Global Commitment

GOAL	FY22 RESULT
<b>Take action to help eliminate problematic or unnecessary plastic packaging by 2025.</b>	Building on Starbucks elimination of traditional plastic straws across retail stores globally in FY21, Starbucks completed the roll-out of straws made from polyhydroxyalkanoate (PHA), a non-fossil fuel derived plastic that is home compostable, in the U.S. in FY22. In Canada, Starbucks rolled out wood cutlery and paper straws in FY22 and continued research and development to bring new products to market in FY23–25.
<b>Take action to move from single-use towards reuse models where relevant by 2025.</b>	The company piloted reusable or returnable cup programs through 20 tests across North America, EMEA and China Asia-Pacific. These tests focus on multiple reusable cup programs or operating models including Starbucks Borrow A Cup program, 100% reusable operating models, financial incentives and promotions, new customer experience upgrades and an emphasis on personal cups and for-here ware.
<b>Take action for 100% of plastic packaging to be reusable, recyclable or compostable by 2025.</b>	24.7% of plastic packaging was reusable, recyclable or compostable.
<b>Use 5–10% recycled content across all plastic packaging by 2025.</b>	6.3% recycled content used across all plastic packaging.
<b>20% reduction of virgin plastic packaging by 2025 (compared to FY19).</b>	5.6% decrease in virgin plastic packaging compared to FY19

<sup>3</sup>FY23: Launched a more sustainable hot cup that uses 30% post consumer recycled fiber and less plastic in the liner in Q1 of FY23.<sup>4</sup>Due to infrastructure challenges, Starbucks is retiring this goal. We will continue to work to advance recycling access for our cups through our NGO partners and the NextGen Consortium.

**BUILDING A MORE EQUITABLE, SUSTAINABLE AND RESILIENT FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET****Coffee and Our Supply Chain**

GOAL	FY22 RESULT
<b>C.A.F.E. Practices</b> Committed to source and verify 100% of Starbucks coffee ethically through C.A.F.E. Practices.	98.2% of coffee ethically sourced and verified through C.A.F.E. Practices. <sup>7</sup>
<b>Committed to 100% responsibly sourced tea.</b>	99.7% of tea sourced by the global tea sourcing team was verified as responsibly sourced.
<b>Committed to responsibly sourced cocoa.</b>	The company's global cocoa sourcing team directly purchased 12 million kilograms of Rainforest Alliance certified and segregated cocoa beans from Côte d'Ivoire (Ivory Coast).
<b>Conserve water usage in green coffee processing by 50%.</b>	To date, contracted more than 1,300 eco-wet mills that separate the fruit of the coffee cherry from the coffee bean.
<b>Sustainable Future of Coffee</b> Achieve Carbon-Neutral Green Coffee by 2030.	Continue working to refine the methodology we use to calculate the carbon and water footprint of green coffee.
<b>Climate-Tolerant Coffee Trees</b> Provide 100 million trees to farmers by 2025.	More than 9.5 million climate-tolerant coffee trees distributed globally through Starbucks 100 million tree commitment.
<b>Global Farmer Fund</b> Supply \$100 million in farmer loans by the end of 2025.	\$80.8 million in loans deployed to date from Starbucks Group. FY21 results represent loans deployed from Starbucks Coffee Trading Company only. <sup>8</sup>
<b>Supplier Diversity and Inclusion</b> \$1.5 billion in Tier 1 diverse supplier spend by 2030.	Nearly \$900 million spent with Tier 1 diverse suppliers.
<b>Diverse Media Spend</b> Allocate 15% of paid media investment to minority-owned and targeted media companies.	18% of paid media budget invested in minority-owned and targeted media companies.

<sup>7</sup>In FY21: Committed to 100% ethically sourced coffee in partnership with Conservation International.

<sup>8</sup>Methodology Update: For FY22, reporting loans deployed from Starbucks Group (inclusive of SCTC). Expanded reporting scope from SCTC only (FY21) to reflect the investments Starbucks has made to improve the working lives of farmers.

## BUILDING A MORE EQUITABLE, SUSTAINABLE AND RESILIENT FUTURE FOR COFFEE, OUR COMMUNITIES AND OUR PLANET

## Animal Welfare

GOAL	FY22 RESULT
<b>Cage-Free Eggs</b> 100% cage-free eggs and egg products in company-operated stores globally.	In our North American company-operated stores, 100% of eggs are cage-free, inclusive of branded products supplied to our licensee business partners in North America. In our EMEA and U.K. company-operated markets, 99.9% of eggs are cage-free.
<b>Antibiotics</b> Serve only poultry raised without the routine use of medically important antibiotics in all company-operated U.S. stores by 2020.	100% of poultry raised without routine use of medically important antibiotics.
<b>Sow Housing</b> We will specify 100% “group housed” pork as a requirement of our pork suppliers in the U.S. and Canada and take steps to ensure a “group housed” pork supply by 2024; Phase out the excessive use of gestation stalls for the sows in our supply chain by 2030.	22% of pork is group-housed for U.S. and Canada.
<b>Broiler Chickens</b> We are committed to improve conditions for broiler chickens and are working with our suppliers, licensees, and others in the industry to help ensure that by 2024 the chicken we buy for our U.S. stores is produced in alignment with Global Animal Partnership (GAP) standards as assessed by a third-party auditor.	We are actively reviewing our broiler chicken commitment to identify the best path forward for implementation within our supply chain. Over the next year, we will be setting baseline targets for implementation, which will be included in the FY23 GESI report.

# our planet: data

## SUPPORTING DOCUMENTS & DATA TABLES

Annual update of Planet Positive progress:<sup>1,2,3</sup> The following metrics represent detailed reporting of Starbucks environmental performance in FY19, the baseline year for our 2030 environmental targets, FY21, and FY22. We made significant updates to our inventory methodologies this year and recalculated FY19 and FY21 results, which will differ from the FY19 and FY21 data previously reported. We did not update our FY20 calculations because reduced business activity in FY20 from COVID-19 make this year difficult to use for comparisons.<sup>4</sup> In FY22, we were not expecting significant reductions in our environmental impacts and progress towards our 2030 targets as we are focused on identifying and testing innovative solutions that we can scale across our global operations. We are committed to enhancing measurement systems and coordination across Starbucks and our value chain, including with our licensee partners.

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<sup>1</sup>The scope of this data is global unless otherwise noted. Direct operations refers to an operational control boundary, inclusive of company-operated stores, corporate offices and manufacturing and distribution facilities. This includes global wholly-owned and partially-owned subsidiaries over which Starbucks has management and operational control. Direct operations excludes licensed stores.

<sup>2</sup>We have updated the methodologies used to develop our environmental inventories. These updates including improved data quality and availability, changes to emissions and water factors, and other methodological changes.

<sup>3</sup>Where possible, reported data aligns with our fiscal year. In some cases, for example utility bills, the data aligns to the nearest month rather than the exact fiscal year end and start dates.

<sup>4</sup>FY20 environmental performance metrics are available in [Starbucks FY20 Global Environmental and Social Impact Report Supplement](#).

ENERGY CONSUMPTION (MWh)	FY19	FY21	FY22
<b>Total Energy Consumption, direct operations<sup>5</sup></b>	<b>2,524,818</b>	<b>2,491,543</b>	<b>2,596,498</b>
Total purchased electricity, direct operations	1,935,927	1,912,881	1,993,189
Percent renewable	71%	69%	72%
Total fuel consumed, direct operations <sup>6</sup>	588,891	578,662	603,309
GREENHOUSE GAS EMISSIONS (mtCO <sub>2</sub> e) <sup>7,8</sup>	FY19	FY21	FY22
<b>Scope 1<sup>9</sup></b>	<b>336,124</b>	<b>350,424</b>	<b>579,515</b>
<b>Scope 2</b>			
market-based	322,823	331,274	293,364
location-based	805,258	778,002	789,349
<i>sub-total scope 1 + 2 market-based emissions</i>	<i>658,947</i>	<i>681,698</i>	<i>872,879</i>
<b>Scope 3<sup>10</sup></b>			
① Purchased goods and services <sup>11,12</sup>	7,327,716	7,379,337	7,683,841
② Capital goods	144,036	123,701	168,238
③ Fuel- and energy-related activities	166,071	157,102	177,249
④ Upstream transportation and distribution	702,627	693,801	666,369
⑤ Waste generated in operations	264,872	258,269	275,867
⑥ Business travel	29,343	4,027	12,914
⑦ Employee commuting	615,170	652,928	707,180
⑧ Upstream leased assets <sup>13</sup>	<i>Not relevant</i>		
⑨ Downstream transportation and distribution <sup>14</sup>	287,981	419,905	450,777
⑩ Processing of sold products	159,018	147,834	160,043
⑪ Use of sold products	59,772	55,725	56,766
⑫ End-of-life treatment of sold products	160,929	168,997	186,837
⑬ Downstream leased assets <sup>15</sup>	<i>Not relevant</i>		
⑭ Franchises <sup>16</sup>	3,130,274	2,907,856	3,790,309
⑮ Investments	213,820	268,676	304,167
<i>subtotal scope 3 emissions</i>	<i>13,261,628</i>	<i>13,238,157</i>	<i>14,640,557</i>
<b>Total emissions (scope 1 + 2 market-based + 3)</b>	<b>13,920,575</b>	<b>13,919,496</b>	<b>15,513,436</b>
Percent of total GHG emissions from fluid dairy purchases <sup>17</sup>	18%	17%	16%
Percent of total GHG emissions from green coffee purchases <sup>18,19</sup>	14%	12%	12%
<b>Percent reduction of total emissions from FY19 baseline</b>			<b>-11%</b>

<sup>5</sup>In gigajoules, total energy consumption in FY22 equals 9,347,393 GJ, and total fuel consumed in FY22 equals 2,171,912 GJ.

<sup>6</sup>Fuel types consumed include natural gas, stationary diesel and gasoline, propane, aviation fuel, and mobile vehicle fuel.

<sup>7</sup>Starbucks presents greenhouse gas emissions in accordance with the GHG Protocol and uses global warming potential values from the IPCC Fourth Assessment.

<sup>8</sup>FY22 data has been third-party verified by Burns and McDonnell. Their report is available on [p. 79](#).

<sup>9</sup>Refrigerant emissions from retail HVAC equipment have only been estimated for China and the UK. Global refrigerant emissions from non-retail facilities were not estimated.

<sup>10</sup>Scope 3 emissions utilize location-based values.

<sup>11</sup>Category 1 emissions includes land use change (LUC) for purchases of coffee, tea, cocoa, and food and other beverage ingredients and dairy and non-dairy milks. LUC is defined as a change from one land-use category to another as a result of human activity. We use the Quantis LUC methodology, which accounts for year-to-year, country-level LUC over 20-year intervals, including primary and secondary forest loss; peatland drainage and degradation; and soil erosion and degradation.

<sup>12</sup>Category 1 emissions include the emissions from the purchased goods and services made by Starbucks Corporation. Purchases made by licensees for key commodities are included in category 14 as recommended by the GHG Protocol.

<sup>13</sup>Starbucks does not have significant upstream leased assets.

<sup>14</sup>Downstream transportation emissions were calculated for the first time for FY19, FY21 and FY22. Sources of emissions include delivery and vehicle idling in drive-thru lines.

<sup>15</sup>Starbucks does not act as a lessor.

<sup>16</sup>A methodology change was made to Category 14 to include refrigerant, fugitive and process gas emissions for licensee stores and to exclude transportation data (not paid for by Starbucks) per the GHGP guidance.

<sup>17</sup>Total GHG emissions from fluid dairy purchases is inclusive of fluid dairy categorized in scope 3 category 1 and category 14, and include estimated LUC associated with these purchases.

<sup>18</sup>Total GHG emissions from green coffee purchases is inclusive of estimated LUC associated with these purchases included in scope 3 category 1.

<sup>19</sup>Total FY21 GHG emissions from green coffee purchases is estimated based on FY22 country-specific emission factors and total purchases from relevant countries.

WATER WITHDRAWALS (megaliters) <sup>8,20</sup>	FY19	FY21	FY22
<b>Total water withdrawal</b>	<b>4,258,690</b>	<b>4,009,991</b>	<b>4,888,900</b>
Direct operations <sup>21,22</sup>	22,855	22,605	23,867
Percent water withdrawn from high-risk basins <sup>23</sup>	<i>Not calculated</i>	33%	29%
Indirect: licensed stores <sup>21</sup>	13,835	18,656	22,750
Percent water withdrawn from high-risk basins <sup>23</sup>	<i>Not calculated</i>	42%	45%
Indirect: packaging and agricultural commodities purchased <sup>24</sup>	4,222,001	3,968,730	4,842,283
<b>Percent reduction of total water withdrawal from FY19 baseline</b>			<b>-15%</b>
<b>OPERATIONAL WASTE (thousand metric tons)<sup>8,25</sup></b>	<b>FY19</b>	<b>FY21</b>	<b>FY22</b>
<b>Total weight of non-hazardous operational waste</b>	<b>1,154</b>	<b>1,108</b>	<b>1,236</b>
Direct operations generated <sup>26</sup>	824	836	903
Percent organic	54%	54%	54%
Percent diverted <sup>27</sup>	28%	30%	30%
Indirect: generated in licensed stores <sup>28</sup>	330	273	333
Percent organic	56%	58%	55%
Percent diverted <sup>27</sup>	21%	22%	22%
<b>Percent total non-hazardous operational waste, diverted<sup>27</sup></b>	<b>26%</b>	<b>28%</b>	<b>28%</b>

<sup>20</sup>In FY22, Starbucks began a water replenishment program, funding eight projects in eight global priority watersheds. Starbucks aims to report on the volumetric water benefit associated with these programs in our FY23 GESI report.

<sup>21</sup>Water withdrawal from stores includes both primary and estimated data. Where primary data is not available, water withdrawal is estimated by applying an average water withdrawal factor derived from U.S. and Canada company-owned stores.

<sup>22</sup>Starbucks withdraws water strictly from local water utilities or similar relevant entities, and as such all of our water withdrawals are categorized as sourced from third-party water.

<sup>23</sup>High risk basins refers to water withdrawals from facilities located in regions of high or extremely-high baseline water stress as defined by WRI Aqueduct tool, which was used to conduct this assessment.

<sup>24</sup>Water withdrawal from packaging and agricultural commodities is estimated using country-level or regional data from the World Food Lifecycle Database (WFLDB). Reporting of this category aligns with our GHG inventory, scope 3, category 1.

<sup>25</sup>A methodology change was made in the FY19 and FY21 inventories to update operational waste values and classifications to be consistent with internal data tracking and estimation methodology improvements established in FY22. We are not reporting on waste discarded by customers out of stores and instead have expanded our reporting of packaging materials.

<sup>26</sup>Reporting of this category aligns with the GHG inventory, scope 3, category 5.

<sup>27</sup>We measure diversion as waste materials recycled, remarketed, composted, donated, or sold to be processed in cattle feed. Diversion does not include materials sent to landfill, incineration (with or without energy recovery) or liquid waste sent down the drain (excludes water).

<sup>28</sup>Licensed store non-hazardous waste is estimated based on company-owned store information. This does not include construction & demolition waste or e-waste. Reporting of this category aligns with the GHG inventory, scope 3, category 14.

PACKAGING MATERIALS <sup>29</sup> (thousand metric tons)	FY19	FY21	FY22
<b>Total weight of packaging material<sup>30</sup></b>	<b>389</b>	<b>387</b>	<b>400</b>
Percent of packaging made from recycled or renewable materials	30%	29%	31%
Percent of materials recyclable, compostable or reusable	45%	46%	49%
Direct: total weight of packaging materials purchased by Starbucks Corporation <sup>31</sup>	259	270	267
Indirect: total weight of packaging materials purchased by licensees for Starbucks retail operations <sup>32</sup>	129	115	133
<b>Total weight of plastic packaging materials<sup>33</sup></b>	<b>152</b>	<b>163</b>	<b>153</b>
Total weight of virgin plastic packaging materials	144	154	136
Percent reduction of virgin plastic packaging materials from FY19 baseline			6%
Percent of plastic packaging that is reusable, recyclable or compostable <sup>34</sup>	18%	18%	25%
Percent of post-consumer recycled content used in our plastic packaging	5%	5%	7%

<sup>29</sup>Data represents packaging materials used in our direct operations and licensed stores and all other packaging materials purchased by Starbucks Corporation. This aligns with our GHG Inventory and Ellen MacArthur Foundation Global Commitment reporting boundaries. Starbucks branded products sold outside of our stores is part of a licensed model of the Global Coffee Alliance with Nestlé, while our global ready-to-drink businesses operate under collaborative relationships with PepsiCo and others. The Starbucks branded packaging used by Channel Development business partners are part of their commitments and reporting.

<sup>30</sup>Data represents paper and plastic packaging materials, our most significant sources of packaging materials.

<sup>31</sup>Reporting of this category aligns with packaging materials reported in the GHG inventory under scope 3, category 1.

<sup>32</sup>Reporting of this category aligns with packaging materials reported in the GHG inventory under scope 3, category 14.

<sup>33</sup>FY19 and FY21 inventories have been recalculated to align to methodology changes and data quality improvements made as part of the FY22 inventory. These results may differ from what has been previously submitted to Ellen MacArthur Foundation Global Commitment and WWF ReSource Plastic and we anticipate restating these metrics in our 2023 reporting to these organizations.

<sup>34</sup>In assessing the recyclability of our portfolio Starbucks has aligned with the New Plastics Economy 2022 Recycling Rate Survey results.

# *sasb* *reporting*

SUPPORTING DOCUMENTS  
& DATA TABLES

Sustainability Accounting Standards Board Reporting

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TOPIC & ACCOUNTING METRIC	SASB CODE	FY22 STARBUCKS RESPONSE
<b>Energy Management</b>		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	See FY22 Global Environmental & Social Impact Report narrative, <a href="#">p. 34</a> . See Our Planet: Data, <a href="#">p. 64</a> . <i>Additional information is available in our CDP Climate Change response.</i>
<b>Water Management</b>		
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	See FY22 Global Environmental & Social Impact Report narrative, <a href="#">p. 37</a> . See Our Planet: Data, <a href="#">p. 64</a> . <i>Additional information is available in our CDP Water Stewardship response.</i> <i>Total volume of water consumption is not monitored as we do not typically have discharge meters in our stores and do not track how much water goes into beverages. Therefore, we are disclosing on water withdrawn from regions with high or extremely high baseline water stress.</i>
<b>Food &amp; Packaging Waste Management</b>		
(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	See FY22 Global Environmental & Social Impact Report narrative, <a href="#">p. 29</a> and <a href="#">36</a> . See Our Planet: Data, <a href="#">p. 64</a> . <i>Additional information about our packaging is available via our reporting to WWF ReSource and the Ellen MacArthur Foundation Global commitment.</i>
(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	FB-RN-150a.2	
<b>Food Safety</b>		
(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	FB-RN-250a.1	Starbucks is always committed to the health and safety of our customers and partners. We regularly audit and review product quality and food safety practices. We validate our policies and procedures to ensure they are effective and up to date. We actively communicate with our partners and customers through <a href="#">starbucks.com</a> and other communication channels on product-related nutritional and safety information.
(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	

TOPIC & ACCOUNTING METRIC	SASB CODE	FY22 STARBUCKS RESPONSE
<b>Nutritional Content</b>		
(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	FB-RN-260a.1	Starbucks provides transparent information to ingredients, calories and other nutritional information. <i>Additional information is available on <a href="https://www.starbucks.com">starbucks.com</a>.</i>
(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options	FB-RN-260a.2	Starbucks reviews our marketing and advertising for compliance with all applicable laws, including the Federal Trade Commission's truth-in advertising standards. We also design our digital content to be compliant with the Children's Online Privacy Protection Act (COPPA). <i>Additional information is available in <a href="#">Starbucks Global Human Rights Statement</a>.</i>
(1) Number of advertising impressions made on children and (2) percentage promoting products that meet national dietary guidelines for children	FB-RN-260a.3	
<b>Labor Practices</b>		
(1) Voluntary and (2) involuntary turnover rate for restaurant employees	FB-RN-310a.1	Starbucks is committed to being an employer of choice and maintaining the strength of our workforce. In FY22, the total partner turnover in North America (U.S. and Canada) was nearly 65%, significantly lower than industry turnover rates. Starbucks makes available online our Commitment to Partners and our workforce data for the U.S. business. <i>There is additional information available on <a href="#">Human Capital Management in our Form 10-K Filing</a>, p. 2.</i>
(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	FB-RN-310a.2	As of FY22, 100% of U.S. partners earn above minimum wage. As of FY22, Starbucks hourly partners earn nearly \$17/hour in the U.S. <i>Additional information about Starbucks labor practices is available at <a href="#">Starbucks Commitment to Partners</a>.</i>
<b>Supply Chain Management &amp; Food Sourcing</b>		
Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	FB-RN-430a.1	Starbucks ethical sourcing approach integrates social and environmental standards and is an expectation for suppliers and business partners. <i>Additional information is available in the <a href="#">Starbucks Global Human Rights Statement</a>, <a href="#">Our Supply Chain</a>.</i>
Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	FB-RN-430a.2	
Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	See FY22 Global Environmental & Social Impact Report narrative, <a href="#">p. 43</a> .

## TOPIC &amp; ACCOUNTING METRIC

## SASB CODE

## FY22 STARBUCKS RESPONSE

**Activity Metrics**

Number of (1) company-operated and (2) franchise locations	FB-RN-000.A	As of October 2, 2022, Starbucks operated 18,253 Company-Operated and 17,458 Licensed locations. <i>Additional information is available in the <a href="#">Starbucks Fiscal 2022 Annual Report</a>, p. 6 and p. 8.</i>
Number of employees at (1) company-operated and (2) franchise locations	FB-RN-000.B	As of October 2, 2022, Starbucks employed approximately 402,000 people worldwide. <i>Additional information is available in the <a href="#">Starbucks Fiscal 2022 Annual Report</a>, p. 4</i>

# human rights

## SUPPORTING DOCUMENTS & DATA TABLES

Coffee and Farmer Equity (C.A.F.E.) Practices is our ethical sourcing verification program with a comprehensive list of zero tolerance indicators that measures farms against economic, social and environmental criteria, designed to promote transparent, profitable and sustainable coffee growing practices while protecting the well-being of coffee farmers and workers, their families and their communities.

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## Coffee

ZERO TOLERANCE INDICATOR	# OF NONCONFORMITIES	% OF TOTAL NONCONFORMITIES
Nonconformities related to wage practices	89	34%
Nonconformities related to traceability requirements	68	26%
Nonconformities related to child labor	54	21%
Nonconformities related to labor intermediaries	13	5%
Nonconformities related to transparency requirements	1	0%
Nonconformities related to banned pesticides <sup>3</sup>	23	9%
Nonconformities related to forced labor, abuse, or unethical recruitment practices	13	5%
Nonconformities related to deforestation	7	3%
	<b>268</b>	<b>100%</b>
<b>% of nonconformities remediated or closed in FY22</b>		<b>84%</b>

## Manufactured Goods

ZERO TOLERANCE INDICATOR	# OF NONCONFORMITIES	% OF TOTAL NONCONFORMITIES
Nonconformities related to wage practices	21	60%
Nonconformities related to transparency requirements	6	17%
Access denial into facilities for audits and inspections	1	3%
Health and safety, including direct and immediate endangerment	0	0%
Environmental impact	0	0%
Forced labor	6	17%
Child labor	1	3%
Abuse and harassment	0	0%
	<b>35</b>	<b>100%</b>
<b>% of nonconformities remediated or closed in FY22</b>		<b>67%</b>

Starbucks ethical sourcing program is dedicated to monitoring 100% of our C.A.F.E. Practices-approved coffee supply chains, which today represents more than 400,000 farmers around the world.<sup>1</sup> A nonconformity as reported in this table is a breach of any one of Starbucks zero tolerance indicators. Multiple nonconformities could be identified in a single location. In FY22, we verified or audited 644 coffee supply chains and identified 268 zero tolerance nonconformities in 83 supply chains.<sup>2</sup> For each zero tolerance non-conformity brought to our attention through C.A.F.E. Practices, we swiftly address them by working closely with our suppliers and our on-the-ground, third-party partners to pursue corrective actions, including, where appropriate, providing remedy for the impacted individuals. At the time of producing this report, 84% of zero tolerances identified through audits that occurred during FY22 have been remediated. Due to the seasonal nature of coffee production, some zero tolerance indicators may only be closed during the harvest period when the majority of temporary workers are present and therefore fully closing these indicators may require waiting until the next coffee harvest. In the event a zero tolerance indicator cannot be resolved in a timely and comprehensive manner, a supply chain will be considered Non Compliant and not eligible for C.A.F.E. Practices approval until resolution is possible. For more information on our responsible sourcing practices for Manufactured Goods and Services, see [page 43](#).

<sup>1</sup>A “coffee supply chain” is a network of farms, mills, and warehouses. We work with more than 1,100 coffee supply chains, which are made up of more than 400,000 individual farms.

<sup>2</sup>All coffee supply chains are verified or audited at regular intervals by approved verification organizations and with oversight provided by SCS Global Services that includes additional audits. While exceptions exist, as a general rule, we audit all supply chains with large-scale farms every year and supply chains with small and medium farms every two years.

<sup>3</sup>Includes pesticides classified as Type 1a or 1b by the World Health Organization.

# *occupational health and safety standard*

## SUPPORTING DOCUMENTS & DATA TABLES

Starbucks is committed to the safety of our partners, customers and physical assets. The Global Safety and Security Policy provides the structure for maintaining a safe and secure working environment. The purpose of this Standard is to provide requirements in alignment with occupational health and safety regulations.

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Annually, Occupational Health and Safety (OH&S) program elements (written program, training, and assessments), are reviewed, edited, and endorsed by Starbucks senior leadership. Adherence to this Standard ensures a current and compliant program defined under OH&S Code expectations.

Following this Standard reduces hazards, injuries, prevents physical and psychological illnesses, and nurtures the core safety need for protection from elements, security, order, law, stability, and freedom from fear.

This Standard applies to all employees (partners) of Starbucks Corporation and its wholly-owned subsidiaries in North America for the following locations:

- All company-operated retail stores in the United States and Canada
- All Siren retail locations, which include Princi, and commissary kitchens (excludes roasting facilities)
- Support centers
- It also applies to non-partner workers engaged by Starbucks, including vendors, suppliers, and professional service providers in these locations

## Definitions

TERM	DEFINITION
<b>Occupational Safety Assessments</b>	Verification of the implementation of occupational safety, which may be self-administered, or externally completed.
<b>Code</b>	Written and publicly available regulation associated with injury prevention (e.g., Occupational Safety and Health Administration (OSHA), Worker Rights Act, Health and Safety Executive, etc.)
<b>Hazard</b>	A danger or risk that could lead to an injury.
<b>Operational Resources</b>	Daily Records Book, Duty Roster, and Safety Committees agendas.
<b>Safety</b>	The condition of being protected from, or unlikely to cause, danger, risk, or injury.
<b>Support Teams</b>	Administrative groups which function to support the operations for retail locations (e.g., Facilities, Food Safety, Partner Resources, etc.).
<b>Violations/Citations</b>	Written reports from enforcement agencies (e.g., Ministry of Labour, OSHA) that document a case of non-compliance to the written Codes. In the U.S., severity of Violation is tiered: General, Repeated, or Willful. Each tier has associated financial penalties.

## Requirements

The below outlines expectations of partners for the purpose of maintaining an OH&S compliant program:

- Partners must complete occupational safety training comprised of new hire orientation, on-going reiterative content, and other occupational safety training as determined by the Starbucks Global Safety and Compliance team.
- Partners must utilize the occupational health and safety guidelines described in the Safety and Security Manual.
- Non-Support Center partners are responsible for completing occupational safety self-assessments as described in Operational Resources, as applicable.
- When hazards are identified, non-Support Center partners are required to report them using a self-assessment, as referenced above.
- Non-Support Center partners have a duty to ensure that all Operational Resource documents are archived per the Starbucks Record Retention Schedule.
- Partners must report incidents of workplace injury or illness to Starbucks third party administrator in the U.S. and Canada, and/or harassment to the Ethics & Compliance team.
- Partners must follow the guidance of Store Evacuation/Shelter-in-Place Procedures available to retail partners and Emergency Actions Plans available on the Partner Hub to Support Center partners, and as described in the Safety and Security Manual.
- Managers are responsible for ensuring partners are aware of and following the above requirements.
- Failure to comply with this Standard and related governance tools may result in disciplinary action, up to and including termination of employment. Decisions regarding corrective action, or immediate termination, rests within the sole discretion of Starbucks management.
- The OH&S program must strive for continuous improvement to ensure the safest working environment for all partners, and program feedback should be addressed to the Global Safety & Compliance team by email.

*external  
auditor  
assurance  
letters*

SUPPORTING DOCUMENTS  
& DATA TABLES

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## Report of Independent Accountants

To the Stakeholders of Starbucks Coffee Company

We have examined the data identified below (the Data) contained within Starbucks Coffee Company's Global Environmental and Social Impact Report (the Report) for the fiscal year ended October 2, 2022. Starbucks Coffee Company's management is responsible for presenting the Data for the fiscal year ended October 2, 2022 in accordance with the criteria contained in the respective sections of the Report indicated below (the Criteria). Our responsibility is to express an opinion on the Data based on our examination:

- 98.2% ethically sourced coffee purchases as contained in the **Ethical Sourcing Performance (C.A.F.E Practices)** section on page 39 of the Report;
- 99.7% ethically sourced tea purchases as contained in the **Responsible Sourcing for Tea** section on page 42 of the Report;
- 12 million kilograms of segregated cocoa beans purchased from Cargill as contained in the **Responsible Sourcing for Cocoa** section on page 42 of the Report;
- Investment in farmer loans since FY18 of \$65.8 million as contained in the **Global Farmer Fund** section on page 41 of the Report.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Data is in accordance with the Criteria, in all material respects. An examination involves performing procedures to obtain evidence about the Data. Those procedures are described in more detail in the paragraph below. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material misstatement of the Data, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

Our evidence-gathering procedures included, among other activities, the following:

- Testing the effectiveness of the internal reporting system used to collect and compile information on the Data which is included in the Report;
- Performing specific procedures, on a sample basis, to validate the Data, through communications with Starbucks Coffee Trading Company buying operations in Lausanne, Switzerland, and Corporate headquarters in Seattle, Washington;
- Interviewing partners (employees) responsible for data collection and reporting;
- Reviewing relevant documentation, including corporate policies, management and reporting structures;
- Performing tests, on a sample basis, of documentation and systems used to collect, analyze and compile the Data that is included in the Report, and
- Confirming certain of the Data to third-party confirmations and reports.

We are required to be independent of Starbucks Coffee Company and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our examination engagement.

In our opinion, the Data for the fiscal year ended October 2, 2022, is presented in accordance with the Criteria, in all material respects.



Seattle, Washington  
April 17, 2023

# Memorandum



Date: March 31, 2023

To: To the Board of Directors and Stakeholders of Starbucks Coffee Company

From: Emily Robbins – Burns & McDonnell

Subject: Verification Report for FY2022 Greenhouse Gas Inventory, Water Withdrawals Inventory, and Operational Waste Inventory

Burns & McDonnell Engineering Company, Inc. (Burns & McDonnell) was retained by Starbucks Corporation (Starbucks) to verify and provide a third-party assessment of the 2022 Greenhouse Gas (GHG) Emissions Inventory, Water Withdrawals Inventory, and Operational Waste Inventory for Fiscal Year (FY) 2022. The purpose of assessment was to verify that the FY2022 GHG Emissions Inventory, Water Withdrawals Inventory, and Operational Waste Inventory represents a reasonable and accurate account of Starbucks’s GHG emissions, water withdrawals and operational waste.

## Inventory Summary

Verified values for Starbucks’ FY 2022 GHG, Water Withdrawals, and Operational Waste Inventories are shown below in Table 1.

**Table 1: Verified Inventory Summary**

<b>Metric</b>	<b>Total</b>
Total GHG Emissions (Scope 1 + Scope 2 Market-based + Scope 3)	15,513,436 metric tonnes CO <sub>2</sub> e
Total Water Withdrawal (from direct operations, licensed stores, and agricultural and packaging commodities purchased by Starbucks)	4,888,900 megaliters
Total Weight of Non-Hazardous Operational Waste	1,235,899 metric tonnes

## Greenhouse Gas Emissions Inventory

Burns & McDonnell reviewed Scope 1, Scope 2, and Scope 3 GHG emissions as presented in the “FY22 SBUX Scopes 1 & 2 and Operational Water Inventory 10MAR2023.xlsx” and “FY22 SBUX Scope 3 and Indirect Water Inventory\_15MAR202.xlsx” excel workbooks for the fiscal period October 4, 2021 through October 2, 2022. The GHG emissions data included in the emissions inventory that were subject to review consisted of the following for each Scope:

### Scope 1: Direct GHG Emissions

- Fuel combustion (retail and non-retail facilities, roasting)
- Process emissions from roasting
- Refrigerant losses from stationary equipment

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- Process emissions of nitrous oxide (whipped cream chargers)
- Corporate jet fuel use
- Plant vehicle fuel use

## Scope 2: Indirect GHG Emissions

- Purchased electricity usage (market based and location based)
- District heating and cooling

## Scope 3: Corporate Value Chain

- Category 1 – Purchased Goods and Services
- Category 2 – Capital Goods
- Category 3 – Fuel- and Energy-Related Activities
- Category 4 – Upstream Transportation and Distribution
- Category 5 – Waste Generated in Operations
- Category 6 – Business Travel
- Category 7 – Employee Commuting
- Category 9 – Downstream Transportation and Distribution
- Category 10 – Processing of Sold Products
- Category 11 – Use of Sold Products
- Category 12 – End of Life Treatment of Sold Products
- Category 14 – Franchises
- Category 15 – Investments

It should be noted that this inventory is based on the Fourth Assessment Report (AR4) Global Warming Potential Values developed by the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report.

The GHG inventory assurance review was conducted in accordance with the ISO 14064-3 Standard and World Resources Institute GHG Protocol based on evidence of the reliability of the procedures undertaken to develop the GHG Emissions Footprint. To the best of our knowledge, Burns & McDonnell has found with moderate assurance that Starbucks has satisfactorily compiled a reasonable and fair account of their GHG emissions for FY 2022. The verified values for Scope 1, 2 and 3 are shown below in Table 1.

## **Water Withdrawals Inventory**

In order to complete this moderate assurance of Starbucks' FY2022 Water Withdrawals Inventory, Burns & McDonnell utilized the AA1000AS Quality Assurance Standard and obtained, analyzed and verified data related to water withdrawals as described below. Data were reviewed as presented in "FY22 SBUX Scopes 1 & 2 and Operational Water Inventory

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10MAR2023.xlsx” and “FY22 SBUX Scope 3 and Indirect Water Inventory\_15MAR202.xlsx” excel workbooks for the fiscal period October 4, 2021 through October 2, 2022. This review included:

- A review of Starbucks’ operations and facility activities for the purposes of verifying the water withdrawals.
- A qualitative review evaluating water withdrawals potentially omitted from the FY2022 Water Withdrawals Inventory and the impact on the overall inventory accuracy.
- A review of the processes and procedures utilized to gather data for and develop the FY2022 Water Withdrawals Inventory.
- An examination of Starbucks’ 2022 Water Withdrawals Inventory report and electronic workbook spreadsheets utilized to calculate water withdrawals.

## **Operational Waste Inventory**

In order to complete this moderate assurance of Starbucks’ FY2022 Operational Waste Inventory, Burns & McDonnell utilized the AA1000AS Quality Assurance Standard and obtained, analyzed and verified data related to operational waste as described below. Data were reviewed as presented in “FY19 - FY22 SBUX Global Operational Waste Inventory 13MAR2023.xlsx”. This review included:

1. A review of Starbucks’ operations and facility activities for the purposes of verifying the operational waste inventory.
2. A qualitative review evaluating operational waste potentially omitted from the FY2022 Operational Waste Inventory and the impact on the overall inventory accuracy.
3. A review of the processes and procedures utilized to gather data for and develop the FY2022 Operational Waste Inventory.
4. An examination of Starbucks’ 2022 Operational Waste Inventory report and electronic workbook spreadsheets utilized to calculate operational waste for FY2022.
5. Burns & McDonnell generally assumed that raw source data provided were accurate.

## Statement of Independence

This verification and third-party assessment was performed with no conflicts of interest in relation to providing the assurance of the FY2022 Greenhouse Gas Inventory, Water Withdrawals Inventory, and Operational Waste Inventory for Starbucks.

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