



# THRIVING PARTNERS

We aspire to radically improve the retail partner experience, renew well-being, and unlock the potential of our people by creating jobs with purpose, dignity and opportunities for growth.



## Thriving partners

### THRIVE AT WORK

Feel they can bring their best selves to work and have access to opportunities that will also elevate their financial, physical, and mental well-being.

### THRIVE AS INDIVIDUALS

Are offered personalized career mobility where they feel they can choose their own journey, within Starbucks or even outside.

### THRIVE TOGETHER

Have a sense of community, belonging and safety through connections with customers, and trust with managers and their teams.



**Stores managed by partners with 3+ years of tenure have**

**+13%**  
greater weekly sales

**+3 ppt**  
higher customer connection

## Why now?

### IN CO-CREATION SESSIONS, PARTNERS SHARED THAT IN ORDER TO THRIVE THEY NEED TO...



Feel rewarded through increased pay, relevant benefits, and recognition.



Have a sense of belonging in an environment where their voices are heard.



Be sufficiently trained and supported by their managers.



Have the equipment and technology to keep up with evolving customer needs.



Feel safe in our stores, so they can focus on coffee craft and connections to community.



**This call to action is urgent and the stakes are high as the U.S. frontline labor market is undergoing tectonic shifts, and leading companies are responding with urgency.**

## How we'll do it

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. That value is then reinvested back into our partners.

$$\text{PARTNER ACQUISITION + INVESTMENT} + \text{VALUE DELIVERED TO PARTNERS} = \text{VALUE CREATED BY PARTNERS}$$



We call this the **Partner Lifetime Value Equation**.

### WHEN WE SUCCEED, THRIVING PARTNERS WILL...



Feel they have the tools and confidence to do their job.



Stay longer and progress in their career.



Become more productive.



Deliver better customer experiences.

**Thriving partners are a catalyst to building a stronger Starbucks business and brand.**

## What's next?

In May, we announced more than \$1 billion in investments designed to transform and elevate the experience of Starbucks partners and customers—the result of dozens of co-collaboration sessions across the country where hundreds of retail partners and executives met to co-create the future of Starbucks.

### Those investments include...



## PAY, BENEFITS, AND RECOGNITION

### WHAT WE'VE DONE

Partner investments created together with partners and introduced since May 2022.

- Effective August 1, the minimum starting rate for all hourly partners is **\$15/hour** or more (**\$17/hour** on average nationally). Eligible tenured hourly partners received a **5% raise for 2-5 years** and at least a **7% raise for 5+ years**, if hired on/before May 2, 2022.
- Effective September 19, in partnership with Fidelity, all eligible U.S. partners can participate in **My Starbucks Savings**, a way to save for the unexpected. Partners can contribute a portion of after-tax pay to an individual savings account. To incentivize savings, Starbucks will contribute \$25 and \$50 credits at key savings milestones up to a total of **\$250 per partner**.
- A **Student Loan Management** benefit through Tuition.io helps eligible partners manage and optimize student loan repayments through tools, resources, and individual counseling.
- A **medical travel reimbursement** benefit for eligible travel expenses when accessing an abortion or gender-affirming procedure, available to partners enrolled in Starbucks healthcare, when those services are not available within 100 miles.
- Thousands of partners have already started the re-launched **Coffee Master and Black Apron** programs.
- Co-creating a **new coffee blend** by partners for partners.

### COMING SOON

Initiatives in the works to launch fall 2022 onwards. We will continue to co-create this list with partners.

- Faster sick time accrual.
- Exploring upskilling and career mobility programs to support partner career aspirations in an ever-changing economy.
- A new, modernized recognition experience and platform launching this Winter.



## TRAINING, TECHNOLOGY, AND EQUIPMENT

### WHAT WE'VE DONE

Partner investments created together with partners and introduced since May 2022.

- Doubled time for **new Barista and Shift Supervisors training** with more practice time, de-escalation, and coffee education.
- Provided time for all current partners to complete **Barista Craft Training** to build confidence and focus on coffee, craft, and connection.
- Continued enhancements to **scheduling and Item Availability tools**.
- More time for **hourly personal development conversations** (August 30-September 25).
- Unveiled **Starbucks Odyssey**, a new experience powered by Web3 technology, launching later this year, that will offer U.S. Starbucks Rewards members and partners the opportunity to earn and purchase digital collectible assets that will unlock access to new benefits and immersive coffee experiences.

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- Enhancing in-app tipping and unlocking credit card tipping in late 2022.
- Manager alerts on shift/scheduling tool.
- Cold Beverage in Store labelers in more stores.
- More/new training for partners.



## TO BE HEARD, TO HAVE A VOICE

### WHAT WE'VE DONE

Partner investments created together with partners and introduced since May 2022.

- Introducing a new **Partner App** to create one digital community for all 240,000 U.S. partners (in testing across five districts as of late August).
- Ongoing **collaboration sessions** in U.S. Retail.
- Completed **shift supervisor leadership** sessions this summer.
- Introduced **Springboard** to all U.S. partners, a digital platform for partners to directly give ideas and input on new products, changes or initiatives.

### COMING SOON

Initiatives in the works to launch fall 2022 onwards. We will continue to co-create this list with partners.

- Ongoing **Partner Experience Surveys** (next is in October).
- Continued opportunities to co-create via **Springboard**.