



Global Reporting Initiative Performance Indicators

Starbucks Fiscal 2012

GRI Guidelines Application Level

Starbucks self declares this report to GRI application level **B+** as evidenced in the table below.

Note: In some cases, information is included in the "explanation" column or is available on another website rather than within our report.

Key

- Completely reported
- ◐ Partial information
- No information or not applicable

		2012 Information Reported	Location within Starbucks Fiscal 2011 Report or Starbucks.com
Strategy and Analysis (1)			
1.1	Statement from the senior decision-maker of the organization (e.g. CEO, chair or equivalent senior position) about the relevance of sustainability to the organization and its strategy	●	Message from Howard Schultz
1.2	Description of key impacts, risks and opportunities	●	Message from Howard Schultz Year in Review
Organizational Profile (2)			
2.1	Name of the organization	●	Year in Review
2.2	Primary brands, products and/or services	●	Starbucks Corporation Fiscal 2012 Annual Report
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	●	Starbucks Corporation Fiscal 2012 Annual Report
2.4	Location of the organization's headquarters	●	Starbucks Corporation Fiscal 2012 Annual Report
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	●	Starbucks Corporation Fiscal 2012 Annual Report
2.6	Nature of ownership and legal form	●	Starbucks Corporation Fiscal 2012 Annual Report
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	●	Starbucks Corporation Fiscal 2012 Annual Report



2.8	Scale of the reporting organization including: number of employees, net sales, total capitalization broken down in terms of debt and equity, quantity of products or services provided	●	Starbucks Corporation Fiscal 2012 Annual Report
2.9	Significant changes during the reporting period regarding size, structure or ownership	●	Starbucks Corporation Fiscal 2012 Annual Report
2.10	Awards received in the reporting period	●	Our Company - Learn More About Us Career Center
Report Parameters (3)			
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	●	About This Report
3.2	Date of most recent report (if any)	●	About This Report
3.3	Reporting cycle (annual, biannual etc.)	●	About This Report
3.4	Contact point for questions regarding the report or its contents	●	Year in Review My Starbucks Idea
3.5	Process for defining report content including: materiality, prioritizing topics within the report and identifying stakeholders the organization expects to use the report	●	About This Report
3.6	Boundary of the report (e.g. countries, subsidiaries, leased facilities, joint ventures, suppliers)	●	About This Report
3.7	State any specific limitations on the scope or boundary of the report	●	About This Report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	●	About This Report
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report	●	About This Report
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such restatement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	●	About This Report
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	●	About This Report
3.12	Table identifying the location of the Standard Disclosures in the report	●	About This Report



3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	●	Moss Adams Independent Assurance Report
Governance, Commitments, and Engagement (4)			
4.1	Governance structure of the organization including committees under the highest governing body responsible for specific tasks, such as setting strategy or organizational oversight.	●	Our Company - Learn More About Us
4.2	Indicate whether the chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)	●	Our Company - Learn More About Us
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	Our Company - Learn More About Us
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	●	Starbucks.com/Responsibility Corporate Governance
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	●	Starbucks.com/Responsibility Corporate Governance
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	Starbucks.com/Responsibility Corporate Governance
4.7	Processes for determining qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social performance and the status of their implementation.	●	Starbucks.com/Responsibility Corporate Governance
4.8	Internally developed statements of mission and values, codes of conduct, and principles relevant to economic, environmental and social topics	●	Starbucks.com/Responsibility Our Starbucks Mission Statement
4.9	Procedures of the highest governance body for overseeing the organization's identifications and management of economic, environmental, and social performance, including relevant risks and opportunities and adherence or compliance with internationally agreed standards, codes of conduct and principles.	●	Starbucks.com/Responsibility Corporate Governance



4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	●	Starbucks.com/Responsibility Corporate Governance
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	◐	Starbucks.com/Responsibility Corporate Governance
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	Starbucks.com/Responsibility Year in Review Overview Ethical Sourcing Environmental Community
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	●	Starbucks.com/Responsibility Year in Review Overview Ethical Sourcing Environmental Community
4.14	List the stakeholder groups engaged by the organization.	●	Starbucks.com/Responsibility Our Relationships
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	About This Report
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	◐	About This Report
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	◐	About This Report

Economic Performance Indicators

	Management approach disclosures	●	Starbucks Corporation Fiscal 2012 Annual Report
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	Starbucks Corporation Fiscal 2012 Annual Report Starbucks Policies
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	●	FY12 Report Forest Carbon goal Environment - Climate Change Carbon Disclosure Project Conservation International
EC3	Coverage of the organization's defined benefit plan obligations.	●	Career Center
EC4	Significant financial assistance received from government.	○	NA



EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	○	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	◐	Supplier Diversity
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	○	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	Starbucks.com/responsibility FY12 Global Responsibility Report
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	Starbucks.com/responsibility FY12 Global Responsibility Report
Environmental Performance Indicators			
	Management approach disclosures	●	Environment
EN1	Materials used by weight or volume.	◐	Environment
EN2	Percentage of materials used that are recycled input materials.	◐	Environment
EN3	Direct energy consumption by primary energy source.	●	Energy Conservation Climate Change
EN4	Indirect energy consumption by primary source.	●	Energy Conservation Climate Change
EN5	Energy saved due to conservation and efficiency improvements.	●	Energy Conservation
EN6	Initiatives to provide energy-efficient or renewable energy based on products and services, and reductions in energy requirements as a result of these initiatives.	◐	Energy Conservation
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	●	Energy Conservation
EN8	Total water withdrawal by source.	○	
EN9	Water sources significantly affected by withdrawal of water.	○	
EN10	Percentage and total volume of water recycled and reused.	○	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	○	



EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●	Environment Conservation International
EN13	Habitats protected or restored.	●	Environment Conservation International
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●	Environment Conservation International
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	○	
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	Climate Change
EN17	Other relevant indirect greenhouse gas emissions by weight.	●	Climate Change
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	Environment Conservation International
EN19	Emissions of ozone-depleting substances by weight.	○	
EN20	NO, SO, and other significant air emissions by type and weight.	○	
EN21	Total water discharge by quality destination.	○	
EN22	Total weight of waste by type and disposal method.	○	
EN23	Total number and volume of significant spills.	○	NA
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	○	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	○	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	Environment Conservation International
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	○	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	○	



EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.	○	
EN30	Total environmental protection expenditures and investments by type.	○	
Labor Practices and Decent Work Performance Indicators			
	Management approach disclosures	●	About Us-Corporate Governance Career Center Responsibility Policy
LA1	Total workforce by employment type, employment contract, and region.	●	Starbucks Corporation Fiscal 2012 Annual Report
LA2	Total number and rate of employee turnover by age group, gender, and region.	○	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	Career Center
LA4	Percentage of employees covered by collective bargaining agreements.	●	Career Center Starbucks.com/Responsibility Policy
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	○	
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	○	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	○	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	Career Center
LA9	Health and safety topics covered in formal agreements with trade unions.	○	
LA10	Average hours of training per year per employee by employee category.	○	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	Career Center
LA12	Percentage of employees receiving regular performance and career development reviews.	○	



LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	○	
LA14	Ratio of basic salary of men to women by employee category.	○	
Human Rights Performance Indicators			
	Management approach disclosures	●	Career Center Policies Starbucks Supplier Social Responsibility Standards
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	◐	Career Center Policies Starbucks Supplier Social Responsibility Standards
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	◐	Ethical Sourcing Policies Starbucks Supplier Social Responsibility Standards
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	○	
HR4	Total number of incidents of discrimination and actions taken.	○	
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●	Policies Global Human Rights Statement
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●	Ethical Sourcing Policies Starbucks Supplier Social Responsibility Standards
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●	Ethical Sourcing Policies Starbucks Supplier Social Responsibility Standards
HR8	Percentage of security personnel trained in the organization’s policies or procedures concerning aspects of human rights that are relevant to operations.	●	Policies Global Human Rights Statement
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	○	



HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	<input type="radio"/>	
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	<input type="radio"/>	
Society Performance Indicators reviews and/or impact assessments.			
	Management approach disclosures	<input checked="" type="radio"/>	Policies
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	<input checked="" type="radio"/>	Starbucks.com/Responsibility Community Stores
SO2	Percentage and total number of business units analyzed for risks related to corruption.	<input type="radio"/>	
SO3	Percentage of employees trained in organization’s anti-corruption policies and procedures.	<input checked="" type="radio"/>	Policies Business Ethics and Compliance
SO4	Actions taken in response to incidents of corruption.	<input type="radio"/>	
SO5	Public policy positions and participation in public policy development and lobbying.	<input checked="" type="radio"/>	Policies Business Ethics and Compliance
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	<input checked="" type="radio"/>	Policies
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	<input type="radio"/>	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	<input type="radio"/>	
Product Responsibility Performance Indicators			
	Management approach disclosures	<input checked="" type="radio"/>	Starbucks.com/responsibility FY12 Global Responsibility Report
PR1	Life cycle stages in which health and safety assessed for improvement, and percentage of significant products and services categories subject to such procedures.	<input type="radio"/>	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	<input type="radio"/>	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	<input type="radio"/>	



PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	<input type="radio"/>	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	<input checked="" type="radio"/>	Business Ethics and Compliance
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	<input type="radio"/>	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	<input type="radio"/>	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	<input type="radio"/>	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	<input type="radio"/>	