



Key Performance Indicators

STARBUCKS CORPORATE SOCIAL RESPONSIBILITY | SUMMARY AND HIGHLIGHTS FOR FISCAL 2007

Measuring Our Success

We have established several key performance indicators (KPIs) to measure the degree to which we are fulfilling our commitment to our social and environmental responsibilities. The KPIs in this table are metrics we consider to be among the most relevant for our business.

- 01 COFFEE
- 02 COMMUNITY
- 03 ENVIRONMENT
- 04 WORKPLACE
- 05 DIVERSITY

- KEY**
- ACHIEVED
 - MAKING PROGRESS
 - DID NOT ACHIEVE

Starbucks is no longer reporting Health and Safety as a KPI, but we are continuing to report the data in the *Workplace Section* of the full CSR Annual Report online at starbucks.com/csr.

The full CSR Annual Report will be available online May 13, 2008 at: STARBUCKS.COM/CSR

	INDICATOR	2006	2007	2008 TARGET	WHAT WE SAID IN 2006	WHAT WE DID IN 2007	SELF-RATING	
01	COFFEE AND FARMER EQUITY (C.A.F.E.) PRACTICES	Pounds of green (unroasted) coffee purchased from C.A.F.E. Practices-approved suppliers	155 MILLION POUNDS (GOAL: 150 million pounds)	228 MILLION POUNDS (GOAL: 225 million pounds)	Target is based on a percentage of our total coffee purchases (below) rather than the number of pounds.	Introduced a revised version of the C.A.F.E. Practices guidelines to allow for streamlined, efficient and objective scoring.	Introduced a new scorecard – Version 2.0 – for C.A.F.E. Practices. Version 2.0 includes guidelines on more than 200 specific indicators, making the supplier implementation more straightforward.	●
		Percentage of total green (unroasted) coffee purchases	53%	65%	65%	Update our guidelines to account for regional differences, including clarification of minimum performance levels and compliance with local labor laws and wages for permanent, temporary and seasonal workers.	Began evaluating the data collected from the launch of C.A.F.E. Practices Version 2.0 and using it to understand regional differences, where improvements or more training and support are needed, and how best to continue expanding C.A.F.E. Practices in East Africa and Asia Pacific.	●
	FAIR TRADE CERTIFIED™ COFFEE	Pounds of green (unroasted) coffee purchased from Fair Trade Certified™ cooperatives	18 MILLION POUNDS	20 MILLION POUNDS	Fair Trade Certified™ green (unroasted) coffee purchases to support forecasted sales. We expect that Fair Trade Certified™ coffees could represent 5% of our total coffee purchases in a given year.	Implement a new IT system for online verifier reporting and score calculation.	Implemented a new technology system for online verification, which has helped to streamline the reporting process.	●
		Percentage of total green (unroasted) coffee purchases	6%	6%		Support and promote the sale of Starbucks Fair Trade Certified™ Café Estima Blend® coffee in Starbucks company-operated stores, foodservice channels and other points of distribution.	We saw an increase in awareness of the Fair Trade movement, which resulted in more demand for Starbucks Café Estima Blend® coffee. We have continued to find ways to promote Fair Trade Certified™ coffee to our customers, often working in tandem with Fair Trade national initiatives around the globe. In October 2007, Starbucks participated in “Fair Trade Month” by featuring Café Estima Blend® twice as the Coffee of the Week in our U.S. stores.	●
					Continue to work with Fair Trade organizations to communicate key findings and challenges, provide transparency to the farmer level, augment the business capacity of participating Fair Trade cooperatives, and support a multi-pronged approach to ethical, sustainable coffee purchasing.	Starbucks and TransFair USA are continuing to work on transparency issues.	●	
02	CHARITABLE CONTRIBUTIONS	Total cash and in-kind contributions	\$36.1 MILLION	\$18 MILLION	Do not currently set targets for future charitable contributions.	Starbucks and The Starbucks Foundation will announce a global philanthropic framework focused on supporting educational initiatives in Starbucks retail markets around the world.	Created a new approach and focus for our local giving programs that will be centered on our vision to strengthen local communities by aligning resources and leveraging technology to support young social entrepreneurs who are seeking to change their local communities through innovative ideas, volunteerism and civic action.	●
		Percentage of pre-tax earnings	4%	1.7%				●
	VOLUNTEERISM (MAKE YOUR MARK)	Number of hours volunteered by partners and customers in the U.S. and Canada	383,000 (GOAL: 375,000)	320,000 (GOAL: 421,000)	352,000		Starbucks updated the <i>Make Your Mark</i> guidelines in fiscal 2007, providing clarity on the number of team projects each store could submit annually.	●
03	ELECTRICITY	Kilowatt-hours per square foot of retail space per month	6.57	6.78	By 2010, we will reduce energy use by 25 percent in all company-operated and international stores.	Work with the U.S. Green Building Council to develop LEED (Leadership in Energy and Environmental Design) standards for the retail sector that set out best practices for environmentally sound design of new stores.	Continued to play an active role in advancing the USGBC's LEED standard for retail through its Retail Pilot project. We are currently working on the final application for our volume build prototype, anticipated to be completed in 2008.	●
		WATER	Gallons per square foot of retail space per month	26	25	Target has not been established.	Use a representative sample of stores as a “test bed” to monitor energy and water usage as part of a comprehensive audit to help us determine conservation opportunities.	Began a six-month comprehensive energy audit, which involved 24-hour monitoring of all aspects of energy usage among a representative sample of 19 Starbucks stores in the U.S. Results will be evaluated in spring 2008.
	PAPER	Percentage of post-consumer fiber (not including hot cups)	66.4% (GOAL: 50%)	62% (GOAL: 66.9%)	66.9%	Test the Environmental Paper Assessment Tool (EPAT) with our top two suppliers of paper products to help determine how to best incorporate the tool into our paper procurement decision processes.	Postponed our plans to test the EPAT tool until fiscal 2008.	●
		Percentage of unbleached fiber (not including hot cups)	86.3% (GOAL: 86.5%)	76% (GOAL: 87.1%)	87.1%		The decreases in post-consumer fiber and unbleached paper percentages were mainly driven by increases in tonnage but no significant increase to PCF or unbleached changes in product categories. We are close to maximizing PCF and unbleached in many categories without having operational impacts to products.	●
04	PARTNER SATISFACTION	Percentage of satisfied or very satisfied partners	86%	We conducted two Pulse Surveys of approximately 15,000 randomly selected partners to check progress on the fiscal year Partner View Survey Action Plan.	Conduct a Partner View Survey of all partners in company-operated stores globally.	Take additional steps to respond to the fiscal 2006 Partner View survey results in the areas of pay and benefits, streamlining internal communications and creating future job opportunities.	Implemented wage adjustments for the majority of store partners in the U.S. and Canada.	●
		PARTNER ENGAGEMENT	Percentage of engaged partners	69%			Completed an international Total Pay assessment to review Starbucks compensation and benefits in our international markets.	●
05	WOMEN	U.S. executives (vice presidents and above)	33%	34%	While Starbucks values diversity and inclusion, we do not currently set targets for representation by race and gender.	Continue the creation and implementation of business unit-specific Diversity Leadership Teams (DLTs) across the company.	Eight new Diversity Leadership Teams originated in fiscal 2007, bringing the enterprise total to 19.	●
		U.S. workforce	66%	66%		Solidify a strategic initiative to link the Diversity and Staffing organizations.	The two functions worked together to develop a shared vision and priorities.	●
	PEOPLE OF COLOR	U.S. executives (vice presidents and above)	15%	14%				●
		U.S. workforce	30%	31%				●
	SUPPLIERS	Amount spent with certified minority- and women-owned businesses in U.S.	\$213 MILLION (GOAL: \$206 million)	\$350 MILLION (GOAL: \$250 million)	\$375 million	Develop a five-year supplier diversity plan that enables Starbucks to further advance our diverse supplier base.	Five-year plan was not completed due to personnel changes.	●
					Create a supplier diversity advisory council to support the advancement of supplier diversity at Starbucks.	After further evaluation, we determined that an advisory council was not the best approach to support supplier diversity at Starbucks.	●	