

Company Name Starbucks
Industry Agricultural Products (Supply Chain and Own Operations)
Overall Score (*) 8.5 out of 100

Theme Score	Out of	For Theme
1.7	10	A. Governance and Policies
1.1	25	B. Embedding Respect and Human Rights Due Diligence
1.7	15	C. Remedies and Grievance Mechanisms
1.5	20	D. Performance: Company Human Rights Practices
1.7	20	E. Performance: Responses to Serious Allegations
0.9	10	F. Transparency

(*) Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2019 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: General HRs commitment: In its Global Human Rights Statement, the Company states: 'Starbucks Global Human Rights Policy emphasizes Starbucks commitment to basic human rights as a core component of the way Starbucks does business and how Starbucks engages its employees' [Global Human Rights Statement: globalassets.starbucks.com] Met: UNGC principles 1 & 2: 'Starbucks signed the UN Global Compact in June 2004. We consider these principles to be a natural extension of our Mission Statement, which defines our commitment to social and environmental responsibility'. [UN Global Compact: starbucks.com] <p>Score 2</p> <ul style="list-style-type: none"> Not met: UNGPs Not met: OECD
A.1.2	Commitment to respect the human rights of workers	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: ILO Core: The Company commits to respect all ILO Core in its Global Human Rights Statement. With respect freedom of association and collective bargaining, the Company states. 'Starbucks respects employees' rights to engage in free association and to participate in a collective bargaining process should they so choose.' [Global Human Rights Statement: globalassets.starbucks.com] Met: Explicitly list All four ILO for AG suppliers: The Supplier Social Responsibility Standards document covers all ILO core as well as health and safety. With respect to freedom of association and collective bargaining, the Company indicates:

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>'Suppliers must recognize and respect the right of workers to freedom of association and to bargain collectively. Workers must not be subject to intimidation or harassment in the exercise of their right to join or to refrain from joining any organization.' The Company further states that 'we require our suppliers to communicate and uphold these Standards with their employees, suppliers, contractors and subcontractors and, when appropriate, to post them in the local language in a prominent place accessible to all workers.' [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: Explicit commitment to All four ILO Core: The Company commits to respect all ILO Core in its Global Human Rights Statement. With respect freedom of association and collective bargaining, the Company states. 'Starbucks respects employees' rights to engage in free association and to participate in a collective bargaining process should they so choose.' [Global Human Rights Statement: globalassets.starbucks.com] • Met: Respect H&S of workers: See above [Global Human Rights Statement: globalassets.starbucks.com] • Met: H&S applies to AG suppliers: See above [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com]
A.1.3.AG.a	Commitment to respect human rights particularly relevant to the industry - land and natural resources (AG)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Respect land ownership and natural resources • Not met: Respecting the right to water • Not met: Expecting suppliers to respect these rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Voluntary Guidelines on Tenure Rights • Not met: IFC Performance Standards • Not met: FPIC for all • Not met: Zero tolerance for land grabs • Not met: Respecting the right to water • Not met: Expecting suppliers to respect these rights
A.1.3.AG.b	Commitment to respect human rights particularly relevant to the industry – people's rights (AG)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's rights • Not met: Children's rights • Not met: Migrant worker's rights • Not met: Expects suppliers to respect these rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: CEDAW/Women's Empowerment Principles • Not met: Child Rights Convention/Business Principles • Not met: Convention on migrant workers • Not met: Expecting suppliers to respect these rights
A.1.4	Commitment to engage with stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to stakeholder engagement: The Company indicates on its Website: 'We are focused on galvanizing a passionate network of our diverse partners, customers, non-profit organizations, businesses and civic leaders for innovative, positive change. Each relationship brings specialized expertise and experience to the table, and they work with us to create innovative solutions that support our commitments to ethical sourcing, environmental stewardship and community involvement'. However there is no commitment to engage with potentially or actually affected stakeholders. [Our Relationships: starbucks.com] • Not met: Regular stakeholder engagement <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to engage stakeholders in design • Not met: Regular stakeholder design engagement
A.1.5	Commitment to remedy	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to remedy <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Not obstructing access to other remedies • Not met: Collaborating with other remedy initiatives • Not met: Work with AG suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Zero tolerance attacks on HRs Defenders (HRDs)

Indicator Code	Indicator name	Score (out of 2)	Explanation
	rights defenders		Score 2 • Not met: Expects AG suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	0.5	The individual elements of the assessment are met or not as follows: Score 1 • Met: CEO or Board approves policy: The Standards of Business Conduct has been signed by the CEO/Chairman of the Board. [Business Ethics and Compliance - Standards of Business Conduct, 2011: businessconduct.eaweblines.com] • Not met: Board level responsibility for HRs Score 2 • Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Board/Committee review of salient HRs • Not met: Examples or trends re HR discussion Score 2 • Not met: Both examples and process
A.2.3	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Incentives for at least one board member • Not met: At least one key AG HR risk, beyond employee H&S Score 2 • Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	0	The individual elements of the assessment are met or not as follows: Score 1 • Met: Commits to ILO core conventions: See indicator A.1.2 • Not met: Senior responsibility for HR Score 2 • Not met: Day-to-day responsibility • Not met: Day-to-day responsibility for AG in supply chain
B.1.2	Incentives and performance management	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: Senior manager incentives for human rights • Not met: At least one key AG HR risk, beyond employee H&S Score 2 • Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	0	The individual elements of the assessment are met or not as follows: Score 1 • Not met: HR risks is integrated as part of enterprise risk system Score 2 • Not met: Audit Ctte or independent risk assessment
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	0	The individual elements of the assessment are met or not as follows: Score 1 • Met: Commits to ILO core conventions: See indicator A.1.2. • Not met: Communicates its policy to all workers in own operations Score 2 • Met: Commits to all 4 ILO core conventions: See indicator A.1.2. • Not met: Communication of policy commitments to stakeholder • Not met: How policy commitments are made accessible to audience
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	2	The individual elements of the assessment are met or not as follows: Score 1 • Met: Commits to all 4 ILO core conventions for suppliers • Not met: Communicating policy down the whole AG supply chain • Met: Requiring AG suppliers to communicate policy down the chain: The Company's Supplier Social Responsibility Standards state that 'Starbucks requires that an officer or senior management representative from the Supplier sign an agreement pledging compliance with our Supplier Code of Conduct and any related Supplier Social Responsibility Standards.' In addition, the Company indicates. 'We require our suppliers to communicate and uphold these Standards with their

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>employees, suppliers, contractors and subcontractors and, when appropriate, to post them in the local language in a prominent place accessible to all workers. Suppliers shall communicate these Standards verbally to any illiterate workers'. [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com]</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: How HR commitments made binding/contractual: See above. In addition, the Company's Standards Term of Condition indicates: 'Seller must comply with the requirements, standards, guidelines, and policies set forth in Starbucks Supplier Social Responsibility Standards, as such standards may be amended, changed, or modified by Starbucks from time to time. A copy of Starbucks Supplier Social Responsibility Standards is located at starbucks.com [Standards Term and Conditions Starbucks Standard Terms & Conditions of Purchase: starbucks.com] • Met: Including on AG suppliers: See above, The Company states: 'We require our suppliers to communicate and uphold these Standards with their employees, suppliers, contractors and subcontractors' [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com]
B.1.5	Training on Human Rights	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Scores at least 1 on A.1.2: See indicator A.1.2 • Not met: Trains all workers on HR policy commitments • Not met: Trains relevant AG managers including procurement <p>Score 2</p> <ul style="list-style-type: none"> • Met: Score of 2 on A.1.2: See indicator A.1.2 • Not met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Scores at least 1 on A.1.2: See indicator A.1.2 • Not met: Monitoring implementation of HR policy commitments • Met: Monitoring AG suppliers: Coffee and Farmers Equity (C.A.F.E.) Practices has been developed by Starbucks in collaboration with Conservation International (CI) as one of the coffee industry's first set of sustainability standards (including all ILO core labour standards) that have been verified by third-party experts. The Company states that farms and mills are evaluated against C.A.F.E Practices standards by third-party verification organisations overseen by SCS Global Services. [C.A.F.E. Practices Results Assessment 2011-2012, 2012: conservation.org & C.A.F.E Practices, 2016: scsglobalservices.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Score of 2 on A.1.2: See indicator A.1.2 • Met: Describes corrective action process: In its Supplier Social Responsibility Standards, the Company indicates: 'If it is determined that a supplier is operating outside of these Standards, the supplier will work with Starbucks or its designated third party to develop and implement a corrective action plan, including a mutually agreed schedule for resolution of the issues. Failure to meet a corrective action plan commitment will be considered a material breach of our agreement and may result in cancellation of current orders and/or termination of our contractual relationship. Gross violations or illegal activities will be cause for outright and immediate termination of our contractual and business relationship.' [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com] • Not met: Example of corrective action • Not met: Discloses % of AG supply chain monitored
B.1.7	Engaging business relationships	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: HR affects AG selection of suppliers • Not met: HR affects on-going AG supplier relationships <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Working with AG suppliers to improve performance
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems • Not met: Frequency and triggers for engagement • Not met: Workers in AG SC engaged • Not met: Communities in the AG SC engaged <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Identifying risks in own operations • Not met: Identifying risks in AG suppliers Score 2 <ul style="list-style-type: none"> • Not met: Ongoing global risk identification • Not met: In consultation with stakeholders • Not met: In consultation with HR experts • Not met: Triggered by new circumstances • Not met: Explains use of HRIAs or ESIA (inc HR)
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Salient risk assessment (and context) • Not met: Public disclosure of salient risks Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks • Not met: Including in AG supply chain • Not met: Example of Actions decided Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness Score 2 <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Comms plan re identifying risks • Not met: Comms plan re assessing risks • Not met: Comms plan re action plans for risks • Not met: Comms plan re reviewing action plans • Not met: Including AG suppliers Score 2 <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1.5	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Channel accessible to all workers: Starbucks states that a potential violation of the Global Human Rights Policy can be reported by following the Company's Anti-Harassment / Anti-Retaliation Compliant Procedure or the Standards of Business Conduct. The Ethics and Compliance helpline and WebLine are also available for all partners (workers). [Business Ethics and Compliance -Standards of Business Conduct, 2011: businessconduct.eawebline.com] Score 2 <ul style="list-style-type: none"> • Not met: Number grievances filed, addressed or resolved

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: Channel is available in all appropriate languages: Its Ethics and Compliance website is available in 10 languages (Chinese and Thai included). In addition, Starbucks states that 'a live interpreter can be made available upon request' [Ethics and Compliance Helpline: businessconduct.eaweblines.com & Speak up: livingourvalues.starbucks.com] • Not met: Expect AG supplier to have equivalent grievance systems: In its Supplier Social Responsibility Standards the Company indicates: 'suppliers must foster and maintain conditions in which workers can freely communicate grievances and expect prompt and reasonable action'. However, there is no further requirements about these conditions, or if they imply a proper grievance system. [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com] • Not met: Opens own system to AG supplier workers
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Grievance mechanism for community <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Describes accessibility and local languages • Not met: Expects AG supplier to have community grievance systems • Not met: AG supplier communities use global system
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages users to create or assess system • Not met: Description of how they do this <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Engages with users on system performance • Not met: Provides user engagement example on performance • Not met: AG suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Response timescales: In its Business Ethics and Compliance Brochure, the Company indicates that 'Calls to the Helpline are answered by a third party located in the United States. Trained specialists speak directly with callers regarding their questions or concerns. • Submissions via WebLine are completed on the Internet by filling out an online form and submitting it electronically. • A report is then forwarded to the appropriate party or department for investigation and any appropriate action' [Business Ethics and Compliance Brochure, 2011: businessconduct.eaweblines.com] • Not met: How complainants will be informed <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Escalation to senior/independent level
C.5	Commitment to non-retaliation over complaints or concerns made	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Public statement prohibiting retaliation: The Company states that 'Starbucks does not tolerate retaliation against or the victimization of any partner [worker] who raises concerns or questions regarding a potential violation of the Standards of Business Conduct or any Starbucks policy that he or she reasonably believes to have occurred.' However, its grievance channel is not opened to other stakeholders. [Business Ethics and Compliance -Standards of Business Conduct, 2011: businessconduct.eaweblines.com] • Met: Practical measures to prevent retaliation: The Company indicates that complaints can be made anonymously: 'If you use the Helpline or WebLine, you will be given a unique report number that will allow you to call or log in again and anonymously check on the status of your report' [Business Ethics and Compliance Brochure, 2011: businessconduct.eaweblines.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Has not retaliated in practice • Not met: Expects AG suppliers to prohibit retaliation: In its Supplier Social Responsibility Standards, the Company indicates: 'Suppliers shall also publicize and enforce a non-retaliation policy that permits workers to discuss these Standards with their management, suppliers, customers and Starbucks or its designated third party, without fear of retaliation by management'. However, the no retaliation policy does not cover other stakeholders. [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com]

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C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights Score 2 <ul style="list-style-type: none"> • Not met: Will work with state based or non judicial mechanisms • Not met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts and incorporating lessons learned	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks Score 2 <ul style="list-style-type: none"> • Not met: Changes introduced to stop repetition • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.1.a	Living wage (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Pays living wage or sets target date: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). However, it is not clear whether this Standards apply to the Company's own operations or which sectors are included on its own operations. [C.A.F.E Practices, 2016: scsglobalservices.com & Ethical Tea Partnership Global Standard, 2016: ethicalteapartnership.org] Score 2 <ul style="list-style-type: none"> • Not met: Describes how living wage determined • Not met: Paying living wage • Not met: Definition of living wage reviewed with unions
D.1.1.b	Living wage (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). In its ETP Global Standards, the Company makes a reference to living wage: 'If the estate achieves minimum wage they should work towards payment of a living wage'. However, not all Standards include living wage guidelines, and the ETP Global Standards does not include a commitment to pay living wages nor gives further information on how the living wage is calculated, reviewed and negotiated through collective bargaining. [Ethical Tea Partnership Global Standard, 2016: ethicalteapartnership.org & C.A.F.E Practices, 2016: scsglobalservices.com] Score 2 <ul style="list-style-type: none"> • Not met: Improving living wage practices of suppliers • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.2	Aligning purchasing decisions with human rights	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs (purchasing practices) • Not met: Positive incentives to respect human rights (purchasing practices) Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.1.3	Mapping and disclosing the supply chain	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Identifies suppliers back to manufacturing sites (factories or fields): In its California Transparency in Supply Chain Act 2010, the Company indicates: 'We have devoted considerable resources over the last several years to mapping our supply chain and developing and implementing appropriate ethical standards applicable to suppliers and those involved in the production, processing and manufacturing of the products we sell.' However, it is not clear whether this mapping includes direct and indirect suppliers. [California Transparency in Supply Chains Act of 2010 (SB 657): globalassets.starbucks.com] Score 2 <ul style="list-style-type: none"> • Not met: Discloses significant parts of SP and why

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.4.a	Prohibition on child labour: Age verification and corrective actions (in own agricultural operations)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Does not use child labour: The Company states that 'Starbucks prohibits all forms of child labor as defined in this Policy. When employing employees under the age of 18, managers must comply with all Starbucks-established or legally required limitations on minimum hiring age, hours and tasks performed by these employees to ensure any work performed does not hamper the child's education, health, safety, and mental or physical development.' [Global Human Rights Statement: globalassets.starbucks.com] • Met: Age verification of job applicants and workers: In addition, it indicates: 'Starbucks will gather and maintain data on the age of employees for auditing and reporting purposes. Additionally, Starbucks requires employees under the age of 18 to provide a current work permit where legally required.' [Global Human Rights Statement: globalassets.starbucks.com] Score 2 <ul style="list-style-type: none"> • Not met: Remediation if children identified
D.1.4.b	Prohibition on child labour: Age verification and corrective actions (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Child Labour rules in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). Although all standards include the prohibition to employ child labour, not all standards include specific guidelines related to age verification of job applicants and workers and providing remediation programmes. [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com & Ethical Tea Partnership Global Standard, 2016: ethicalteapartnership.org] • Not met: How working with suppliers on child labour Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Analysis of trends in progress made
D.1.5.a	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Pays workers in full and on time • Not met: Payslips show any legitimate deductions Score 2 <ul style="list-style-type: none"> • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters
D.1.5.b	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	1	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Met: Debt and fees rules in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). All standards include the prohibition to use forced, bonded, indentured, convict or trafficked labor. All Standards include debt bondage guidelines, as the following: 'Financial disciplinary penalties are not assessed against workers.', 'Workers are not required to pay a recruitment fee as a condition for employment' (C.A.F.E. and Cocoa Practices), or 'Workers cannot be required to surrender their identity papers or other original personal documents or pay deposits as a condition of employment.', 'At a minimum, legally mandated benefits must be provided to all employees without onerous, unjust, or disproportionate deductions from their compensation' (Manufactured Goods and Services), or 'All forms of debt bondage are forbidden including end of harvest payments, payment in kind, paying workers in tokens for shops on-site, labour brokers with-holding earnings and documents. If loans are made to workers (for weddings or any other reason), the estate must provide a loan agreement (including sum loaned, interest rate, monthly payments and number of payments) and ask the workers to sign it. Both the employer and the worker should have a copy of this agreement. The estate should develop and implement clear procedures to ensure that a worker to whom loans have been made is not tied to the estate for the duration of the loan (This may include procedures for re-assigning the loan to a new employer or for early payment). Any loan repayments should be clearly noted in pay records'. (ETP) [C.A.F.E Practices, 2016: scsglobalservices.com & Cocoa Practices, 2018: scsglobalservices.com] • Not met: How working with suppliers on debt & fees Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Analysis of trends in progress made
D.1.5.c	Prohibition on forced labour: Restrictions on workers (in own agricultural operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Does not retain documents or restrict movement <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How these practices are monitored for agencies, labour brokers or recruiters
D.1.5.d	Prohibition on forced labour: Restrictions on workers (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Free movement rules in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services). Although all standards indicate that 'workers do not surrender their identity papers or other original personal documents' (C.A.F.E. and Cocoa), only some include specific guidelines on workers' freedom of movement (ETP and Manufactured Good and Services). [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com & C.A.F.E Practices, 2016: scsglobalservices.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on free movement • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.6.a	Freedom of association and collective bargaining (in own agricultural operation)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits not to interfere with union rights / Steps to avoid intimidation or retaliation: The Company's Global Human Rights Statement includes a commitment to guarantee the rights to form or join trade unions and to bargain collectively. However, there is no information disclosed on the measures to prohibit intimidation or retaliation against workers seeking to exercise these rights. [Global Human Rights Statement: globalassets.starbucks.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Discloses % covered by collective bargaining agreements • Not met: Both requirements under score 1 met
D.1.6.b	Freedom of association and collective bargaining (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: FoA & CB rules in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services). Although all standards indicate that 'Management policies recognize the workers' rights to organize and/or collectively bargain as allowed by national laws and international obligations' (C.A.F.E and Cocoa), only some include specific guidelines including the prohibition of intimidation, harassment, retaliation and violence against union members and union representatives (Manufactured Good and Services). [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com & C.A.F.E Practices, 2016: scsglobalservices.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on FoA and CB • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.7.a	Health and safety: Fatalities, lost days, injury rates (in own agricultural operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Injury Rate disclosures • Not met: Lost days or near miss disclosures • Not met: Fatalities disclosures <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Set targets for H&S performance • Not met: Met targets or explains why not

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.1.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Sets out clear Health and Safety requirements: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). All standards include the prohibition to use forced, bonded, indentured, convict or trafficked labor. All Standards include health and safety requirements, such as: 'Employer provides appropriate Personal Protective Equipment (PPE) to all applicable workers at no cost. For farms: respirators with filters, goggles, rubber boots, water-proof gloves, impermeable clothing, For dry mills: goggles, ear plugs, masks', 'Health and safety training occurs for all workers at least once a year, free of charge, and during regular working hours. Training is documented including instructors, agendas and attendance' (C.A.F.E and Cocoa), 'Measures should be taken to ensure that the workplace, including production areas, toilets and cooking areas are all regularly cleaned', 'The workplace should have sufficient and suitable ventilation, natural or artificial or both, supplying fresh or purified air' (ETP), and 'Suppliers must provide all their workers with a safe and healthy work environment and comply with all applicable laws and regulations regarding working conditions including, but not limited to: Access to potable drinking water, emergency medical care and first aid kits; Appropriate personal protective equipment, available at no cost to all applicable employees; Instruction in and enforcement of proper use of protective equipment; [...] ' (Manufactured Goods and Services). [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com & C.A.F.E Practices, 2016: scsglobalservices.com] • Not met: Injury Rate disclosures • Not met: Lost days or near miss disclosures • Not met: Fatalities disclosure <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on H&S • Not met: Provides analysis of trends demonstrating progress
D.1.8.a	Land rights: Land acquisition (in own agricultural operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Approach to identification of land tenure rights holders • Not met: Approach to doing so if no recent land deals <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How valuation and compensation works • Not met: Follows IFC5 in any state land deals • Not met: Describes approach if no recent land deals
D.1.8.b	Land rights: Land acquisition (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Rules on land & owners in codes or contracts • Not met: How working with suppliers on land issues <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.9.a	Water and sanitation (in own agricultural operations)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Action to prevent water and sanitation risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Water targets considering local factors • Not met: Reports progress and shows trends in progress made
D.1.9.b	Water and sanitation (in the supply chain)	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Rules on water stewardship in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services, etc.). All standards include access to water and sanitation guidelines, such as: 'Employer provides workers with convenient access to safe drinking water.', 'Workers have convenient access to sanitary facilities that do not contaminate the local environment.' (C.A.F.E. and Cocoa), or 'Access to drinking water should not be restricted and should be available in all areas of the workplace. Drinking water should be tested to ensure it is potable and records should be kept of these tests. The testing should be carried out by laboratories accredited by an appropriate authority.' (ETP), or "Suppliers must provide all their workers with a safe and healthy work environment and comply with all applicable laws and regulations regarding working conditions including, but not limited to: Access to potable drinking water' (Manufactured Goods and Services) [Supplier Social Responsibility Standards: Manufactured Goods and Services, 2006: globalassets.starbucks.com & C.A.F.E Practices, 2016: scsglobalservices.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: How working with suppliers on water stewardship issues Score 2 <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress
D.1.10.a	Women's rights (in own agricultural operations)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Process to stop harassment and violence against women • Not met: Working conditions take account of gender • Not met: Equality of opportunity at all levels of employment Score 2 <ul style="list-style-type: none"> • Not met: Meet all requirements under score 1
D.1.10.b	Women's rights (in the supply chain)	0	The individual elements of the assessment are met or not as follows: Score 1 <ul style="list-style-type: none"> • Not met: Women's rights in codes or contracts: The Company has different Standards and Practices documents for each sector (Coffee, Tea, Cocoa, Manufactured Goods and Services). Only some standards include specific guidelines related to women's' rights, which includes the provision of equal pay for equal work (ETP and C.A.F.E). [Ethical Tea Partnership Global Standard, 2016: ethicalteapartnership.org & Cocoa Practices, 2018: scsglobalservices.com] Score 2 <ul style="list-style-type: none"> • Not met: How working with suppliers on women's rights • Not met: Both requirements under score 1 met • Not met: Provides analysis of trends demonstrating progress

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		No allegations meeting the CHRB severity threshold were found, and so the score of 6.83 out of 80 points scored in themes A-D & F has been applied to produce a score of 1.71 out of 20 points for theme E.

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	0.86 out of 4	Out of a total of 51 indicators assessed under sections A-D of the benchmark, Starbucks made data public that met one or more elements of the methodology in 11 cases, leading to a disclosure score of 0.86 out of 4 points.
F.2	Recognised Reporting Initiatives	0 out of 2	The individual elements of the assessment are met or not as follows: Score 2 <ul style="list-style-type: none"> • Not met: Company reports on GRI • Not met: Company reports on SASB • Not met: Company reports on UNGPRF
F.3	Key, High Quality Disclosures	0 out of 4	Starbucks met 0 of the 10 thresholds listed below and therefore gets 0 out of 4 points for the high quality disclosure indicator. Specificity and use of concrete examples <ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Not met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) Discussing challenges openly <ul style="list-style-type: none"> • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned Demonstrating a forward focus <ul style="list-style-type: none"> • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management • Not met: Score 1 for D.1.1.a: Living wage (in own agricultural operations) • Not met: Score 2 for D.1.7.a : Health and safety: Fatalities, lost days, injury rates (in own agricultural operations)

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2019 Key Findings report and technical annex for more details of the research process.

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As CHRB Ltd, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.