

An appetite for change

Business responsibility update



Our story



**Eating delicious
food is one of life's
great pleasures**

But more than that, it has the power to transform the world around us.

So at Just Eat Takeaway.com, we aim to make a positive impact, at every turn. To the planet we live on, with the food we offer, the people we employ, and the society we serve. Nothing's off the table.

Action, like a takeaway, needs to get there fast. We're not there yet, and we can't do it alone, but we've got the appetite to succeed. And the ingredients to make it happen.

So when it comes to food, society and the planet...

**We've got an appetite
to deliver change.**

- 1. Letter from the CEO**
- 2. The big picture**
- 3. Our framework to deliver**
- 4. Planet**
- 5. Food**
- 6. People & society**
- 7. Benchmarking**

At Just Eat Takeaway.com, we firmly believe that being a good business matters just as much as doing good business, and it is our ambition to grow responsibly, while aiming to have a positive impact on people and the planet.



Which is why we're pleased to announce that we're committing to achieve net zero in Just Eat Takeaway.com's direct emissions by 2030.¹

The process of creating this report has made me proud of the progress we've already made in key areas that help to shape our industry.

Like Scoober, our own delivery service and a pioneering courier model. Couriers often have to cope with dense traffic, and sometimes challenging weather conditions, to deliver food on time and in optimum condition. With Scoober, our delivery staff are employed and insured, and we pay taxes accordingly. And it makes environmental sense too. Where our delivery staff use e-bikes, e-scooters and bikes, Scoober has an emissions intensity up to 9 times lower than deliveries by petroleum powered vehicles. Tackling plastic pollution has also been a key focus for us. We've been exploring reusable packaging options and working with start-up Notpla to trial seaweed-based packaging as an alternative to plastic.

But, as ever, there is more to do and there are many more plans in progress.

For businesses like ours, a major challenge is how to drive change across a network of partners, and create industry-wide action. Take Scoober for example: while we employ our Scoober couriers and plan to grow this model, the majority of drivers are still engaged by restaurant partners and third parties. We're acutely aware that, while the direct emissions of our own activities is one thing, we must also aim wherever we can to help reduce our wider carbon footprint. That means tackling emissions generated by our wider supply chain, by food production and by delivery outside of our direct control.

¹ Scope 1 and 2 emissions as defined by the Greenhouse Gas (GHG) Protocol.

Success, then, will require constant innovation. I believe that being one of the leading global food delivery companies means we have an opportunity to collaborate with partners to drive change. Our partnership with Vegetarian Butcher in the UK, Germany and The Netherlands is a great example, where we're working with restaurants to expand their plant-based options. As is our work driving access to e-bikes on our webshop, where from 2017 to date we've sold thousands of competitively priced e-bikes to our restaurant partners. These are very important partnerships, but also first steps: the foundations on which we will seek to build over the coming years.

I believe that being one of the leading global food delivery companies means we have an opportunity to drive change

This document marks the beginning of a journey by mapping out our impact for the first time, and setting out our Responsible Business and Sustainability approach. Through this update we present our framework to address both the impacts of our direct operations, as well as our ambition to influence our broader value chain towards positive change; for the Planet, for Food, and for People and Society.

And so, I invite you to read this report, follow our progress against our commitments and join our movement. It's time to deliver change!

Jitse Groen
CEO and Founder
Just Eat Takeaway.com

30%

of GHG
emissions
from food
and land



£1.8bn

of takeaway
food thrown
away in
UK alone

>2bn

takeaway food
containers are
used every year
in the EU



Single-use
plastic makes-up
almost half
the human-made
waste polluting
our oceans

Increased growth = increased impact

The COVID-19 pandemic changed our takeaway habits in a way that saw enormous growth in demand for Just Eat Takeaway.com's services. Our business became the only source of income for many of our restaurant partners, and a crucial part of our consumers' day-to-day lives dining at home. We expect that these habits and the increase in demand will continue; and that our company - and sector - will continue to grow.

However, while growth is always positive for the sector and for consumer choice, it is important to understand that increased activities generate increased impact. In the context of the global climate crisis and growing food poverty our industry must continue to act, and fast.

- 🏠 1/3 (30%) of all global GHG emissions come from food and land use²
- 🏠 >2bn takeaway food containers are used every year in the EU³
- 🏠 Single-use bags, plastic bottles, food containers and food wrappers are the four most widespread items polluting the seas, making up almost half of human-made waste⁴
- 🏠 £1.8 bn worth of takeaway food is thrown away every year in the UK alone⁵

We believe that the growth of our business does not need to come at the expense of building a sustainable business, and that our growth can be good growth.

Measuring the carbon footprint of our marketplace

At Just Eat Takeaway.com, collaboration is everything, and it's thanks to our hundreds of thousands of restaurant partners that our offer is one of the most diverse and exciting in the industry. From the family takeaway on Friday night to the daily morning coffee, from lunch at your desk to enjoying a special occasion meal from your local hero restaurant...

This means that we are in a unique position; and that Just Eat Takeaway.com has both the scale and the responsibility to shape our marketplace and create change.

What that also means is that measuring the carbon footprint of our marketplace is more complicated, because our businesses are both separate and linked. Just Eat Takeaway.com is in direct control of emissions generated by the buildings, vehicles and energy we use. However, the greater proportion of emissions depends on the activities of our restaurant partners and the environmental impact decisions that they take. Similarly, while we can proactively reduce the plastic and packaging we use at our own locations, our partners are independent businesses. Tackling these pieces of an overall footprint requires a collaborative approach and shared action.

We have already made progress on key areas - such as packaging - which we detail in this report. However, we also know that there is an opportunity to drive more change and set an example in our marketplace. Together with our consumers and restaurant partners we make up a large and powerful community, and we will aim to influence this wherever we can with innovation and ambition.

Nothing's off the table, and we must continue to work together.

¹ Scope 1 and 2 emissions as defined by the Greenhouse Gas (GHG) Protocol.

² EAT-Lancet Commission

³ Gallego-Schmid et al, 2019 + internal data

⁴ Morales-Caselles et al, 2021

⁵ Just Eat and the Sustainable Restaurant Association, May 2020

What makes up our carbon footprint?

We worked with our external specialist partner 3Keel to understand and calculate our full impact, using 2020 as our baseline year. Our direct emissions (GHG scopes 1 and 2) were 4,300 tonnes of CO₂e, comprising emissions from our facilities and travel from our corporate car fleet.

Looking at all our emissions, including our direct emissions but also our supply chain*, our footprint was 156 thousand tonnes of carbon equivalent.** This comprised:



*Scopes 1-3 as defined by the Greenhouse Gas Protocol
**Exclusions: Please note that this calculation excludes US and Slovakian marketplace emissions; acquisitions which were made in 2021.
It also excludes emissions resulting from iFood in Brazil and Colombia, where Just Eat Takeaway.com is a minority shareholder.

For more detail and to view the breakdown of our Scope 1, 2 and 3 emissions, please see our CDP submission.



14 thousand tonnes

of CO₂ emissions avoided

Our Scoober delivery model is also an important and growing part of what we do - we avoided emissions of 14 thousand tonnes of CO₂ equivalent in 2020 from Scoober deliveries made from e-bikes, e-scooters and bikes - and we expect this will continue to grow.

What's the carbon footprint of our wider marketplace?

The vast majority of our footprint is comprised of emissions coming from our restaurant partners network and wider value chain – 18x our own emissions. That's 156 thousand tonnes of carbon equivalent for Just Eat Takeaway's emissions versus nearly 2.8m tonnes for our wider value chain.

Excluding our
wider value chain
156,000
tCO₂e

Including our
wider value chain
2,800,000
tCO₂e



Wider value chain breakdown



Understanding our own impact

The UN Sustainable Development Goals (SDGs) are a powerful call for action to promote prosperity while protecting the planet. For companies, they also provide a valuable framework against which to map and monitor responsible business activities. For the food industry in particular, the SDGs help the food industry to organise the innovation we need to accelerate climate action.

While we were building our Responsible Business and Sustainability framework, we assessed that 11 of the 17 goals are directly relevant to our industry, and to our objectives as a responsible global business.

Beyond the SDGs, we wanted to make our strategy personal to us, to stand the best possible chance of bringing about real impact where we have real influence. Our next step, then, was to identify every impact we have, both large and small.

11 of the 17 SDGs are directly relevant to our objectives as a responsible global business

Of the 38 different areas of impact we identified – everything from Data Privacy to SME support – there are 13 where we feel we can potentially drive real change. Which isn't to say that we won't pay close attention to the others, but we also want to make sure that we're putting our efforts into developing sustainable business practices where there will be the highest potential impact.

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



Three pillars for positive action

The final step was to group these impacts into three key pillars: Planet, Food, and People and Society, and develop a clear framework for measurable action under each. Our Responsible Business and Sustainability Framework addresses both the impact of our direct operations, as well as our ambition to influence our wider marketplace towards positive change.



4. Planet



An appetite... to reduce our carbon footprint

We are committed to reducing the carbon footprint of our direct operations, as well as collaborating to reduce emissions, single-use packaging and waste across our broader marketplace.

Like all businesses there's a lot we can do to make our operations cleaner and greener. We're doing it in a methodical, measurable way, step by step.

Our business has incredible reach, touching millions of people and hundreds of thousands of restaurant partners every day. That adds up to many amazing opportunities to work alongside businesses to deliver a brighter future.

Starting at our own desks, we're reducing or removing plastics in our offices. Over two thirds (68%) of our London office waste is now recycled, and our offices worldwide are closing the gap at an average of 40% recycled waste.

But our biggest pledge is to reach net zero in Just Eat Takeaway.com's own emissions by 2030. By sourcing green energy, optimising heating and cooling systems, and switching to electric vehicles, our aim is to improve the sustainability of our facilities and, where possible, our corporate fleet.



Switch 100% of our corporate fleet to electric vehicles by

2030



10,000

e-bikes, e-scooters and bikes through our Scoober hub locations

Getting to net zero

We expect to switch 100% of our corporate car fleet to electric vehicles by 2030. In some markets we already incentivise our employees to make sustainable commuting and business travel choices, by offering commuting allowances for public transport or monetary incentives to cycle to work.

In 2020, nearly a quarter of facilities had green energy and we aim to have 100% of the facilities running on green energy by 2030. Nearly a quarter (23%) of our facilities already have green energy tariffs in place⁷.

We aim to improve the energy efficiency of our buildings through other measures such as the installation of automated systems and LED lighting, ensuring proper insulation of buildings and switching to electricity-based heating systems.

Reducing delivery emissions

For a business that relies on delivery, reducing related emissions is a real focus and where we can have impact. 10,000 couriers already have access to the Just Eat Takeaway.com fleet of e-bikes, e-scooters and bikes through our hub locations. In some markets, employees that don't have access to a hub location can take part in our facilitated lease schemes of e-bikes, e-scooters, and bikes.

We're also supporting our restaurant partners to deliver sustainably. Through our partnership with Eskuta in the UK, for example, we have subsidised the purchase through our webshop of over 900 e-scooters and bikes by our restaurant partners since 2018.

23%

Nearly a quarter of our facilities already have green energy tariffs in place



Improved energy efficiency of our buildings

⁷ 7 out of 30 of our buildings have green tariffs as of 2020.

Develop sustainable packaging solutions

We're working with sustainable packaging innovators on solutions that could be commercially viable and scalable. One example is our partnership with start-up Notpla, with whom we've trialled seaweed sauce sachets in the UK and developed a recyclable and home compostable seaweed-lined takeaway container for restaurants. The packaging will be sold via our web shops in the UK and The Netherlands and we are working with Notpla to scale their capacity to supply other markets.

We're exploring in detail the viability of packaging reuse in the takeaway sector. We're trialling schemes in the UK, The Netherlands and Germany to investigate and overcome some of the challenges with re-using food takeaway packaging. Find out more on [p12](#).

Wherever there are alternatives available, we've stopped the sale of single-use plastic packaging on all our partner web shops globally.

We want our restaurant partners to have the right support to understand and choose sustainable packaging options. So we're developing a packaging policy on banned chemicals to help guide and screen our suppliers.

Driving positive change throughout the supply chain

We source bags and jackets made of recycled content. Our winter jackets are made of recycled plastic bottles. All the foam in our hot foods bags and rucksacks are manufactured from recycled foam. When it comes to material choice, where possible we look for circular materials and certified materials, such as Global Recycle Standard (GRS) certified polyester and cotton and Forest Stewardship Council (FSC) certified paper for disposable bags and napkins.

We're exploring the viability of packaging reuse in the takeaway sector



Jackets made of
recycled plastic bottles

Hot foods bags manufactured from
recycled foam



Planet stories

Improving the packaging used to deliver food to homes is one of the most impactful ways to minimise the environmental impact of our operations, even though it's an indirect part of our supply chain and often out of our control. Our aim is to reduce the use of plastic packaging in the food delivery sector and to reduce the use of all types of packaging overall.

Hail the humble seaweed

Sustainable packaging innovators, Notpla, are on a mission to make packaging disappear. As part of this, they have created a seaweed-based container coating to replace plastic. The container is natural, 100% compostable and can be re-pulped within the recycling stream. Importantly for takeaway restaurants, it's greaseproof and water-resistant.

Since 2018 we've partnered on four pilot projects, including a government backed trial of seaweed sachets, and a seaweed food box pilot in the UK

After the pilot, 90% of restaurants and 96% of Just Eaters said they were happy with the packaging. Critically, 83% of consumers who used this packaging said restaurants' use of sustainable packaging would affect their choice of restaurant.

This container will soon be available on our web shops in the UK and The Netherlands, and we're busy developing plans to scale globally.



96%

of customers said they were happy with the packaging



Customers in Berlin can now order their

meals in reusable dishes

A re-use revolution

Our consumers in Berlin already benefit from a number of systems that offer reusable packaging. And thanks to a specific partnership with reusable deposit system REBOWL, we've set up a trial to learn more about re-use habits for both consumers and restaurant partners. Feedback from this trial will help us build the best possible options for the future.

CLUBZERØ[®]

Meanwhile in London, we've teamed up with CLUBZERØ to trial a highly convenient packaging return system. CLUBZERØ's reusable food boxes use up to 50% less CO2 than plastic coated boxes and are fully recyclable.

50%

less CO2 than plastic coated boxes and are fully recyclable

5. Food



An appetite... **to count the cost of food**

We aim to respond to changing diets and preferences by offering the broadest possible choice and providing clear and transparent information for consumers. And we will continue to understand and tackle the causes of food waste among our consumers and restaurant partners

The way the world produces and consumes food is a huge factor in climate change.

We delivered 500 million meals in the first half of 2021 alone. A big achievement, but more importantly a remarkable opportunity to reach more people. We want to use our knowledge of people's evolving food choices to help them make healthy, sustainable choices, to cut down on waste - or just to choose exactly the food they want and love. We're also committed to sharing this knowledge to help our restaurant partners thrive and grow, working with them to achieve better understanding and education on issues such as food waste, health, and sustainability.

5. Our framework

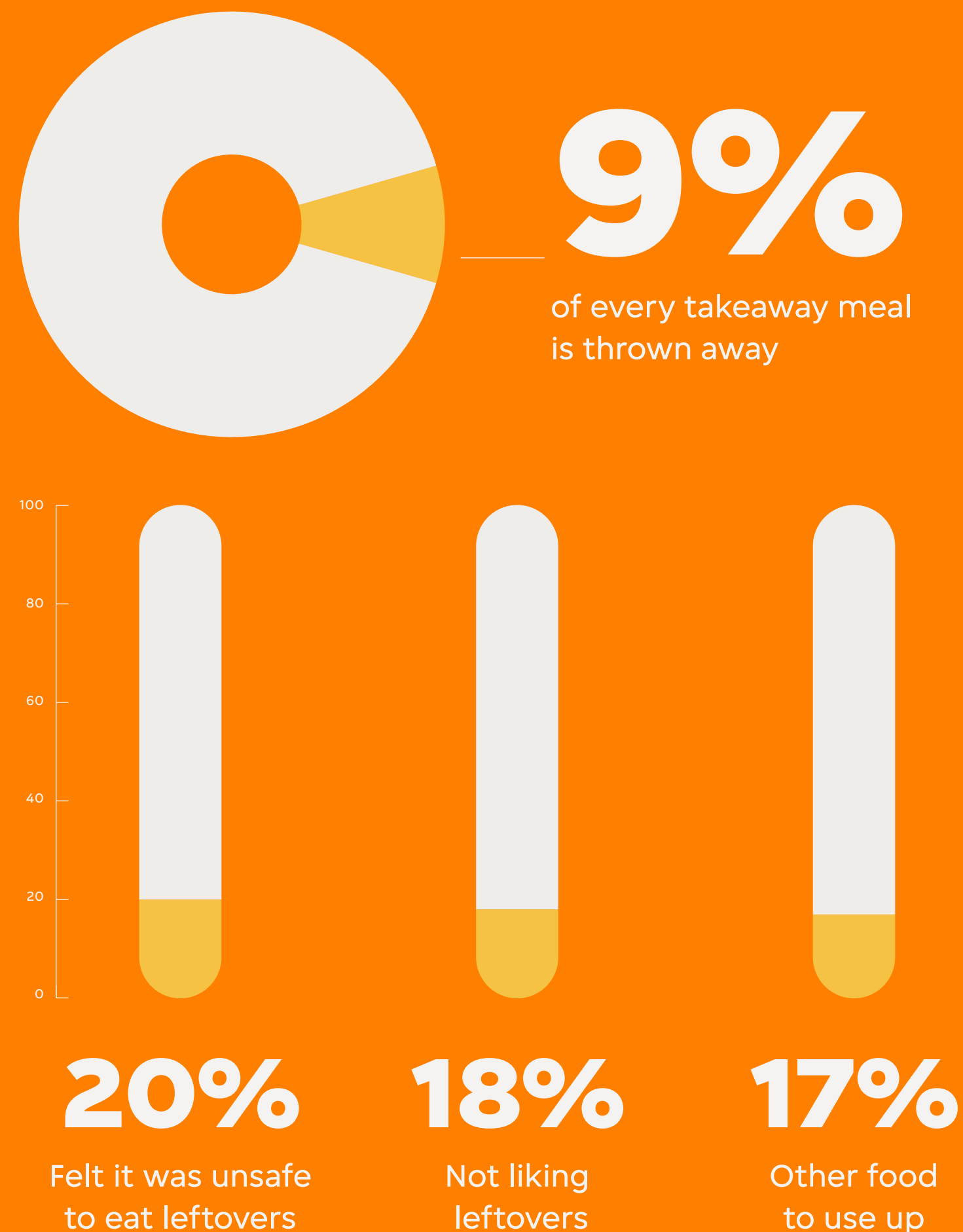
Food

Getting creative with food waste

Our Hubbub research worked with 91 regular takeaway eaters in the UK on a baseline survey and four weeks of food diaries. We discovered that, on average, 9% of every takeaway meal is thrown away, and that chips (42%), rice (29%), meat (25%), and pizza (22%) are the most wasted foods. The primary reasons: thinking it is unsafe to eat leftovers (20%), not liking eating leftovers (18%) and already having lots of food to use up (17%).

We wanted to action our results, so we created a Facebook community to help households build their food skills and knowledge about how to use takeaway food – from ordering more of the right foods to safe re-heating and re-use, to storage and freezing, thus driving food-saving behaviours.

We created fun weekly challenges and competitions, cook-alongs and bite size inspiration films with top chefs, and practical tips for making the most of food at home. All this activity meant we could continue to learn more about behaviour and barriers to reducing food waste, such as a lack of clarity on portioning. Based on our findings, we're planning to roll out similar initiatives on a global level to help us reduce food waste.



Understanding and reducing food waste

We are committed to understanding the scale of the food waste challenge, and trialling potential solutions. We partnered with environmental charity, Hubbub, to develop the Food Waste Race in the UK. We've analysed the causes of food waste among consumers and took households on a journey to tackle waste, save money and live a little more sustainably.

We fed our findings into advice to help our restaurant partners do their bit to reduce wastage

For our restaurant partners, we've worked with the Sustainable Restaurant Association and WRAP on a project to understand the impact of food waste in the UK takeaway sector. We fed our findings into advice to help our restaurant partners do their bit to reduce wastage.

Tackling food poverty with Local Legends

Our local brand in Australia, Menulog, partners with the country's leading food rescue organisation, OzHarvest. It has committed more than \$100,000 AUD to help fight food waste and food insecurity. From September 2021, on the last Friday of every month Menulog began donating the cost of one meal to OzHarvest for every order placed with one of its Local Legend partners.

Food stories

Just Eat Takeaway.com & The Vegetarian Butcher are a partnership made in food heaven. Together, we will create a more sustainable food service and delivery world by inspiring plant-based alternatives for all of our most popular dishes.



Invited restaurant partners to sign up for a cooking workshop focused on meat substitutes

We begin by leveraging our respective experience and data to understand the restaurant audience in each market. Then, we approach them with tailored materials which explain both the business and societal advantages of offering plant-based options. We also provide support and inspiration in the form of recipes, training materials and events, as well as promotion on our ordering platforms.

In the UK and The Netherlands, we are currently working on the route to market and are planning to expand the activity in the coming months. In Germany, we have recently invited restaurant partners to sign up for a cooking workshop focused on meat substitutes.



We marked Veganuary 2021 with an email campaign to **1.5 million** customers

Promoting healthy choices to our restaurant partners

We work with a registered nutritionist in the UK to support restaurants by showing how reformulating dishes or offering smaller portions can help reach a broader consumer base.

We marked Veganuary 2021 with an email campaign to 1.5 million consumers in Austria, Belgium, Germany, Poland, and The Netherlands, promoting restaurants with vegan dishes.

We're running a trial with restaurants in Birmingham, UK, to explore how to improve the healthiness of their menus with specialist support from a certified nutritionist. When the results are in, we'll be able to see how we might scale up the learnings of this programme more widely.

We're partnering with The Vegetarian Butcher in the UK, Germany and the Netherlands to inspire restaurants to expand their plant-based offer.

6. People & society



An appetite... to benefit people and society

We're working hard to create rewarding employment opportunities within a fair and inclusive workplace. We will continue to grow our Scoober model. And we will support the local communities in which we operate.

A business like ours is woven into the communities in which we operate. We can have a positive impact on every driver, every coder, every chef, porter and restaurant owner that our business touches. From our account managers to our finance analysts every employee counts, and we aim to increase our numbers through job creation across all of our nations.

We are visible in towns and cities around the world, and we can make an impact every day, improving lives, strengthening communities, and helping to build the diverse, inclusive society we all want to see.



Happy food from happy people

We work hard to establish a Just Eat Takeaway.com culture which supports a clear vision for the future to inspire and unite our team. We know that differences are really strengths. The greater the variety of people we include in our business, the better our business gets. Difference makes for a vibrant, interesting place to work. So whether we're delivering hot food or hot code we take good care of our employees: space to grow, and a culture that values them for who they are.

A vital first step for us was the introduction of our pioneering employed courier model, Scoober

A vital first step for us was the introduction in 2016 of our pioneering employed courier model, Scoober. With Scoober we create jobs that contribute to society and the overall economy, and so our delivery staff are employed, insured and we pay taxes accordingly. Takeaway.com always employed its delivery staff, since the launch of its own delivery service in 2016; either directly or through agencies. Since combining with Just Eat we have started to introduce this very same model in other European countries as well, including the U.K., France and Italy.

We've seen massive growth for the Scoober model since its launch, from a handful of couriers in specific markets, to employing – directly and indirectly - 40,000 people in Europe and operating in over 200 cities as of August 2021. Further details can be found on [p18](#).

This isn't just about couriers. In 2021 in the UK alone we have committed to creating 1,500 new quality jobs in customer service in the North East of England by the end of the year, and we have a company-wide initiative to bring our customer service operations into their relevant home markets.

We have also created a dedicated global Inclusion, Diversity and Belonging (I,D&B) team, responsible for defining our global I,D&B strategy that will be launched at the end of 2021. We're a proud sponsor of many organisations and events on diversity and inclusion, such as the annual British LGBT Awards and PRIDE in the UK.

In Australia, our local brand, Menulog, partners with the National Indigenous Culinary Institute (NICI) to help provide crucial education and training to aspiring Indigenous chefs.

Supporting local communities

We ran a €1.5 million giving campaign in all our markets in 2020. This contributed the equivalent of €0.50 per order during the weekend before Christmas to 14 organizations tackling food poverty, hunger and homeless in 17 countries globally.

1,500

new quality jobs in customer service in the North East of England by the end of the year

40,000

Scoober couriers in Europe and operating in over

200 cities



€0.50
per order

during the weekend before Christmas to a number of charities

People stories

At Just Eat Takeaway.com we firmly believe that providing more couriers with employment contracts, hourly wages and social security is the right thing to do.



We are committed to going above the standards of our competitors and to growing our employed courier model. And we've made rapid progress.

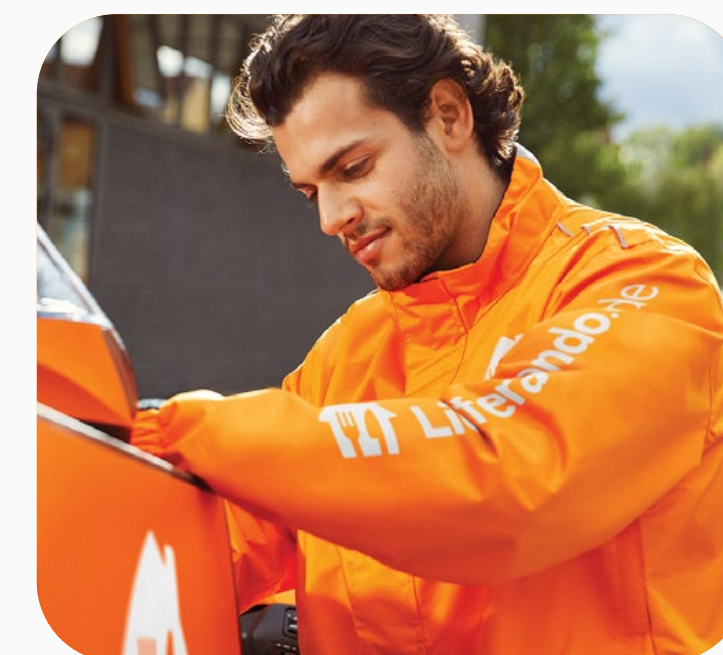
Scoober is Just Eat Takeaway.com's own delivery service, and a pioneering employee delivery model. From humble beginnings in 2016, with around 1,000+ delivery drivers in 17 European cities, we have been rolling this out at pace. As of August 2021, Scoober was available in more than 200 cities across 14 markets and in Europe – directly and indirectly - employed 40,000 people. We know this is a first step, and we have a huge appetite to do more.

“I get to be active and explore my city, and I like the comraderie between drivers”

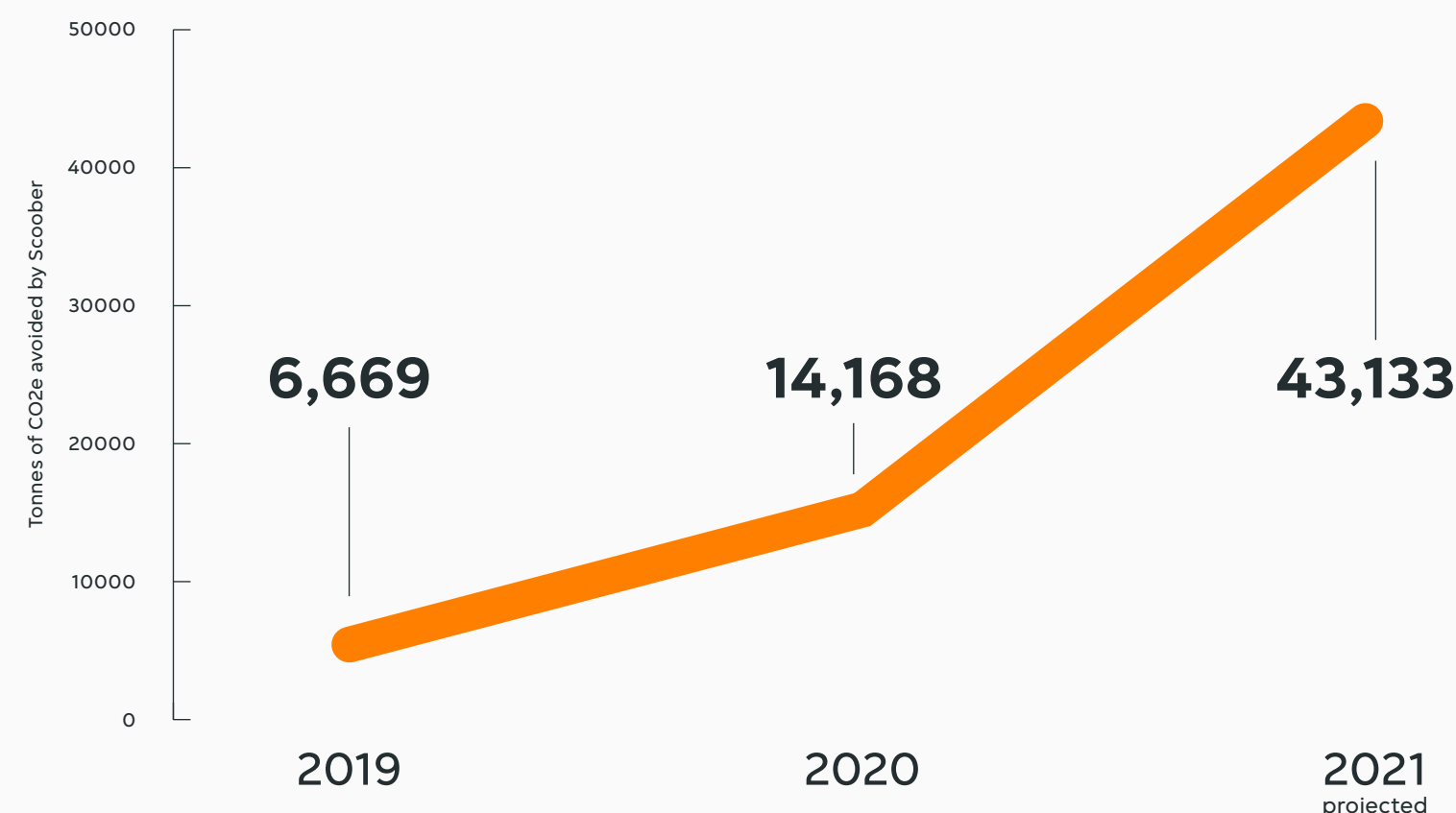
Thuisbezorgd.nl courier, the Netherlands

“Compared with [other companies], you have a contract, have a right to holidays, you know that no matter how many deliveries you do, you'll get paid a basic salary.”

Just Eat courier, Spain



43 thousand tonnes of projected avoided emissions in 2021



40,000

employed couriers

in the Scoober model in Europe (Aug 2021)



Greener
Fairer
Safer

Scoober staff get a contract, with an hourly salary, branded clothing and generally free to use equipment such as e-bikes in our hub locations. In some markets they can also participate in facilitated lease schemes for e-bikes. Getting paid by the hour means couriers are being paid for the entire duration of their shift, which also improves overall safety compared with the pay-per drop model, where couriers can feel hurried. Our couriers also get road safety and vehicle training.

This measure improves the quality of service we provide to consumers and restaurants and gives couriers more certainty over how much they will be paid for their shift.

And finally, Scoober gives us greater control over our impact on the environment. Scoober is part of our plan to reduce the overall impact of our business and allows us to calculate avoided emissions: as we expand the Scoober roll-out, we're hoping to offer more couriers e-bikes or e-scooters to ensure that increased deliveries do not mean greater emissions. In the UK during 2020, we supplied over 6,000 e-bikes and e-scooters to our couriers and expect to see growth in 2021.

On average, the emissions intensity of a Scoober delivery is

9x Lower

than deliveries fulfilled by petroleum powered vehicles.



Scoober is responsible for

~2%

of delivery emissions, despite representing

12%

of JET deliveries (2020)

Just Eat Takeaway.com understands the importance for all of our stakeholders – including consumers, partners and investors – of being clear and transparent on progress and having robust systems for risk assessment and reporting on key indicators.

This year, we're in the process of reporting our environmental impacts via CDP - a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. CDP's Full GHG Emissions Dataset provides modelled and reported emissions covering over 5,000 companies. Their rigorous processes ensure that our calculations are independently checked and disclosed in a way that is useful for our business and for investors and other stakeholders to track our progress.

This year, Just Eat Takeaway.com received an A rating from MSCI, an assessment designed to measure a company's resilience to long-term, environmental, social and governance (ESG) risks.

CDP's Full GHG Emissions Dataset provides modelled and reported emissions covering over 5,000 companies

We have an Enterprise Risk Management (ERM) programme in place to evaluate all risks, including climate risks, and a business strategy to build resilience. This process was introduced in 2020 to improve the robustness of our risk assessment and internal reporting, and we report to investors and other external parties on risk management via our annual report. Our comprehensive ERM approach has two facets:

1. A “bottom-up” system, with the objective to ensure a comprehensive identification and prioritization of all important risks, define and implement risk policies and processes that control day-to-day decision-making throughout the company, and ensure a robust risk culture company-wide. A climate risk assessment was conducted this year as part of this assessment.
2. A “top-down” system, whose objectives are to distil insights and provide clarity on the top 10 to 15 most important risks shaping our company's performance, support risk-informed decisions at leadership level, ensure a risk dialogue, and enable proper risk oversight by the Management Board.

For further information on reporting, please contact:

Media: press@justeattakeaway.com

Investors: ir@justeattakeaway.com





justeattakeaway.com/responsible-business

press@justeattakeaway.com