



# NON-FINANCIAL STATEMENT FOR THE GROUP

## CORPORATE GOVERNANCE, RESPONSIBILITY AND SUSTAINABILITY

### Letter from the CEO

Fellow Shareholders and Heroes,

For Delivery Hero to be successful over the long term, we need to live our values in addition to creating an amazing experience for our customers. A core part of living our values is taking responsibility for our impact in the world and working towards ensuring our contribution is a positive one. I am pleased to say we have made great progress in this area by developing our Corporate Social Responsibility, Sustainability, and Diversity and Inclusion programs.

Delivery Hero is a leader in the food delivery and marketplace industry and is growing quickly. We also want to be a leader in our industry for sustainability and set a standard for using sustainable business approaches. To make sure that we grow responsibly and sustainably, we have further developed some key initiatives that provide sustainable solutions for our business. I have personally joined the Leaders for Climate Action in 2019 and prioritized an environmental program to offset and reduce our carbon emissions. Delivery Hero has now committed to being carbon neutral globally by 2021.

In 2019, our focus was building the strategies for each of our CSR and sustainability pillars and laying the foundations for global projects. We expanded our program, which now includes the following four pillars:

- **Environment:** sustainable packaging and emissions
- **Diversity & Inclusion (D&I):** inclusive leadership, equitable systems, inclusive culture, empowered employees
- **Ethics:** rider welfare, health and safety, human rights
- **Giving Back:** volunteering, meal donations, hero month

Our global brands are also involved in many of the initiatives that we have put forward in 2019, particularly sustainable packaging, emissions, meal donations and inclusive culture. While we have much more work to do, I am excited about the opportunities for Delivery Hero to create a positive impact in the world. Our ambitious goals will push us towards delivering excellence and long-term success.

Please find in the following overview a summary of what we have achieved in 2019 and our plans for the future.

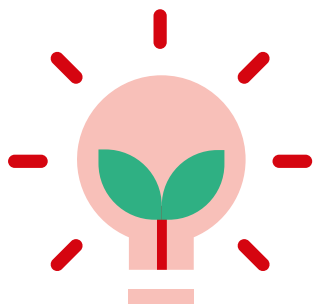
**Yours,  
Niklas Östberg**





## **SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY AT DELIVERY HERO**

Sustainable thinking and action based on fixed values and principles – these are essential foundations of Delivery Hero's success. We seek to contribute to creating stable economic, social and ecological conditions for present and future generations by accepting the responsibility for the impacts of our business. In this way, we are following the principles of sustainable development.



### ***Our Values***



***We always  
aim higher***



***We deliver  
solutions***



***We are heroes  
because we care***



### Strategy and materiality

In 2019, we enhanced the strategic direction of our Sustainability and Corporate Social Responsibility (CSR) programs. We developed strategic frameworks for the three pillars created in 2018: **“Environment,” “Diversity & Inclusion”** (D&I) and **“Giving Back.”** We also chose to prioritize business ethics and safety by adding a new pillar called **“Ethics.”** The following graphic gives an overview of our strategic CSR approach and its underlying intentions.

The original materiality analysis, which was carried out in 2018, assesses and prioritizes the relevance of social, environmental and governance issues for Delivery Hero and its stakeholders. The results from the 2018 assessment were used to support the organization’s CSR decision-making and strategy development process. From this process, the material topics that are able to affect the value creation for the company, and at the same time, are recognized as being important for Delivery Hero’s different stakeholders were selected.

In late 2019, we undertook an additional materiality analysis to review how we classify and categorize our material issues. As a result, we have changed the names of the material issues and now have ten material topics identified, which are outlined in the image of the materiality matrix.

#### Environment

Sustainable packaging  
Emissions

#### Diversity & Inclusion

Inclusive Leadership  
Equitable Systems  
Inclusive Culture  
Empowered Employees

#### Ethics

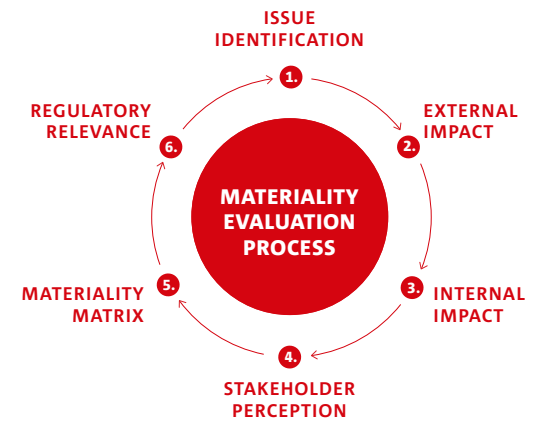
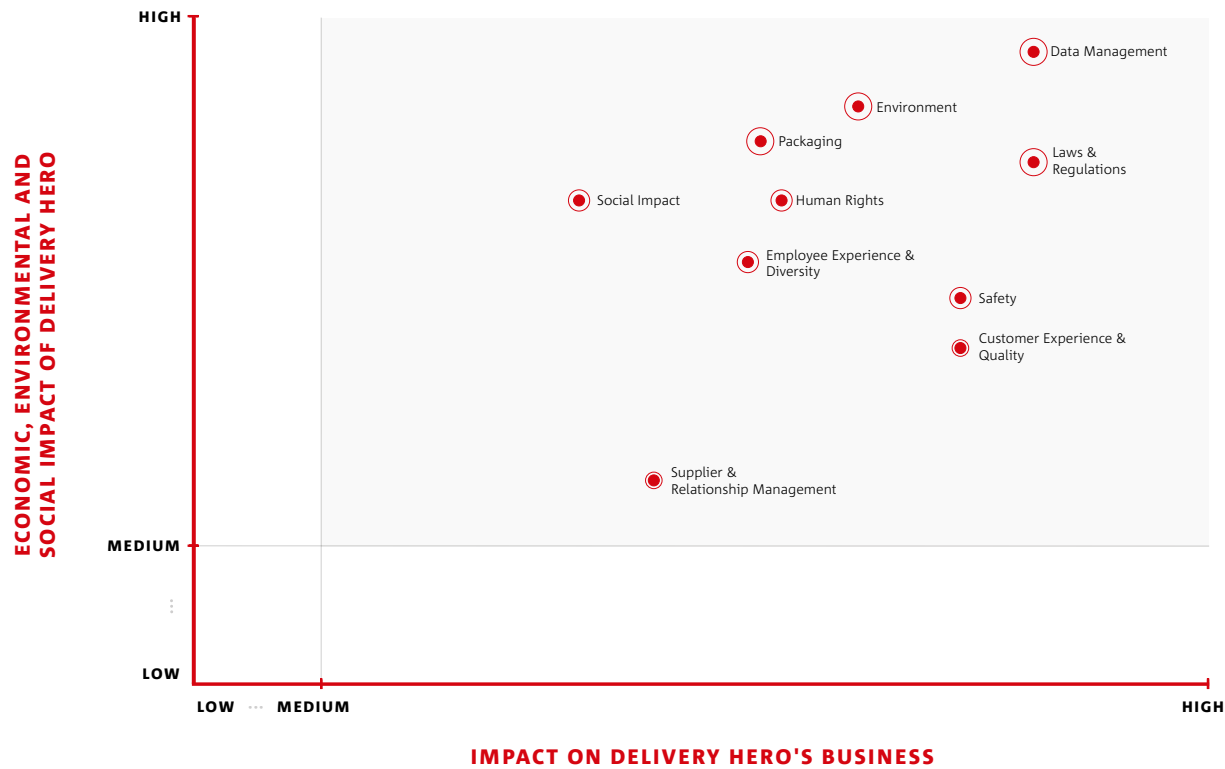
Rider Welfare  
Health and Safety  
Human Rights

#### Giving Back

Volunteering  
Meal Donations  
Hero Month



**DELIVERY HERO'S MATERIALITY MATRIX**



To undertake the review of material issues in 2019, we followed the following steps:

1. Issue identification: Identification of the topics that are potentially relevant for Delivery Hero
2. External impact: Internal evaluation of the level of economic, environmental and social impact of Delivery Hero's business activities on each topic
3. Internal impact: Internal evaluation of the impact of each of the topics on Delivery Hero's vision, strategy and performance, taking into consideration magnitude and probability of occurrence
4. Stakeholder perception: Evaluation of how important stakeholders believe the topics are



5. Materiality matrix: Review of the materiality matrix, which maps the issues based on economic, environmental and social impacts of Delivery Hero to the impact on Delivery Hero's business

6. Regulatory relevance: Allocation of the material topics to non-financial aspects in accordance to the CSR Directive Implementation Act

## MATERIAL TOPICS AND CONTENTS OF THE NON-FINANCIAL STATEMENT

NON-FINANCIAL ASPECTS	MATERIAL TOPICS	PAGE
Cross-cutting issue, affects all non-financial aspects (environmental matters, employee matters, respect for human rights, social matters, anti-corruption and bribery matters)	Laws & Regulations Data Management Supplier & Relationship Management	
Environmental matters	Packaging Environment	p. 52
Employee matters	Employee Experience & Diversity	p. 53–54
Respect for human rights	Safety	p. 55
Social matters	Human Rights	p. 55
Additional-non financial aspect	Social Impact	p. 56–57
	Customer Experience & Quality	p. 51

### Stakeholders engagement

Our stakeholders are key to our business, therefore, building and maintaining a close relationship with them is critical to our success. To define and implement a Sustainability and CSR strategy, Delivery Hero developed a stakeholders' consultation and engagement process through which we actively collect their expectations and ideas, on an ongoing basis. This enables key stakeholder participation to help us define and evaluate our CSR strategy, which is constantly updated with their feedback in an agile manner.

Maintaining good relationships with suppliers and restaurants helps our business grow. Material items such as on-time payments, fair treatment and timely onboarding contribute towards successful relationships. In addition, at the end of 2019, we began developing a code of conduct for our suppliers to promote responsible business practices and minimize financial, reputational and supply chain risks.





## DELIVERY HERO'S STAKEHOLDERS

### Investors and shareholders

We are committed to growing and increasing the return on investment of our investors

Annual financial statements, provisional reports, investor meetings, dedicated e-mail communications

### Customers

We are focused on improving our customers' lives by providing amazing and innovative services and good food

Satisfaction surveys, social media, brand studies (focus groups + surveys)

### Employees

We want to motivate and engage our people so they can achieve their maximum

Engagement survey, performance management process, all-hands/update meetings, Supervisory Board representation

### Restaurant partners and suppliers

We intend to implement high social, ethical and environmental standards in all relationships with our partners and suppliers

Engagement surveys (restaurant NPS), account management operations, supplier onboarding

### Local community

We are determined to improve the communities where we operate and work in

Volunteering program, conferences, partnerships

### Regulators

We are interested in maintaining an open dialogue with regulators and being compliant with legislation and regulation

Dialogue with regulators in local markets

### Customer experience & quality

The experience we give customers when they use our platform and receive deliveries from us has a material impact on our business. Customer experience can include a variety of items such as the user interface of an app, delivery times, transparency of ingredients, price and restaurant choice.

Whether or not a customer is satisfied with the experience will determine how likely he or she is to order again and to recommend the brand. That's why our Global Customer Experience Team designed a process to work with our brands around the globe on understanding and improving customer experience. One main part of this process is analyzing the drivers of customer loyalty, measured by a NPS (Net Promoter Score), which reflects why customers order from our brands.

### ENVIRONMENT

We are committed to making our business more environmentally friendly and minimizing the negative impacts of our activities. Our sector impacts the environment primarily through the greenhouse gas emissions we and our partners emit, as well as the plastic used in food packaging. To manage these impacts, we developed a strategic framework for the environment program in 2019, focusing on packaging and emissions.



■ Why is the stakeholder important?

■ Examples of engagement activities/resources



Our achievements in 2019:

- Designed a globally scalable sustainable packaging program, which will launch with a pilot in Q3 2020
- Field tested sustainable packaging products to ensure solutions will meet the rigors of food delivery
- Identified preferred sustainable packaging providers
- Invested in Bio-Lutions, a biodegradable packaging manufacturer
- Measured our carbon footprint for European entities in 2019
- Achieved carbon neutrality across our European operations on January 1, 2020
- Committed to be carbon neutral globally by 2021

### Packaging

Food ordered through our platforms is packaged for delivery, which historically has been made from plastic due to cost and availability of the raw material. We recognize the impact that plastic has on the environment, whether that's from the emissions made during its manufacturing or the lasting presence of plastic after the packaging is discarded. We want to find solutions that can reduce this impact.

Our restaurant partners source their packaging materials independent of Delivery Hero. We have a connection to restaurants and believe we can help educate restaurants about the sustainability of materials and provide access to alternative and more sustainable forms of packaging.

The main way we're doing this is by developing a globally scalable sustainable packaging program where we will

supply packaging to restaurants. In 2019, we laid out the groundwork to model, design and test the concept of a scalable sustainable packaging program. We sourced and field-tested packaging solutions to find the best products to rollout. In 2020, we will be piloting the project in selected markets to gain further insights into finding the best approach to roll it out globally.

In May 2019, we also invested in Bio-Lutions International AG, which produces sustainable packaging and disposable tableware made from agricultural residues. Our investment is an important step towards creating sustainable packaging options within our supply chain.

### Emissions

Like most organizations, our activities and those of our supply chain and partners emit greenhouse gases. As global warming is an issue impacting the world, we believe that we have a responsibility to limit the impact of these emissions. We believe action starts with commitment. We set an ambition to become carbon neutral by the end of 2021. Our approach is to measure our footprint so we can identify the areas to offset, because this will minimize the impact of our emissions footprint quickly. We then explore opportunities to reduce the emissions and lower the cost of offsetting.

Our effort in 2019 focused on completing the methodology for measuring CO<sub>2</sub> emissions, establishing the offsetting program and establishing the foundations of an environmental reduction program. We worked with our partner

ClimatePartner, which supported the development of our methodology and measurement of our footprint. Our methodology is informed by the Greenhouse Gas Protocol and we differentiate between emissions (Scope 1–3) that are directly caused by Delivery Hero, i.e., our own delivery fleets, materials we sell to restaurants, our internal operations, and the emissions caused by our partners, e.g., packaging sourced by restaurants from third parties, our restaurant partners delivery activities, etc. We want to ensure that we have an accurate understanding of which emissions we can operationally reduce as we directly control them, compared to the emissions that are created in relation to our activities but without our direct control.

Our management approach to this topic is centralized, as calculating an accurate greenhouse gas footprint requires special expertise and we want to ensure a consistent methodology is used. Therefore, we have a project team in our central team at Delivery Hero SE that collects data from our local businesses and works with the consultancy to calculate the greenhouse gas footprint (in t CO<sub>2</sub> equivalent). Where accurate data is not available, we use estimations in line with common and accepted approaches.

In 2019, the CO<sub>2</sub> emissions of our Berlin headquarters amount to 8,537 t CO<sub>2</sub>. We offset these emissions by supporting a forest protection project in Peru. As we expand the measurement of our greenhouse gas footprint, we intend to report the emissions.





### WORKING AT DELIVERY HERO

Delivery Hero's accomplishments and success are provided by our highly engaged and qualified workforce around the world. Attracting, developing and retaining highly skilled employees that are aligned to our values is important. We focus on creating a working environment with great conditions that are diverse, inclusive, equal and safe.

Our achievements in 2019:

- Refreshed our corporate values globally
- Achieved an employee Net Promoter Score (eNPS) of 35
- Created a Diversity & Inclusion Strategy and established program
- Hosted tech and product meetups to showcase our work and develop connections
- Trained more than 400 people at our headquarters in Berlin about unconscious bias

- Began a global rollout for unconscious bias training
- Integrated diversity and inclusion into our onboarding process
- Facilitated the creation of two employee resource groups
- Delivery Hero participated its first Pride festival in Berlin

### Delivery Hero as an employer

Delivery Hero employs thousands of people across the world. Our work with restaurants drives further employment, helping to create jobs in the communities we operate in. We are a business that strives to be as diverse as the societies in which we operate. Our culture encourages openness and respect with opportunities for anyone to share opinions and ideas.

Delivery Hero's approach to people operations continues to be both centralized and decentralized. We have deepened the level of expertise within our central HR teams so that we deliver expert support globally, while building regional HR centers of excellence to expand the support aligned to local market requirements and regulation. In 2019, we introduced "Workday" to streamline our people systems processes. This is enabling us to manage a growing workforce more effectively, empowers our managers with the tools and data to lead their teams and supports the implementation of procedures such as standardized performance review processes. We will continue to rollout "Workday" regionally through 2020.

We offer various benefits that make our working environment attractive. By providing benefits such as gym passes and health checkups, we care for the well-being of our employees. Creating learning and development opportunities linked to an annual budget of € 1,000 per full-time equivalent employee helps us to thrive as an innovative and progressive company. On top of that, we offer individual corporate pension schemes to contribute to the long-term provision of our employees.

Regarding our recruitment processes, we host various tech and product meetups to showcase our work, gain connections and take on new employees. In 2019, we hosted 25 tech and product meetups at our Berlin headquarters.



### Inclusive Leadership

Setting the tone from the top and leading by example

### Equitable Systems

Ensuring parity in HR and business processes

### Inclusive Culture

Learning how we can interact and celebrate difference respectfully

### Empowered Employees

Enabling our employees to connect with each other and build a diverse and inclusive environment





### Diversity and equal opportunity

Delivery Hero strives to be a diverse and inclusive Company that reflects the customers and markets we serve. Through diversity, we can develop the products, platforms and services that engage our broad customer base most effectively, as well as motivate and engage our people. Delivery Hero is committed to providing equal opportunity to all employees so we can create an amazing employee experience for everyone.

In 2019, we formalized our Diversity & Inclusion (D&I) program and introduced a D&I Strategy to define our approach towards building a fair and unbiased working environment. Our strategy comprises four parts: inclusive leadership, equitable systems, inclusive culture and empowered employees (see previous page).

We conducted activities across the four parts of our D&I program. Our management team participated in an off-site workshop to establish the tone from the top and set out strategic goals for the company on diversity and inclusion.

For equitable systems, our D&I team worked with every part of the People Operations department to audit HR and business processes. Where the potential for bias existed, action plans were developed to better ensure parity and equity.

For inclusive culture, we integrated D&I into our Talent Development program to ensure the wide range of training provided to our people helped them manage their unconscious biases and become more inclusive leaders. We set a goal in 2019 to train all our people managers on unconscious bias in 2020. By the end of 2019, we had trained 68% of our managers at our headquarters and 70% of our managers within our MENA businesses, and have a global rollout plan for remaining regions.

We believe an essential way to enable our employees to build an inclusive culture is to empower them through employee resource groups. At Delivery Hero, these are called Hero Communities. We were delighted that our people created two Hero Communities in 2019. Our “Proud Heroes” provide our employees who identify with or support the LGBTQI+ community to unite. In 2019, the “Proud Heroes” worked closely with our D&I team to have Delivery Hero participate in its first CSD Pride Event in Berlin, Germany, which is a parade to promote awareness and support for LGBTQI+ rights. Our Muslim employees also organized themselves into the Muslim Heroes. They worked with internal teams to run events during Ramadan and to secure additional prayer rooms in our Berlin offices.

Delivery Hero is committed to adhering to all global and local regulation. This in particular includes compliance with the Law for Promotion of Remuneration Transparency between Women and Men (*Entgelttransparenzgesetz*). The reports required under this law are published separately to this report.

Further information on gender diversity at Delivery Hero and its subsequent goals regarding gender diversity of our management team, Supervisory Board and the two executive levels directly below, please see the Corporate Governance Report on page 22.

### Employee satisfaction

Having engaged employees at Delivery Hero is essential for us to achieve our ambitions. Employee engagement contributes towards employee retention, company growth, future recruitment and corporate culture. To understand how we are performing and where we need to improve, we conduct regular employee engagement surveys, using employee Net Promoter Score (eNPS). This indicator describes the loyalty and commitment of our employees to Delivery Hero. We use the results to create action plans to address areas of improvement. In our last survey of 2019, our eNPS for our Berlin headquarters was 35 points with a participation rate of 74%. We also continued to rollout the use of the employee engagement survey across our global entities with all parts of the business now using our system.





## ETHICS

Ethical conduct is one of our highest priorities. Our values, principles and standards create trust – and this is what we depend on to deliver excellent services to our customers.

We introduced new Values in 2019 and these are being rolled out across Delivery Hero. Trust starts with our leaders who are represented as role models for employees on ethical standards and norms of behavior. Our business success also depends on our employees acting in a moral and legally correct, responsible manner. These standards are reflected in our day-to-day business, in cooperation with each other, our business partners, our investors and other stakeholders of Delivery Hero.

To emphasize the importance of integrity, we have included Ethics as a fourth pillar of our Sustainability and CSR strategy.

### Safety

Delivery Hero employs thousands of people globally and we want them to be safe at work, whether that's in the office, on the roads or travelling. As such, occupational health and safety is an important topic at Delivery Hero. We provide training to our employees about how to avoid accidents and how to maintain a safe working environment for everyone.

At our headquarters in Berlin, we have many occupational health and safety facilities for employees to use (specific rooms for prayers, first aid and napping). In 2020, we are building new spaces for employees that include a room for yoga and a health center. We also provide the use of ergonomically friendly workstations, which have adjustable desks, chairs and monitors to cater to specific needs.

The safety of our riders is of great importance for Delivery Hero. We are working towards introducing global standards on safety to ensure greater consistency across our operations.

### Human rights

We are fully committed to respecting human rights in everything we do. We actively oppose forced or compulsory labor of any kind, and all other forms of modern slavery, child labor and human trafficking. Discrimination and inequality in employment and occupation have no place at Delivery Hero either. For us this is an integral and natural part of doing business anywhere.

### LAWS & REGULATIONS

We must be compliant with all laws and regulations in the markets we operate. Below, we outline some of the ethical and legal standards we hold ourselves accountable to.

### Values, principles, standards and norms of behavior

We act within the framework of ethics, integrity and applicable laws and always in the interest of Delivery Hero. Delivery Hero does not tolerate any form of fraud, bribery/corruption or other forms of non-compliant behavior by our employees or other stakeholders. We expect our employees not to engage in any activity or perform tasks that are contrary to the interests of Delivery Hero. All business decisions need to be made solely in the best interests of the Company, not for personal benefit. These business practices have been documented in a Code of Conduct, which is distributed within the organization and updated regularly. The local companies are responsible for communicating about the Code of Conduct.

### Mechanisms for advice and concerns about ethics

Every employee at Delivery Hero is responsible for addressing violations or potential violations of the laws, the Delivery Hero Code of Conduct or internal policies. To report serious compliance breaches and illegal business practices an online whistleblower platform was made available in multiple languages and is available around the clock. Our whistleblower system guarantees anonymous submission and the highest level of security for whistleblowers. Employees should first contact their supervisor or their respective Compliance department and make use of the whistleblower platform only in cases where this appears not possible. All reported issues are carefully assessed by Delivery Hero and in appropriate cases, the case is managed as per the regulations and procedures for handling reported compliance concerns. The confidentiality of information given by the individual reporting a compliance violation is protected to the maximum extent possible. The recipient of the information of Delivery Hero may share it only on a need-to-know basis consistent with applicable law. Delivery Hero respects the request of confidentiality and anonymous reporting. The mechanisms for advice and concerns about ethics are assessed on a regular basis. The Sustainability and CSR team continuously monitors and updates our ethics by integrating concerns into business decisions.





### Data management

The growing competitiveness in the markets where Delivery Hero has operations requires an increasing focus on the customer, especially on the continuous improvement of their experience. In a context of high digitalization and more informed, proactive and demanding customers, it becomes clear that technology should be used to achieve and ensure our clients maximum satisfaction, while handling their data with care.

The privacy policies of the operating companies comply with the requirements of Article 13 and 14 General Data Protection Regulation (GDPR). They are regularly checked to ensure they are up to date and correct.

We inform our customers and other stakeholders about the data collected when visiting our website and explain how this data is used. All customer care agents have been trained to deal appropriately with data subject requests and necessary templates have been provided. Personal data is information from which we can directly or indirectly relate to a person, such as first and last name, location data or e-mail address.

Our customers can exercise their data subject rights at any time by sending their requests to the e-mail addresses specified in the privacy policies or to [dpo@deliveryhero.com](mailto:dpo@deliveryhero.com). These will then be answered after the verification of identity within the legal deadline. On many platforms, a GDPR function was integrated into the accounts of the

customers, which simplifies and guarantees the exercise of the data subject rights. Via this function, customers can view the stored data, submit advertising objections and delete their accounts at any time. The deletion takes place within 48 hours by overwriting the personal data several times.

Delivery Hero is committed to protecting the data of our customers and employees. Irrespective of external audits, systems that have been assessed as potentially risky according to internal risk analyses are subjected to a data protection impact assessment and continuously reviewed as part of a monitoring process. In addition, penetration tests are carried out regularly and adjustments made, if needed.

Every employee has to complete compulsory data protection training once a year and pass a test. Besides that, the acknowledgement of our Code of Conduct, which also contains passages addressing data protection and information security, is mandatory. In addition, department-specific training is carried out to take account of the relevant special requirements and to increase awareness.

### GIVING BACK

Delivery Hero is driven by its values, one of which is “We Are Heroes Because We Care”. Social responsibility is at the heart of this. We aim to provide the most impact for society and the communities we operate in by strategically aligning our giving back pillar with the strengths of our business.

Our achievements in 2019:

- Enabled customers to donate meals through our apps
- Introduced a new, simpler volunteering policy
- Expanded our Hero Month volunteer campaign from Berlin to ten countries
- Volunteered 3,343 hours globally during Hero Month

Our giving back strategy seeks to create a positive social impact in three ways; by connecting our customers to causes important to them: leveraging our capabilities and systems for positive social impact; and by empowering our people to give back.

Fighting hunger is the key theme for our giving back pillar. This is a cause important to our customers and is one that aligns well to our business. In 2019, efoods and hipMenu, our brands in Greece and Romania, respectively, offered customers the opportunity to donate meals to people in need. In 2019, efoods and hipMenu helped feed approximately 126,321 people. We aim to expand the meal donations program in 2020 to more platforms and markets.

To help our employees give back, we established a new volunteering policy that allows everybody at Delivery Hero to contribute two working days per year to the community. Employees can use the allocated days throughout the year to volunteer with local non-profit organizations in groups or individually.





an annual volunteering campaign which takes place in October. We built on this in 2019 by expanding Hero Month to ten countries, involving three more of our brands. Globally, our Heroes volunteered more than 3,343 hours as part of Hero Month.

### REPORTING PROFILE

This non-financial statement for the Group (NFS) of the Delivery Hero Group (hereinafter referred to as Delivery Hero) has been prepared in accordance with the information required under Sections 315b, c and 289b to e of the German Commercial Code (HGB) with regard to material, environmental, employee, social and human rights, and the fight against corruption and bribery.

In addition, this NFS has been prepared in orientation towards the GRI standards issued by the Global Reporting Initiative, this applies in particular to the description of our basic management approaches and to the materiality analysis performed. Going forward, Delivery Hero intends to expand the scope and depth of its reporting as its program grows. Until then, the Sustainability and CSR department, Investor Relations and PR departments can help with any questions about this NFS.

Delivery Hero provides online and food delivery services in over 44 countries in four geographical segments, comprising Europe, Middle East and North Africa (MENA), Asia and the Americas. Further information on Delivery Hero's business model can be found in the Group management report 2019 on page 58.

Within the individual aspects, the underlying concepts and due diligence processes are discussed and existing results are reported. In accordance with Section 315b (1) sentence 3 HGB, reference is also made to non-financial information in the Combined management report on individual aspects. In addition, the NFS reports significant risks in accordance with Section 289c (3) Nos. 3 and 4 HGB if the information is necessary for an understanding of the course of business, the business result, the position of the Group and its effects on non-financial matters.

Delivery Hero has not yet defined any non-financial performance indicators relevant to management in accordance with Section 289c (3) No. 5 HGB. Furthermore, there is no direct connection between the amounts reported in the annual financial statements pursuant to Section 289c (3) No. 6 HGB and non-financial concerns.

Delivery Hero seeks to recognize significant risks and opportunities that can influence the business at an early stage. To achieve this, Delivery Hero has a management system to identify and manage risks. The risk management function is performed by the Governance, Risk & Compliance (GRC) department.

Delivery Hero generally assesses risks from a net perspective after taking risk-mitigating measures into account. In connection with the effects on Delivery Hero's non-financial issues, no material risks were identified that are associated with the Company's own business activities or with its business relationships, products and services that have serious negative effects on non-financial issues.

Further information on risk management at Delivery Hero can be found in the risk and opportunity report 2019 on page 72.

