

# NONFINANCIAL STATEMENT FOR THE GROUP

## SUSTAINABILITY AT DELIVERY HERO

Sustainable thinking and action based on fixed values and principles – these are essential foundations of Delivery Hero’s success. The Company assumes responsibility towards society as a whole and follows the principle of sustainable development. It thus contributes to creating stable economic, social, and ecological conditions for the present and future generations. In pursuing economic interests in day-to-day business, the globally operating delivery service also pays attention to ecological, social, and ethical aspects.

## BASIS OF PREPARATION

This nonfinancial 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 315c 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. The NFS was prepared in accordance with the GRI standards of the Global Reporting Initiative.

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 nonfinancial 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.

## DESCRIPTION OF THE BUSINESS MODEL

Delivery Hero AG was founded in Berlin in 2011 and is the parent company of the Delivery Hero Group. This comprises a total of 137 companies worldwide. In addition to managing the Group, Delivery Hero AG provides a range of IT, marketing, and other services, in particular commercial and technical consulting services. Delivery Hero AG also performs central functions as the Group holding company, such as Group controlling and controlling.

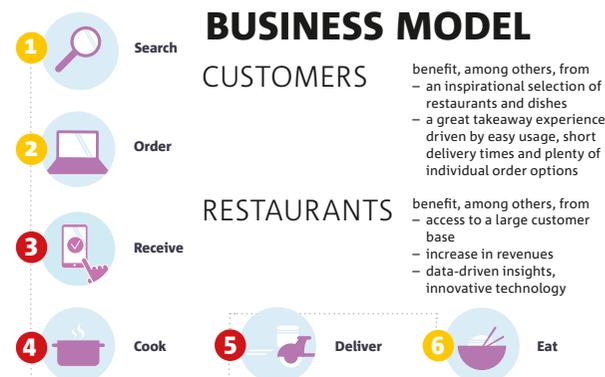
The Company’s accounting, public relations, investor relations, risk management, and human resources management activities are all in place.

The Delivery Hero Group offers online food ordering services in over 40 countries on six continents. It operates in various European countries, Latin and South America, but also in Asia, Africa, North America, and Australia with its online food ordering and online food delivery services.

The Delivery Hero Internet platforms are tailored to the needs of local customers, who can choose from a variety of delivery services in their region and view or order food from their menus. In addition to online food ordering, the Group also offers food delivery to its customers via a number of platforms such as foodora, foodpanda and other brands. The coordination of the driver/rider fleet is carried out by a self-developed dispatch software.

Delivery Hero generates a large part of its revenue from commissions on orders placed. These commissions are based on a contractually agreed percentage of the order value. The percentage varies depending on the country, the type of restaurant and the services provided, such as the use of a point of sale system, last mile delivery and marketing support.

For further information on Delivery Hero’s business model, please refer to the Management Report.



## STRATEGY AND MANAGEMENT

### CORPORATE GOVERNANCE AND SUSTAINABILITY

The corporate governance practiced by Delivery Hero AG stands for responsible, transparent management and control, geared to long-term success. The sustainable corporate culture of integrity and responsibility is based fundamentally on the trust that customers, shareholders, and business partners place in the Group. For Delivery Hero, responsible corporate governance also includes promoting the principle of sustainable development, integrating it into decision-making processes and taking it into account in day-to-day business.

62

Delivery Hero's geographical diversity brings a variety of cultural, economic, and environmental opportunities and challenges. It is therefore our goal to ensure that our business partners, service providers, and suppliers follow the same high ethical principles to which Delivery Hero is committed.

Delivery Hero AG is a stock corporation under German law. It is therefore subject to the provisions of the German Stock Corporation Act and has a dualistic management and control structure consisting of the Management Board and the Supervisory Board.

As a management body, the Management Board is responsible for managing the Company. In doing so, it is bound to the interests of the Company and is committed to a sustained increase in the value of the Company. The Management Board of Delivery Hero AG is responsible for manag-

#### EUROPE



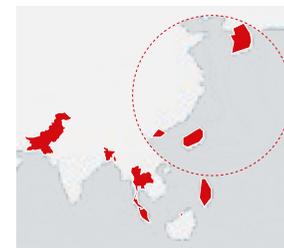
#### MENA



#### AMERICAS



#### ASIA



Delivery Hero is active in more than 40 countries.

Excluding foodora own-delivery only countries (Australia, Canada, France, Italy, Netherlands, Norway) as well as Costa Rica and Paraguay.

ing the Company's business. It develops the strategic orientation of the Company, coordinates it with the Supervisory Board and ensures its implementation.

The Supervisory Board is the Company's controlling and supervisory body. It appoints, monitors, and advises the members of the Management Board in the management of the business and is directly involved in decisions of fundamental importance to the Company. The members of the shareholders' Supervisory Board are elected by the shareholders at the Company's Annual General Meeting.

The Management Board and Supervisory Board of Delivery Hero AG attach great importance to good corporate governance and are guided by the recommendations of the German Corporate Governance Code, applicable laws and the internal rules of procedure and guidelines.

For further information on corporate governance at Delivery Hero, please refer to the Corporate Governance Report.

Delivery Hero uses its organizational structure and governance processes to promote and develop responsibility in daily actions and to directly manage sustainability. Overall responsibility for sustainability management at Delivery Hero lies with the Board of Management, which aligns the Company's business policy with the requirements of socially and ecologically responsible management.



The adoption of sustainability strategies, programs and related goals and measures of the Company are decided and reviewed by the Management Board. Delivery Hero has a decentralized structure, so that most of the sustainability activities are implemented in the various subsidiaries and divisions against the background of their respective core business.

Delivery Hero’s sustainability management aims to reconcile the Company’s business activities with ecological, social and ethical aspects. We integrate sustainability into our decision-making processes through clearly defined goals and concrete measures, taking into account the inter-

ests of our stakeholders. In this context, customers, employees, service providers, suppliers and investors are of particular importance. We regularly exchange views with them in an open and transparent dialogue.

The globally applicable Code of Conduct is of paramount importance for Delivery Hero. The Code of Conduct provides the ethical framework for daily business activities and defines binding standards for a responsible corporate policy. In addition to the Code of Conduct, Delivery Hero has developed further company guidelines that provide detailed rules for individual subject areas and support sustainable business activities.

### MATERIALITY

Delivery Hero’s nonfinancial reporting is based on the principle of materiality in accordance with the CSR Directive Implementation Act. This report therefore focuses primarily on those areas of action that are necessary for understanding the course of business, the business results, the situation of the Company and the effects of Delivery Hero on non-financial concerns.

In addition, the GRI standards of the Global Reporting Initiative (GRI) were used as a guideline for materiality analysis in the nonfinancial statement of Delivery Hero.

The key issues for Delivery Hero in accordance with the CSR Directive Implementation Act result from a two-stage materiality process that was carried out in the 2017 reporting period.

Based on established management systems and an internal workshop, a selection of key topics were initially discussed with the responsible specialist departments. In cooperation with an external partner, these topics were condensed and validated, particularly with regard to industry-relevant find-

ings from the aspects and findings from the competition analysis.

Delivery Hero has identified the following eleven key areas of action, which are assigned below to the non-financial issues defined by law in accordance with the CSR Directive Implementation Act:

Non-Financial Aspect	Material Facts	Page
Cross-cutting issue, affects all non-financial aspects	Compliance	64
	Product stewardship	66
Environmental concerns	Environmental energy consumption and energy efficiency	66
	Reduction of greenhouse gas emissions	67
	Packaging and recycling	67
Employee concerns	Employee satisfaction	68
	Staff development	69
	Diversity and equal opportunities	69
Social concerns	Data protection <sup>1</sup>	65
	Social commitment	69
Combating corruption and bribery	Combating corruption and bribery	65

<sup>1</sup> This issue concerns both social issues and combating corruption and bribery.

Delivery Hero is committed to the worldwide observance of human rights and, as a globally active company, reports accordingly. By including this aspect in this nonfinancial statement, we go beyond the reporting requirements of the CSR Directive Implementation Act, as this issue is not material, according to § 289c HGB.

## MATERIAL RISKS AND RISK MANAGEMENT

In order to ensure sustainable business success, it is crucial that Delivery Hero recognizes significant risks and opportunities that can influence the business at an early stage. For this reason, Delivery Hero has established a risk management system that is designed to manage future challenges. The risk management function is performed by the Governance, Risk & Compliance (GRC) department.

Further information on risk management at Delivery Hero can be found in the risk and opportunities report 2017.

In accordance with the requirements of the CSR Directive Implementation Act, Delivery Hero considers not only the factors that relate directly to the Company, but also those risks that arise directly or indirectly from Delivery Hero's business activities.

This responsible risk management approach is anchored in Delivery Hero's organizational structures and processes and is closely integrated with compliance management to minimize negative and social implications. In this way, we seek to ensure that potential positive and negative effects on the environment and society are just as effectively identified, controlled, and taken into account in corporate decision-making processes.

Delivery Hero generally assesses risks from a net perspective after taking risk-mitigating measures into account. In connection with the effects on the five 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.

## KEY AREAS OF ACTION

### COMPLIANCE

Delivery Hero's success is largely determined by integrity, trust and responsibility. These values can only be maintained and actively lived if we act in accordance with applicable law and internalize our high ethical and moral standards in our daily work. That is why we are committed to conducting our business in a fair, respectful, and legally correct manner worldwide. In addition to issues such as the prevention of corruption and money laundering, as well as data protection, our compliance requirements also include respect for human rights and legal regulations in the social and ecological areas. We expect the same from our employees and business partners.

Delivery Hero has established a compliance management system aimed at preventing violations of corruption regulations, conflicts of interest, and other legal violations. Our compliance system includes a system of measures designed to ensure that our business is always conducted in full compliance with the law and our internal policies and rules. Delivery Hero's compliance efforts focus on prevention and detection of, and appropriately responding to, any type of misconduct.

The Code of Conduct is an essential part of Delivery Hero's compliance organization. The Code of Conduct summarizes our principles, values, standards, and rules of conduct and serves our employees as a guideline for their conduct and day-to-day decision-making situations. The Code of Conduct covers all areas of responsible corporate governance – from respect for universal human rights, corruption and bribery prevention, the selection of suppliers and service providers to the handling of data and confidential information.

Local companies are responsible for signing and communicating the Code of Conduct. In some of our subsidiaries, employees are required to sign the Code of Conduct. At the other companies, the Code of Conduct is communicated to our employees via the intranet or by e-mail from the respective management.

In cases of ethical questions, or cases with a potential impact in regard to compliance, our employees contact first their direct superior. In cases where this approach does not appear possible or is inappropriate, it is also possible to contact the decentralized Compliance Officer or the Global Compliance Officer of Delivery Hero directly.

In addition, each Delivery Hero employee is responsible for reporting real or potential violations of the law, the Delivery Hero Code of Conduct or internal policies. To report compliance violations, we offer employees and other internal and external stakeholders three reporting options:

- Online via a communication platform (whistleblower system)
- By e-mail via an email address set up specifically for this purpose
- By mail

The internet-based communication platform is available for messages (whistleblower system). It enables an anonymous and protected exchange of information as well as a dialogue with Delivery Hero's Compliance department via a separate mailbox. The system is confidential and protected. Whistleblowers can decide for themselves whether they want to report by name or prefer to remain anonymous.

All reported cases are carefully evaluated by Delivery Hero. Where necessary, the case will be managed in accordance with the rules and procedures for dealing with reported compliance violations. The confidentiality of the informant reporting the violation is protected as far as legally possible. The responsible recipient at Delivery Hero will only share this information with third parties, in compliance with applicable law, if he deems this necessary to eliminate the violation.

In addition, we hold regular employee training courses on compliance issues at the respective local companies. We plan to establish a uniform and group-wide online training tool for 2018, which will be offered to all employees.

Objectives and Measures: Compliance	Status
Regular employee training on compliance issues	Ongoing

### Combating corruption and bribery

We ensure the highest standards of morality and integrity at Delivery Hero. For this reason, we do not tolerate bribery, corruption, or any other form of improper conduct by our employees, business partners, or other parties involved.

Corruption is a criminal offence in the countries where Delivery Hero operates and may therefore result in fines or sanctions for Delivery Hero under applicable law. Criminal offences include either direct or indirect accepting or offering of funds. Our anti-corruption policy, available on the Delivery Hero intranet, sets the standards for Delivery Hero's worldwide business.

All employees are prohibited from making or authorizing donations or other payments on behalf of, or by Delivery Hero to other organizations, such as non-profit organizations, in which they or close family members are employed or volunteer as directors or employees.

Any kind of financial support and donations exceeding a certain amount must be approved by a representative of the management. Similarly, political parties, their candidates, lobby organizations, or similar Delivery Hero communities will not receive any donations, gifts, or other payments without the prior consent of the CEO.

Delivery Hero is firmly opposed to the acceptance, promotion or support of money laundering. In the event of any suspicion, dubious transactions must be reported to the internally responsible Finance, Legal or Compliance departments for review.

Objectives and Measures: Combating corruption and bribery	Status
Employee training on anti-corruption and bribery issues	Ongoing
Integration of anti-corruption and bribery issues into the online training tool	Planned

Further information on compliance management at Delivery Hero can be found in the Corporate Governance Report.

### Data protection

Data protection is our top priority. We are aware that we collect, process and store a considerable amount of personal data. Any misconduct in this area would have a potentially significant negative impact on the privacy and business relationships of our customers, employees, shareholders or suppliers. We also know that misconduct in this highly sensitive area can have an impact on our Company's business success and image. Against this background, we have initiated appropriate measures to ensure data protection compliance.

We respect the comprehensive rights of the persons whose data we collect, process, and use. We employ a variety of technical means and organizational measures to ensure the confidentiality of personal data. These data protection requirements are integrated into a data protection management system. Essential data protection requirements are bindingly regulated by means of our internal data protection guideline. Any violations are reported to the external supervisory authority in Berlin.

The EU data protection regulation DSGVO will enter into force in May 2018, replacing the current EU/national data protection law. We have reviewed these implications for the whole EU in 2017 and introduced corresponding measures in regard to our data protection.

The aim of the measures described above was to protect Delivery Hero's data from unauthorized access, misappropriation, loss or theft protect premature deletion.

Objectives and Measures: Data protection	Status
Employee training on data protection in regard to the EU-Data Protection Regulation (DSGVO)	Ongoing
Employee training on data protection issues	Planned

In 2017, our Legal department received 30 customer complaints in connection with unwanted handling of customer data. These were all complaints about sending of unwanted newsletters.

In addition, ten other cases of this kind were reported to the Berlin Commissioner for Data Protection and Information Security. There were no significant complaints due to violations of the customer’s privacy or the loss of customer data. No cases of data theft or data leaks have come to light.

**Respect for human rights**

Delivery Hero respects and protects human rights worldwide. Our global structures make us aware of our resulting social responsibility. That is why we report on a voluntary basis on the aspect of respect for human rights, even if this is not defined as essential in accordance with the CSR Directive Implementation Act.

We understand human rights to be essential as fundamental and universal guidelines that define the dignity and individual rights of our employees, customers, and business partners.

We actively oppose forced or compulsory labor of any kind, 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. We also respect the right to collective bargaining and freedom of association within the framework of applicable law.

**PRODUCT STEWARDSHIP**

At Delivery Hero we know a lot about food, it’s an integral part of our competency: This knowledge helps us to create an amazing takeaway experience for our customers. At the same time, we are aware that nutrition has a great impact on well-being and health. Food production, food ingredients and food consumption all influence our environment and society in different ways.

Although Delivery Hero exerts only indirect influence on the products offered by our partners, we are convinced that we can indirectly contribute to transparent and sustainable food consumption through our online marketplaces.

Therefore, the proper and comprehensive labelling of the goods offered on our platforms by the restaurants is naturally an important concern to us. We work closely with the cooperating restaurants to ensure that the necessary information (e.g. ingredients that can cause allergies) is correct and consumer-friendly. It goes without saying that we comply with all legal regulations and hygiene standards when selecting our delivery services. In addition, our business partners commit to the fact that the products they offer are of high quality and are stored, processed and manufactured according to food law regulations, restaurant laws, and other relevant regulations. Compliance with these standards is also independently checked by the respective restaurant at least once every six months.

In order to ensure the high quality standards of Delivery Hero, we focus on partnership-based cooperation in order to recognize possible grievances at an early stage and eliminate them efficiently. In principle, we reserve the right to terminate contracts with our restaurant partners if they continue to violate our criteria even after appropriate training measures.

Objectives and Measures: Product stewardship	Status
Regularly informing our restaurant partners about applicable legal regulations and, if necessary, carrying out training measures	Ongoing

The logistics provider, foodora, selects its restaurant partners according to comprehensive criteria, with a particular focus on trend kitchens and new culinary experiences. Food is delivered for the most popular restaurants that do not have their own delivery service. In these restaurants, other sustainability factors, such as the ecological quality of the processed products, play an increasingly important role in addition to the pure taste component. Thus, foodora offers a healthy and high-quality alternative to conventional food suppliers and contributes – not least because of the mostly CO<sub>2</sub>-neutral delivery by bicycle – to a sustainable diet.

**CLIMATE PROTECTION AND USE OF RESOURCES**

As one of the world’s largest service providers for online food ordering and food delivery, we bear responsibility for our environment and climate protection.

At Delivery Hero, we see environmental impacts and the associated challenges and opportunities for environmental protection mainly in energy efficiency at our main sites, CO<sub>2</sub> reduction in our food deliveries, and the use of environmentally friendly food packaging.

**Energy consumption and energy efficiency**

Delivery Hero pursues the long-term goal of continuously improving energy consumption through appropriate energy efficiency measures. The reduced energy consumption achieved in this way also results in an improved site-dependent CO<sub>2</sub> balance.

In order to make our contribution to climate protection, we concentrate on keeping energy consumption as low as possible and reducing our energy intensity through various measures in our sphere of influence. In addition to the implementation and monitoring of concrete energy efficiency measures and energy audits, the sensitization of employees to the resource-conserving use of energy also counts. Energy efficiency measures can be implemented particularly at Delivery Hero's head office, where we have direct responsibility for the operation of the buildings, the technical infrastructure, and IT.

Objectives and Measures:	Status
Energy consumption and energy efficiency	
Systematic recording of energy consumption	Planned
Raising awareness of energy efficiency measures among employees at the main sites	Planned
Implementation of energy efficiency measures:	
– Increasing the room temperature of all data centers to reduce cooling power consumption	Planned
Procurement of renewable energies at our main German locations	Planned

In 2016, Delivery Hero carried out an energy audit of its former headquarters in Berlin. Total energy consumption amounted to 904,472 kWh. Electricity consumption (44%) and district heating consumption (51%) accounted for the majority of our energy consumption. In accordance with the legally required periodic energy audits, Delivery Hero will also conduct an energy audit of its new headquarters.

### Reduction of greenhouse gas emissions

A large part of our total energy consumption is not generated directly at our main location, but through our delivery services in the form of fuel. This is why ecological effects in the form of CO<sub>2</sub> and other pollutant emissions are particularly relevant for Delivery Hero.

In order to reduce the resulting greenhouse gas emissions, we are concentrating significantly on environmentally-friendly and climate-friendly fleet management of our delivery drivers/riders. At present, we are aiming to make our mobility concept in Germany and Europe more climate-friendly and are testing out alternative transport concepts. In addition to measures relating to the use of ecological forms of transport, we also support our partners in the logistical optimization of the routes in order to realize additional savings potentials in this way.

Individual companies outside Europe maintain their own vehicle fleets in their respective national markets. However, many of our drivers or contractual partners are in charge for their individual mobility concepts.

Objectives and Measures:	Status
Reduction of greenhouse gas emissions	
Raising our restaurant partners' awareness of alternative and optimized transport options for continuously reducing the greenhouse gas intensity of our driver fleets	Ongoing
Expansion of pilot projects for environmentally friendly transport logistics	Ongoing

An example of the choice of a particularly environmentally friendly means of transport is provided by our logistics provider foodora: Around 90% of all orders in Germany are delivered to customers by bicycle. The riders receive a credit of € 0.25 per hour ridden and have access to a mobile repair service.

Foodora's logistics concept is currently being further expanded. As part of a pilot program launched in 2017, autonomous robots support the existing range of emission-free deliveries. The delivery robots currently in use in Hamburg are designed to reduce traffic and air pollution in the cities and thus contribute to achieving our climate protection target.

### Packaging and recycling

More than 291 million food orders were placed in 2017 – and each of them needs the right packaging. In times of scarce raw materials and finite resources, it is therefore not only essential for manufacturing companies to use necessary materials efficiently, but also in as environmentally-friendly a way as possible. While material consumption in our office buildings is comparatively low and has only limited ecological effects, we see the use of sustainable packaging materials as a central opportunity to have a positive impact on resource conservation and climate protection within our sphere of influence.

Objectives and Measures: Packaging and recycling	Status
Sensitization of restaurant partners for environment-friendly packaging materials	Planned
Expansion of proprietary range of environment-friendly packaging	Ongoing

Together with its business partners, foodora takes care to use food packaging with a positive environmental impact. To conserve resources and promote the sustainable use of materials, a selection of environment-friendly, recyclable packaging is offered to restaurant partners in our web shop. Most of these products are made of paper and therefore differ from conventional, resource-intensive plastic packaging.

Foodora’s packaging is made of environment-friendly materials and is of very high quality. Foodora promotes sustainability through the use and explicit recommendation of packaging products made of paper or bioplastics. For this purpose, a packaging guideline was communicated to our restaurant partners in December 2017. Foodora underlines its commitment to the use of sustainable packaging alternatives and recommends the use of the following materials:

- Paper/cardboard (environment-friendly and recyclable)
- CPLA (“bioplastics”) as a substitute for oil-based plastics
- Bagasse (biodegradable, compostable)

Our business partners are encouraged by our packaging guidelines to avoid packaging made of aluminium, polystyrene or cling film. In 2017, foodora also acquired around 25,000 FastPac packaging units from Sabert for our logistics. The polypropylene shells have a 30% share of so-called “mineral fillers” and are recyclable. The mineral fillers also improve the formability and stability of plastic packaging. As a result, many of our end users do not dispose of FastPac articles, but use them several times after cleaning.

In 2017, around 8,136,510 paper bags were shipped worldwide. Of these, around 1,870,750 (approx. 23%) were made from recycled paper. Foodora’s restaurant partners are not contractually obliged to use the paper bags. However, not least because of the ecological properties of this packaging option, we recommend their use.

## EMPLOYER ATTRACTIVENESS

The employees of Delivery Hero are a fundamental pillar of our business success. Offering them an attractive job and the opportunity for professional development is an essential part of our corporate identity. In addition, we want to maintain and improve employee satisfaction in the long term. We also address critical voices by conducting an active and open dialogue. In everyday life, we live fair, equal, and respectful relationships between equals. In this way, we want to ensure that Delivery Hero is a responsible employer and keeps a close eye on the needs of its employees. We currently employ 455 people in Delivery Hero AG. There are 14,631 employees throughout the Group.

### Employee satisfaction

Delivery Hero wants to maintain the satisfaction of its employees and use their potential for improvement in order to strengthen identification with the Company in the long term. We always pay attention to the needs of our employees and observe trends and developments in order to maintain a good competitive position in the hard-fought market for qualified employees in the long term. Concrete measures have been developed for this purpose, which are currently either in the planning stage or will be continued on an ongoing basis.

In the long term, we increasingly want to present ourselves as an attractive employer to the outside world and use employer branding measures more and more. To this end, we will continue our presence on social media platforms such as Xing and LinkedIn in order to communicate our advantages as an employer and the values and corporate philosophy of our Company.

For qualified personnel, flexible working hours are increasingly become a decisive reason to choose an employer. Delivery Hero therefore wants to further develop different working time models. In this way, we can give our employ-

ees the opportunity to reconcile their professional and private lives even better in the future. In order to provide for our employees in old age, we offer them a company pension scheme which they can take out voluntarily. As a responsible employer, Delivery Hero supports its employees by paying part of the contribution.

To enable us to respond to the needs of our employees, we conduct ongoing employee surveys. In this way we determine the general level of satisfaction and get a direct picture of our working atmosphere. From the results, we derive concrete measures that should contribute to maintaining or even improving employee satisfaction at a high level in the long term.

Objectives and Measures: Employee satisfaction	Status
Increasing employer attractiveness through employer branding measures	Ongoing
Increasing the work-life balance of employees through the expansion of flexible working time models	Ongoing
Monitoring of employee satisfaction by means of a company-wide survey	Ongoing

With the help of these individual measures, we can make a direct contribution to the satisfaction of our employees and offer them a job tailored to their own needs.

We also ensure fair working conditions at our logistics provider foodora and maintain an open and transparent dialogue with both our drivers/riders and the trade unions. This led to the conclusion that all employees were given a permanent contract of employment irrespective of the contractual model. All drivers/riders – whether full-time, midi or mini jobbers, or working students – are automatically covered by social security and pension contributions when signing employment contracts and receive hourly wages

between € 9 and € 12. Furthermore, foodora riders in Germany are, of course, legally entitled to regular paid holidays and continued payment in the event of illness. Overtime is also charged and paid by the minute.

### Staff development

As a modern and dynamic company with flat hierarchies, it is of particular concern to us to involve our employees in the further development of Delivery Hero and to support them individually with suitable offers.

With various professional development opportunities, we contribute to constantly expanding the knowledge and skills of our employees and to maintaining their motivation and commitment. In total, Delivery Hero AG employees received 661 hours of training and CPD training (excluding webinars or other online training) in 2017. Delivery Hero supports its employees in their personal career development with the help of these training courses. The appraisal interviews also contribute to this. During these interviews, employees receive individual feedback and further professional interests and development potential are identified. Currently 69% of Delivery Hero AG employees receive such feedback and career development meetings. Over the next two years, we want to ensure that 100% of our employees have the opportunity to take part in such meetings and thus develop their career further with us.

Objectives and Measures: Staff development	Status
Further development of the professional competence of employees	Ongoing
Performance reviews are conducted on an ongoing basis	Ongoing
Career development meetings 100%	2020

### Diversity and equal opportunities

Cultural diversity is a top priority at Delivery Hero. This is reflected in the positioning of our international Group. Throughout Germany we currently employ more than 1,000 people from over 60 countries. Cultural diversity is therefore firmly anchored in our daily business activities. We see them as a great asset to our Company and promote such diversity accordingly.

In addition, we are committed to an equal opportunity policy for all applicants and employees regardless of race, color, gender, religion, age, nationality or descent, potential disability or other legally protected status. We are committed to creating a workplace free from harassment, intimidation or abuse.

Equal opportunity is a prerequisite for Delivery Hero to be perceived as a responsible employer. We oppose all forms of discrimination and unequal treatment and encourage our business partners and service providers to meet our high ethical standards.

Objectives and Measures: Diversity and equal opportunities	Status
Raising employee awareness of anti-discrimination and equal opportunities and, where appropriate, training	Ongoing

### SOCIAL RESPONSIBILITY

Social responsibility is at the heart of Delivery Hero being a “good corporate citizen”. For this reason, we supported the Caritas initiative and the Berliner Tafel food pantry in 2017 with donations in kind and in cash. Furthermore, we participated in the “Give & Help Day” of Woloho and Young-Caritas. Delivery Hero has provided food for this purpose.

In 2017, Delivery Hero also presented the “Hero Award for Social Entrepreneurship” for the first time, which is endowed with € 15,000. The winner was ResQ Club, a company headquartered in Helsinki. ResQ Club is present in Finland, Sweden, and Germany and has set itself the task of reducing food waste. To this end, the Company cooperates with restaurants and hotels that pass on their food surpluses to consumers at reduced prices. We also supported ResQ Club with a mentoring program. Within this program, experts and executives from Delivery Hero passed on their expertise in relevant areas to ResQ Club, thereby strengthening the Company’s know-how.

In addition to our existing activities, we plan to introduce a “Corporate Volunteering Day” in 2018. On this day, our employees can commit to an initiative of their choice in accordance with our policy and offer their support without having to take a day off.

In order to act as an exemplary company and ensure that our commitment reaches the right places, we have developed concrete guidelines that must be complied with by everyone. For more information on the individual provisions, see the Compliance chapter. In addition, we are currently drawing up a donations and sponsorship guideline, which in future will contain even more precise guidelines on the framework within which donations and sponsorships may be made. After completion, this will be made available to all our employees and anchored in the compliance training courses.

Objectives and Measures: Social responsibility	Status
Introduction of a Corporate Volunteering Day	Planned
Development of a donation sponsorship guideline and sensitization of employees	In implementation