



# Section 172 Statement for the Financial Year Ended 31 December 2020

Under Section 172 of the Companies Act 2006, directors have a duty to promote the success of the company for the benefit of its members as a whole. In doing so, directors should have regard to the matters set out in section 172(1)(a) – (f) in the Companies Act 2006, which are as follows:

- The likely consequences of any decisions in the long-term;
- The interests of the company's employees;
- The need to foster the company's business relationships with suppliers, customers and others;
- The impact of the company's operations on the community and environment;
- The desirability of the company maintaining a reputation for high standards of business conduct; and
- The need to act fairly between members of the company.

In addition to the above, the directors have regard to other factors considered relevant to the decision being made, for example the interest and interests of our marketplace of riders, restaurants, and consumers.

In discharging their duty, the directors have regard for all of these matters, taking them into consideration in decision-making processes. Examples of the result of this consideration include the following:

- In response to the global COVID-19 pandemic, we have made appropriate changes to our operations to protect our people and partners, including closing offices and facilitating home working, the provision of personal protective equipment to riders, implementing a "contactless" delivery mode and launching the Table Service app.
- Having listened to our employees about how important it was to prioritise employee mental health, we encouraged the use of an "Employee Assistance Programme" and other tools to actively take measures to protect and enhance employees' mental health at a time when the impact of COVID-19, and in particular home working can be detrimental for some.
- Our support for local communities by delivering hundreds of thousands of meals to NHS workers in the UK, as well as to healthcare workers and other good causes in markets worldwide
- For both new and existing restaurant partners, we responded to the COVID-19 pandemic by introducing a range of proactive measures to allow them to continue to trade during lockdown. This included:
- a reduction in onboarding fees;
  - the introduction of a rapid payments systems to assist liquidity;
  - greater investment in marketing;
  - successful advocacy for government support of the hospitality sector; and
  - the provision of regular and timely guidance on how best to respond to a changing regulatory environment.



- For riders, we heard how important it was to ensure that they could make deliveries safely, so we invested in and provided free personal protective equipment to ensure that they were able to continue to work safely and play a vital role in supporting those forced to stay at home. We also moved fast to set up a 'Rider Support Fund' to assist riders who experienced symptoms of COVID-19 or were diagnosed with the virus and told to self-isolate by a medical authority.
- We have offset our carbon emissions from deliveries in 10 countries of operation during 2020, continuing our work on conservation, which is something we are very committed to, also working on actively reducing waste on deliveries, beach clean-up operations and other, hyper-local activities.
- Our board is composed of individuals who are widely engaged in regulatory matters, which will inform their perspective when making decisions in their role as Board members. On specific matters, Members have worked alongside members of the executive to engage with regulatory stakeholders on matters impacting the company.

There is also discussion on employee consultation in the Director's report. More generally, there are regular communications with employees in all jurisdictions with "Town Hall" meetings and messages across a range of internal communication tools. The Directors report also sets out our approach to energy and carbon reporting.

Deliveroo is focused on improving the experience for consumers to increase use of the platform across more meal occasions; having the best proposition for riders, offering them the flexible work they value and the security they deserve; and continuing to provide new tools to help restaurants to grow.

This statement has been approved by and signed on behalf of the board of Roofoods Ltd.

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Adam Miller

Chief Financial Officer