

Modern Slavery Statement 2020

Australia

This statement has been published in accordance with the Modern Slavery Act 2018 (Cth). It sets out the actions taken by Deliveroo Australia Pty Ltd ACN 607 915 640 (Deliveroo Australia) to assess and address modern slavery and human trafficking risks in our business and supply chain over the financial year ending 31 December 2020.

Introduction

At Deliveroo, we recognise we have a responsibility to prevent human trafficking and to respect human rights in our operations and supply chain.

We believe that everyone has a basic right to expect safe and fair working conditions. Deliveroo will at all times seek to ensure that our customers, riders, restaurants and employees, and all in our business and supply chain, are treated fairly and with respect.

We seek to operate our business and source our products and services ethically, sustainably and responsibly. We do this through carefully considered risk assessment and due diligence, by providing training to employees, educational material to riders and by sharing our relevant policies and Code of Conduct with all suppliers and restaurant partners. At Deliveroo we regularly review our procedures to ensure we have appropriate processes in place to identify, remediate and prevent Modern Slavery.

This is Deliveroo Australia's first Modern Slavery statement, however we have been working to address the risk of modern slavery in our operations and supply chain across the Deliveroo group for some time, having reported on it formally in the UK since 2018. As many of our global policies, systems and processes are developed by central teams based in Deliveroo HQ in London, these apply to and support Deliveroo Australia in addressing risks of modern slavery. As an outline of the progress we have made in the area, we have:

- Created **policies** specifically tailored for our employees and key stakeholders in each of the markets we operate in;
- Performed **risk assessments** across all aspects of our supply chain, being our riders, suppliers and restaurant partners;
- Implemented **due diligence** procedures for all new suppliers, restaurant partners and riders;
- Provided **training** to our employees, specifically focussing on employees who work in areas with the greatest risk of modern slavery; and
- Implemented monitoring in key parts of our supply chain to **measure the effectiveness** of key processes, for example implementing a supply chain audit dashboard.

The remainder of this statement describes the actions taken during 2020 specifically. To outline the context within which we have taken these actions, background is provided on our business, its structure, and our supply chain.

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Our structure

Founded in London in 2013, our mission is to be the definitive online food company. We want to be the platform that people turn to whenever they think about food.

Today we operate in 12 markets right across the world with more than 2,000 employees. In 2020 we added over 60,000 new restaurants globally bringing our total number of food merchants to 115,000. We have over 100,000 riders and millions of consumers.

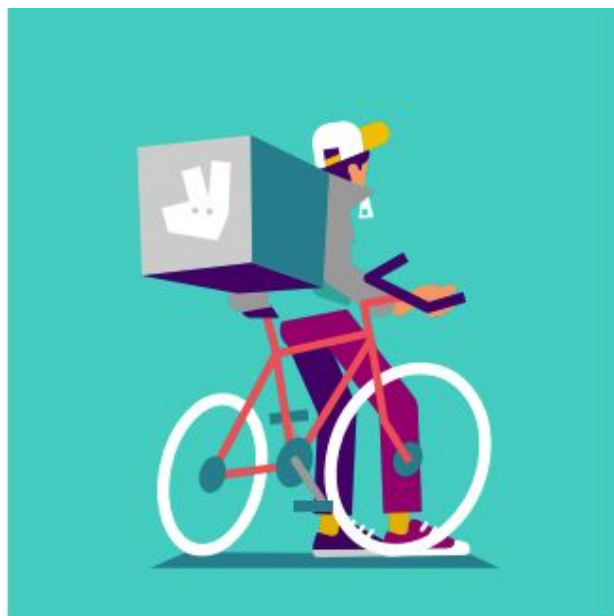
Deliveroo Australia Pty Ltd ACN 607 915 640 is a wholly owned subsidiary of Roofoods Ltd, a public limited company registered in the United Kingdom. Roofoods Ltd is wholly owned by Deliveroo Plc, headquartered in London and listed on the London Stock Exchange. In this statement the group of companies is referred to as “Deliveroo”.

Corporate policies and processes are drafted and approved by Deliveroo Plc at a group level and implemented globally, including by Deliveroo in Australia.

Our operations

Deliveroo pioneered on-demand food delivery via a hyperlocal three-sided online marketplace. We connect local consumers, restaurants and grocers, and riders to fulfil a mission critical (because people are hungry), emotional (because people care about food) purchase.

In Australia, deliveries are performed by food delivery workers who are independent contractors engaged as “riders”. The term “rider” is used regardless of whether the individual performing deliveries is driving a car or other vehicle, or riding a motorcycle, bicycle, e-bike or scooter. For riders, our logistics enabled marketplace creates flexible work with attractive rewards, giving them the opportunity to work when, where and how they want.



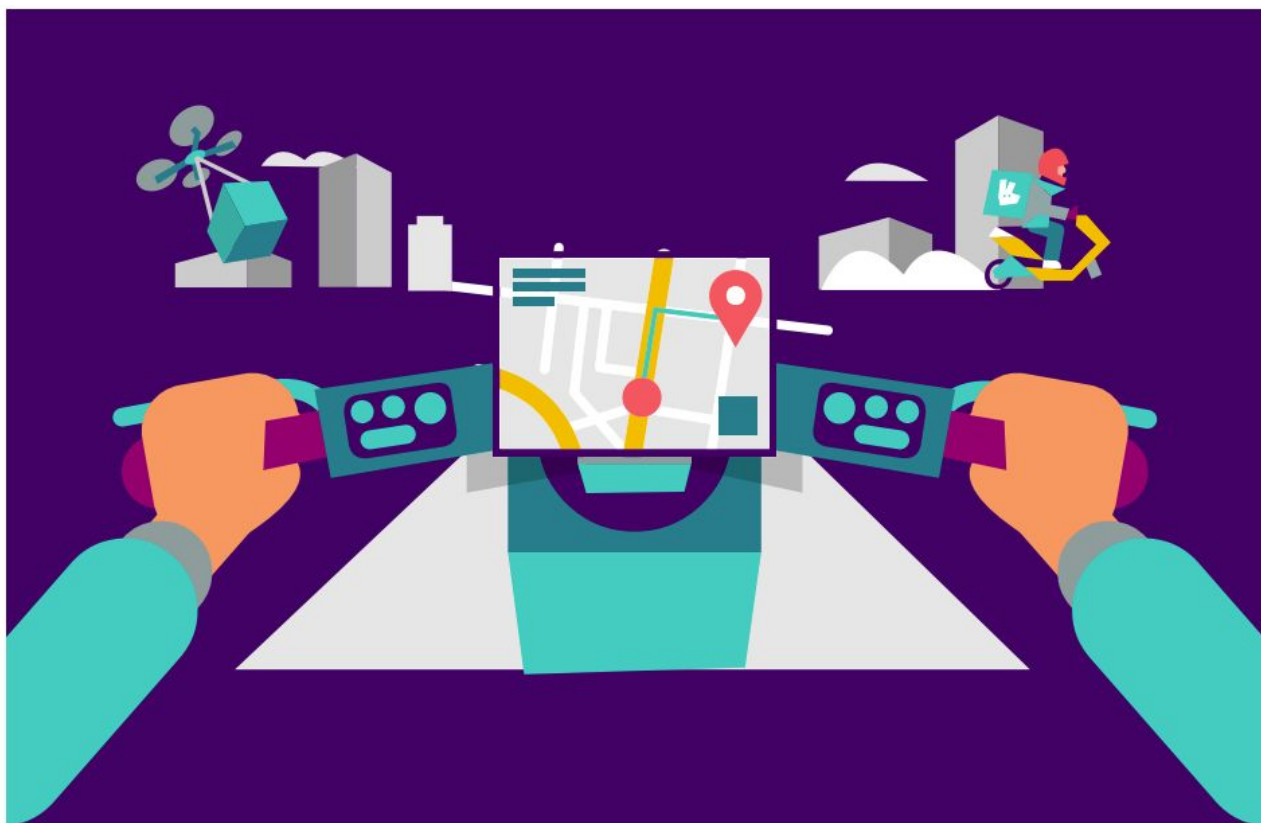
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Our operations (continued)

For restaurants and grocers, it enables them to grow their businesses through delivery, reaching more consumers by building a brand that reaches beyond the constraints of their physical premises. Deliveroo not only offers logistics, but, more importantly, an incremental demand generation channel, including access to millions of new consumers alongside online tools to grow their business effectively. Deliveroo Australia also manages delivery-only kitchens known as Editions, helping restaurants to expand while bringing the best-loved restaurant brands to more consumers.

For consumers, it gives them access to a greater choice of foods, alongside a great delivery experience that enables them to track their orders in real time on their phone or laptop, as well as providing consumers with consistent, high quality customer care.

Deliveroo Australia has around 100 employees and works with approximately 10,000 riders and 13,000 restaurants (and other partners) across 15 cities Australia-wide. Deliveroo Australia's head office is located in Melbourne. Deliveroo also has an office in Sydney and employees in Brisbane, Adelaide and Perth.



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Our supply chain

We operate in 12 markets across Europe, the Middle East, Asia and Australia. To support these operations, we purchase a variety of goods and services globally. At the end of 2020, we had just over 2,300 suppliers registered on our procurement system that we have traded with in the last 18 months. Of these, 108 suppliers were used specifically by Deliveroo Australia. A significant source of supply for Deliveroo Australia from these global suppliers is the "Rider Kit" (for example high visibility jackets, thermal bags, backpacks and waterproof pants) which is available to our Riders through our online store (Rider Kit Store). Rider kit is sourced centrally by our Supply Chain team operating from Deliveroo HQ in London and this is then distributed to Deliveroo in Australia based on the number of riders being supported by the market.

The largest suppliers used solely by Deliveroo Australia are all based in Australia.

Services

Services represent the largest area of our expenditure, our main costs are: rider fees (the fees we pay to riders engaged directly by us to fulfil deliveries), marketing and advertising, IT services and outsourced business processes (e.g. customer care provided by offshore service centres in Philippines and India),

Goods

Goods form a smaller part of our annual expenditure. The main goods that we procure are rider kit (the backpacks, jackets, mid-layers and thermal bags) and restaurant tablets so that restaurants can process orders and interact with Deliveroo. Although our riders are free to use their own equipment, most choose to opt for our distinctive kit, which ensures that they remain visible, safe and comfortable whilst out making deliveries. Our insulated bags help to keep food at the right temperature until it reaches its destination. We purchase this kit from carefully selected suppliers who are kept under constant review. The suppliers are required to carry out audits (at least once a year) which cover the relevant elements of our Code of Conduct, reflect International Labour Organisation core conventions, and their commitment to freedom from forced labour.



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Risk Identification and assessment

We have developed a risk assessment methodology which considers a number of areas of risk within our operations and supply chain that have the potential for modern slavery risks. We continue to refine and tailor this to ensure that we are focussing our efforts on those areas that present the greatest risk.

Riders

Rider welfare is a key focus for our business and an area that is subject to regular review and investment. The key rider welfare risks include; rider safety, and the risk that a rider could substitute to another individual who could be a victim of modern slavery. Each of these risks has been assessed, and risk mitigation strategies put in place.

We have a global rider support team as well as local teams who are on hand to address any concerns or issues that riders may raise. These reports are taken seriously and dealt with appropriately. In addition, concerns raised by riders are used to iteratively refine our risk assessment and preventative procedures.

We also identify risks by facilitating regular rider surveys and rider focus groups. Delegate riders are also able to provide feedback to Deliveroo via rider support at any time. We respond to risks identified by developing effective and scalable controls that mitigate them.

Supply chain

Aside from our riders, our risk assessment covers the supply chain that supports all functions of our business. The approach we take in identifying and measuring our risks is both top-down and bottom-up. This year we have focused on enhancing visibility of the working conditions and employment practices of the manufacturing sites for our products and risk assessing those.

In future years we plan to look beyond our supplier's manufacturing operations to the origin of key raw materials used. This will allow us to gain greater insights and enable us to assess the risk of both our direct and indirect supply chain.

To identify the vendors in our supply chain that present the greatest exposure to modern slavery risk, we consider factors including country and industry risks i.e. poverty, conflict, weak enforcement of international human rights standards and minimum age of the workforce. For example, manufacturers of our rider kit were identified as an area of higher risk based on the industry (clothing, rider equipment and packaging) and location of the factories in India or China.

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Risk Identification and assessment (continued)

This risk assessment will help us to assess which vendors will be prioritised in our on-site visit programme once COVID-19 restrictions have been fully lifted. It will also help us to determine where we may require further information, which may include seeking independent assurance that appropriate standards are being met by those suppliers.

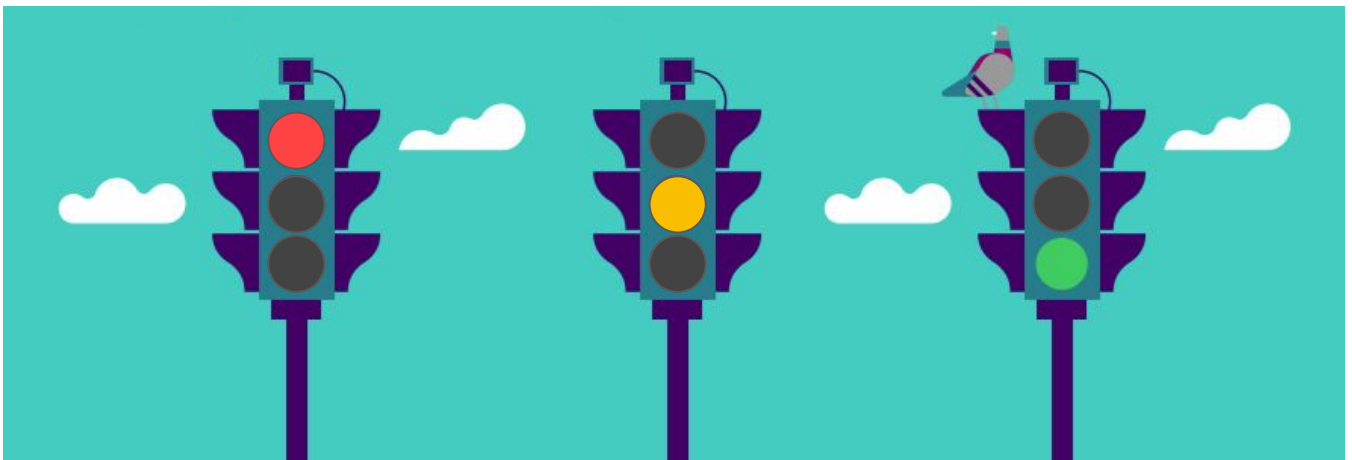
During the year, we began planning our approach to obtaining more information on prospective suppliers during the sourcing stage, as well as building our capability to continuously monitor our supplier base for any adverse changes in their approach to ethical practices. These tools build on the new procurement system we introduced in 2020, and will strengthen our ability to detect risks and indicators of any potential modern slavery.

To facilitate this, we will aim to become a member of a leading ethical trade membership organisation. This membership would provide access to data rating suppliers on their social and environmental policies and procedures, including their approach to working conditions and their own supply chain.

Restaurants

Although we may not have direct responsibility for the actions or conduct of our restaurant partners, we recognise that we have a role to play in helping to prevent modern slavery in the restaurant sector. In 2020 we enhanced our ability to identify risks posed by individual restaurant partners, through the implementation of new due diligence procedures. These cover checking against watchlists including global sanctions, monitored lists and adverse media.

We will continue to review the results of this process to enable us to further refine the risk profile of our prospective restaurant partners. We also support our restaurant partners by including them in our communications in relation to modern slavery.



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Actions taken to assess and address modern slavery

In the following sections we explain our actions to assess and address the risks of modern slavery.

Due diligence

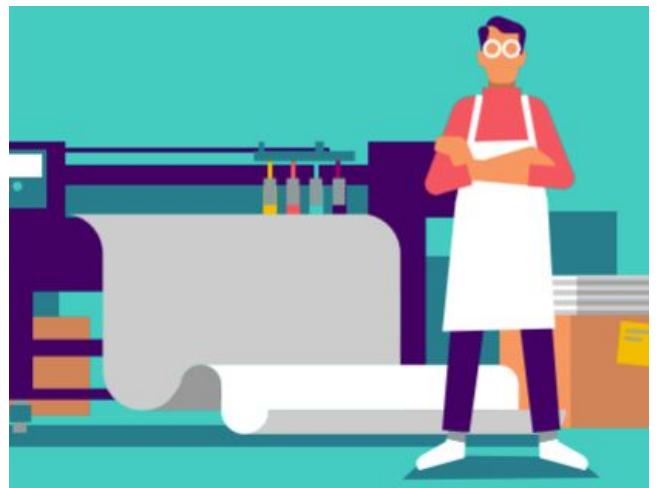
Our due diligence includes rigorous procurement processes for all new suppliers, restaurant partners and riders.

Our supplier vetting process was enhanced during the year through the inclusion of more detailed questions on suppliers' ethical policies and procedures. All suppliers receive a questionnaire, including the need to identify supplier manufacturing sites. This information enables us to perform a risk assessment and obtain an understanding of the protections the suppliers have in place for their own employees and also their supply chain, including any checks or audits they may perform.

Manufacturers of our rider kit were identified as an area of higher risk based on the industry (clothing, rider equipment and packaging) and location of the factories in India or China. To address this risk we evaluated audit reports for each of the factories engaged in manufacturing our rider kit.

Our evaluation took into account a number of factors, including:

- How recently the audit was conducted;
- Whether the audit was completed to a recognised industry standard, specifically SMETA or Amfori BSCI; and
- The findings of the audit.



Where audits are not up to the standards we expect, we work with the supplier to remediate, including directly engaging an independent 3rd party to conduct an additional audit, or putting further orders on hold until they have done so.

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Due diligence (continued)

Of the 14 factories used by our rider kit suppliers in 2020, 8 had an audit in place within the last 12 months and met the standards we expect. Sourcing from the remaining 6 factories, all through one single supplier, was suspended as their most recent audit didn't meet our standards. Results of our audit evaluations and planning for future reviews are maintained in a Supply Chain Audit Dashboard.

To mitigate the risks to rider welfare that we set out in the section above, in 2020, we continued to:

- perform criminal record checks;
- perform due diligence for all prospective riders we engage directly, including the verification of each rider's right to work;
- prevent previously terminated riders from re-onboarding;

In 2021 we will conduct a trial where we will perform spot-checks to ensure that a rider was either the account holder or a legitimate substitute who has the right to work in the relevant country.

We also built the technical capability to trial an in-app facial recognition process, for riders we engage with directly, that identify when a rider is working with a substitute. This will allow us to check that the policies for authorised substitution are being followed correctly. Following a successful trial, we aim to roll this out in full in 2021.



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Our policies

We have a zero-tolerance approach towards all forms of modern slavery, and this is reflected in our policies.

During 2020 we refreshed our Anti-Slavery and Human Trafficking Policy making it applicable to all of our markets, having previously only been mandatory for our UK employees. We took care to ensure that the language we used was simple and accessible so that the policy could be understood by employees in all markets.

We drafted specific Modern Slavery policies that apply to our riders, restaurant partners and suppliers. The policies for Riders and Restaurants will be hosted on our dedicated website in 2021. The Modern Slavery Policy for suppliers is hosted on our procurement system and all new suppliers must confirm that they have read and understood the policy as part of the supplier onboarding process.

We also updated our existing Supplier Code of Conduct ready to be launched in 2021, which includes a section on modern slavery. The Code of Conduct includes requirements to operate within all applicable laws and regulations, conduct business fairly and take responsibility for the local and global environment impacted by their operations.

Our standard supplier terms and conditions include specific Anti-Slavery clauses, as well as a broader reference to compliance with Deliveroo policies, including the Supplier Code of Conduct. We also expect our suppliers to hold their own supply chain, and any third-party labour agencies, to the same standards. For suppliers whose operations present greater inherent risks of modern slavery, we perform additional checks to ensure that these standards are being met, including reviewing independent audit reports and performing inspections.



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Our policies (continued)

For our offshore customer care providers, we include specific contractual clauses which require them to provide safe working conditions and equipment for all of their employees and subcontractors. During 2020, we began developing a 'Partner Scorecard' which we will use to ensure these suppliers are upholding these standards, and will take appropriate action if we find evidence of deficiencies.

The recent launch of the Deliveroo Procurement Hub marked a significant change to our processes, encompassing procurement activity from sourcing all the way through to payment. This new system has provided us with a greater visibility of our supply chain to ensure that we are able to identify and monitor our highest risk supply relationships.

Alongside the new procurement process, we have a new policy mandating that all employees must validate all potential suppliers of goods and services against clear ethical and responsible sourcing criteria prior to making any purchases.

If we have concerns that our suppliers do not meet the standards outlined in the policy we reserve the right to cease working with them.

Our policies provide all employees and stakeholders with a central point of contact in case they suspect that our policy has been, or could be, breached.



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Training

We recognise the need to continuously build the capability of our employees and riders to identify potential indicators of modern slavery, as well as providing them with the tools and resources to respond appropriately.

The launch of the Deliveroo Procurement Hub this year has led to a far more robust supplier due diligence and procurement process. The Procurement Hub enables greater visibility of the suppliers we are working with, because it provides detailed information on each individual supplier which means we can take informed procurement decisions.

Employees are not allowed to procure anything until they have completed the Procurement Hub training which educates employees on the importance of background checks and supplier vetting before we engage with a supplier.

In 2021, we will roll out training for all Australian employees asking them to confirm that they have read and understood the Anti-Slavery and Human Trafficking policy which applies to that market. The foundational work undertaken during 2020 in refreshing our policies, and enhancing risk assessments and due diligence procedures, has allowed us to firmly reset our expectations and standards with respect to Modern Slavery.



In 2021, for certain teams (ie our global rider support team, restaurant onboarding team and procurement team) we will deliver specifically tailored training on anti-slavery and human trafficking to give them more information which will be relevant to their role and the related risks.

In 2021, in addition to the rider version of our Modern Slavery Policy we will provide guidance material to riders with practical information. This will help riders to recognise the signs of modern slavery both amongst other riders and also when visiting our restaurant and grocery partners and also help them understand how to report it. We feel it is important to educate riders on the signs of modern slavery and understand how to report it because they can come into contact with people who could be at a risk of modern slavery.

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Training (continued)

During 2021, we will continue embedding and operationalising these policies globally through a programme of training and awareness campaigns. This will include a mandatory training video and assessment which will require employees to 'pass' the training. Incorrect assessment responses will be used to determine which teams, functions or areas require additional focussed training.

We will also be launching a Modern Slavery Awareness campaign in 2021 for Deliveroo employees which will supplement our internal training plans. This will be tied in with Anti-Slavery Day later in the year, providing employees with more context on the continued prevalence of the issue worldwide.



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Measuring effectiveness

Our Key Performance Indicators are used to measure effectiveness of steps being taken.

Our Supply Chain Audit Dashboard allows us to continuously monitor the appropriateness of our relationships with key suppliers of goods, allowing us to take decisive action where necessary to address heightened risks of modern slavery.

In 2021, we will monitor the completion of Modern Slavery training and follow up with employees to ensure that this is completed in a timely manner.

Next steps

We are continuously reviewing our processes and policies to put in place appropriate responses to the Modern Slavery risks in our supply chain and operations. In 2021 we will launch our updated supplier Code of Conduct and deliver additional anti-slavery training which will be targeted at teams and riders who are working in areas of our business where the risk of modern slavery is higher, for example, our Rider Engagement and Supply Chain teams.

We also plan to roll out our in-app facial recognition process which enables us to check the identity of riders when they are logged into the rider app. This will allow us to check that the policies for authorised substitution are being followed correctly. We will continue to assess risks and identify further areas for monitoring in 2021 along with identifying other key performance indicators.



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Consultation

Deliveroo Australia does not own or control any entities and consultation was therefore not undertaken with any other entities.

Management at all levels is responsible for ensuring those reporting to them understand the importance of preventing modern slavery and comply with this policy.

This statement has been approved by the sole director of Deliveroo Australia Pty Ltd on 30 June 2021.

Edward McManus
Chief Executive Officer and Director
Deliveroo Australia Pty Ltd

