

MARLEY SPOON

2022 Sustainability Report

*Finding the right recipe  
for a sustainable future*



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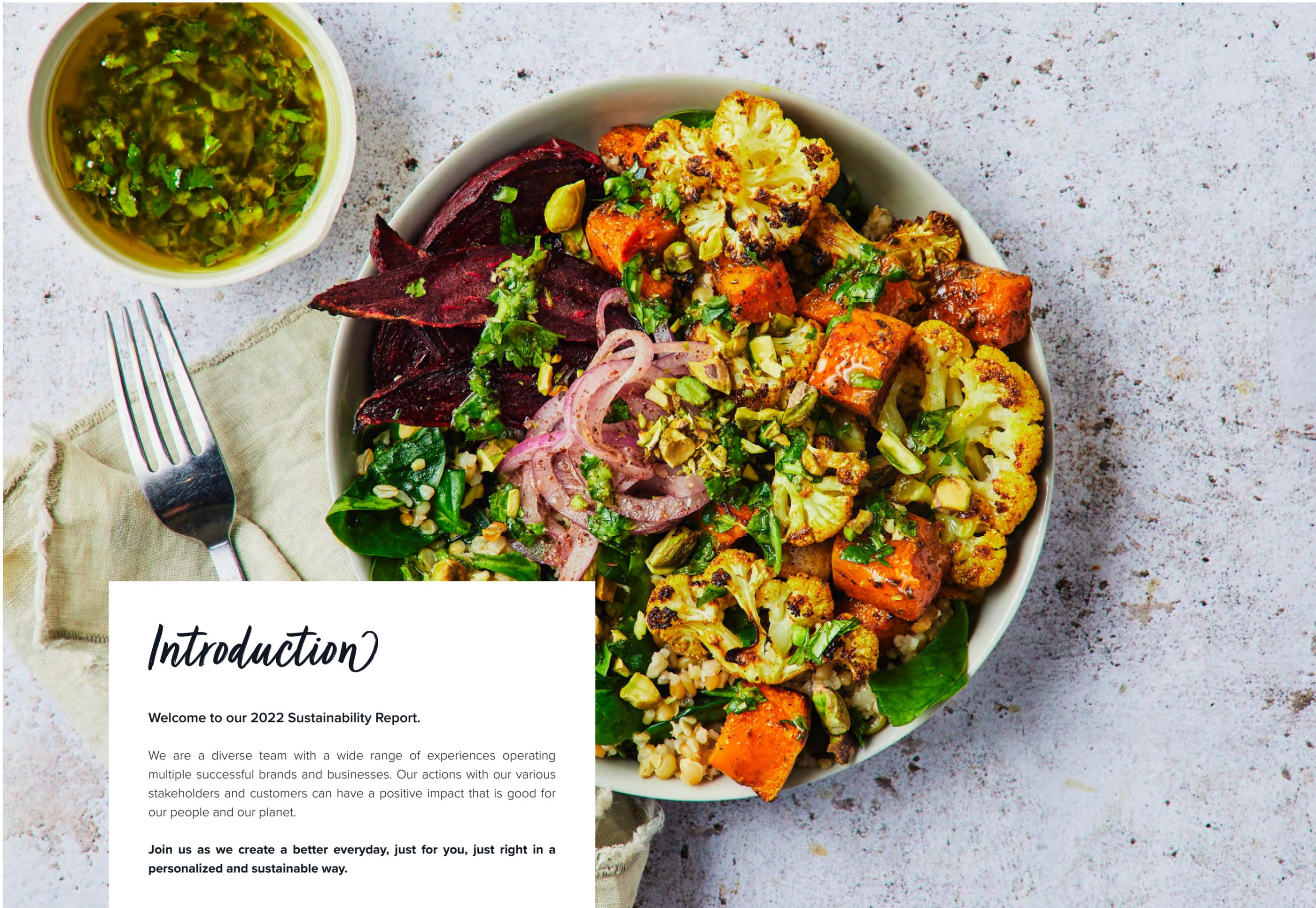
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## *Introduction*

**Welcome to our 2022 Sustainability Report.**

We are a diverse team with a wide range of experiences operating multiple successful brands and businesses. Our actions with our various stakeholders and customers can have a positive impact that is good for our people and our planet.

**Join us as we create a better everyday, just for you, just right in a personalized and sustainable way.**

## A message from Fabian, our CEO and founder



At Marley Spoon we believe in order to achieve long-term success, we have to build our business in a sustainable way, so we can create long-term value and sustainable growth to the benefit for all of your stakeholders. Our business model has an advantage compared to the traditional supermarket retail model. With our lean made-to-order supply chains and pre-portioned ingredients, we drastically reduce our end consumer's food waste, but also food waste that would accumulate in a traditional supply chain model.

2022 was another year of macro challenges that required our team members to operate with great flexibility so we could continue to fulfill our customers' expectations in a changing world. Global warming impacted our business in all regions, from record floods in Australia to record heat waves and droughts in the United States. The war in Ukraine further accelerated food and energy inflation, culminating in double-digit inflation in the United States and Europe towards the end of 2022.

While many of the challenges experienced in 2022 were not foreseen at the beginning of the year, we were able to successfully execute our plan throughout the year with continued growth, stable contribution margins, expanded product offering, and customer experience, amongst others. We are also pleased to have made progress across various aspects of our sustainability agenda and on behalf of the Marley Spoon team, I am excited to share them in our 2022 Sustainability Report.

To ensure accountability and progress in our corporate sustainability efforts, I see myself personally responsible for economic, environmental, and social topics at Marley Spoon, supported by our Sustainability team led by our Global Head of Sustainability.

We are particularly proud to have achieved two big goals in 2022 that we have set ourselves in the past: 91% of our electricity consumption globally is renewable, which is more than double the amount compared to 2021, and we successfully achieved a 75% reduction in Scope 1 and 2 carbon intensity by 2022 (compared to 2020) and 61% in absolute terms.

For the first time, we have also aligned this report to the general principles of the Task Force on Climate-related Financial Disclosure (TCFD), a globally recognized standard for managing climate-related financial disclosures and risk management.

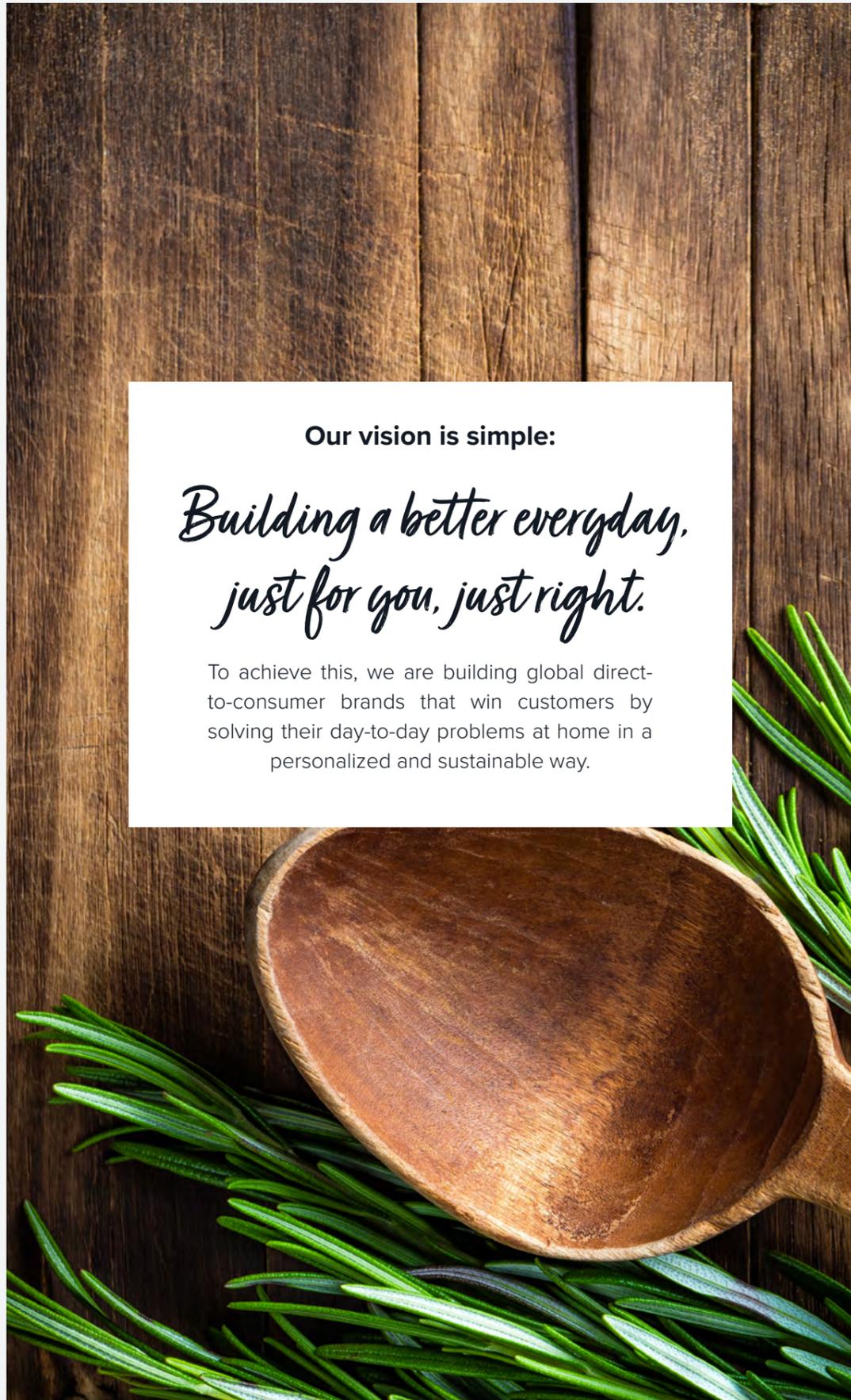
At Marley Spoon, we are proud to have an international, diverse team with a balanced team-member gender ratio, and we continually strive to build the best team. In 2022 we launched our Employer Value Proposition (EVP) "When you grow, we grow" to attract the best talent and ensure that Marley Spoon is a great environment in which to grow and develop a career. We are also promoting social responsibility and empowering our team members to positively impact our communities through volunteering opportunities, social impact events, and donations in all of our regions.

While we are proud of our progress since we packed our first boxes in 2014 in Germany, I believe we are still at the beginning of our journey to build a global provider of direct-to-consumer meal solutions, that help customers solve their day-to-day problems at home in a personalized and sustainable way.

I would like to thank all our customers, shareholders, and especially our team members. Thank you for your hard work, support, and dedication in 2022. We invite you all to explore our Sustainability progress, actions, and future ambitions in this report.

*Fabian Siegel*

CEO & Co-Founder



**Our vision is simple:**

*Building a better everyday,  
just for you, just right.*

To achieve this, we are building global direct-to-consumer brands that win customers by solving their day-to-day problems at home in a personalized and sustainable way.

# About us

Founded in 2014, we are proud of our four brands — Marley Spoon, Martha Stewart & Marley Spoon, Dinnerly, and our new addition Chefgood — operating across Australia, the United States, and Europe (Austria, Belgium, Denmark, Germany, the Netherlands).

Through all of our brands, we help people to lead easier, smarter, and more sustainable lives.

Marley Spoon is a European Company (Societas Europaea, SE) headquartered in Berlin and registered in Australia as a foreign company under the Corporations Act 2001 (Cth) in 2018.

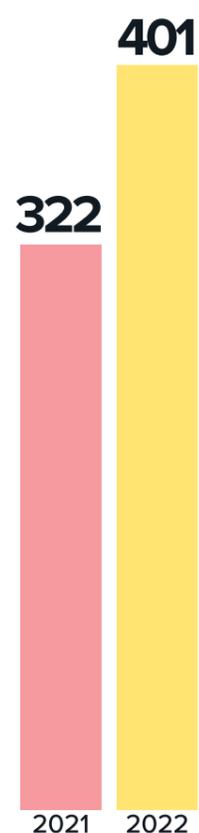
In addition to our headquarters in Berlin, Germany, we have additional offices in Amsterdam, Sydney, Lisbon, and New York. Currently, we have one fulfillment center in Europe, four in Australia (incl. Chefgood), and three in the US.

## Map overview



# 2022 PERFORMANCE SUMMARY

## REVENUE (€ Million)



## NUMBER OF FULFILLMENT CENTERS



## NUMBER OF OFFICES

## NUMBER OF MEALS SHIPPED

2021  
**+58 MIO**

2022  
**+62 MIO**

## TEAM MEMBERS AT MARLEY SPOON GLOBALLY

2021  
**1500+**

2022  
**1600+**

## EMPLOYER VALUE PROPOSITION



## CONTRIBUTION MARGIN

**28.7%**

## LIFETIME REVENUE

**1 BILLION €**

## 2022 EUROPEAN CUSTOMER CENTRICITY AWARD FOR "CUSTOMER INSIGHTS AND FEEDBACK, VOC"



We believe this is still the beginning for our company, and we remain committed to solving our consumers' day-to-day problems at home in a sustainable and personalized way. Please see further details of our financial performance in our [2022 Annual Report](#).

1. Excluding temp workers and contractors (data from December 31, 2022)

## Our brands and innovation

### Our meal kits Marley Spoon and Dinnerly:

Simple step-by-step recipes and pre-portioned ingredients to cook fresh, healthy, and more delicious meals at home — that is our meal kits. Our customers just decide what and when they want to eat.

#### How it works:



### Our choices:

Healthy and diet-friendly recipes, vegetarian and vegan options, a range of protein choices, family-friendly offerings, under 30-minute meals, and many different international dishes.

Our meal-type choice has expanded over the years, and we increased our recipe selection substantially last year so every customer can find what they like to eat.

	Marley Spoon			Dinnerly		
	EU	AU	US	EU	AU	US
2022	40	50	100	24	50	100
2021	30	30	40	18	30	30

## Markets:

One innovation we are particularly proud of is our newly introduced Marketplace for our customers, called Market. Next to our weekly rotating recipes, our customers can find an assortment of special recipes and items that fill more of their meal and eating needs at varying prices.

- Recipes or products for different meal occasions like breakfast, desserts, or snacks
- Ready-to-heat options in the United States and Australia
- Highly curated assortment of pantry items that augment our recipes or offer customers an opportunity to explore new food

# MARKET

by  
martha stewart  
&  
MARLEY SPOON

# MARKET

by DINNERLY



## Premium and surcharged recipes:

In 2022 we introduced premium and surcharged recipes globally for Marley Spoon and Dinnerly customers, which is a novelty in our offering. We pay specific attention to our customers' needs and desires to offer a large variety of options. Our premium and surcharged recipes focus on various needs:

- Extra speedy or easy preparation recipes for those who have little time
- Extra servings and big batch recipes for those who are cooking for large groups, meal prepping for the week, or just can't get enough of our dishes
- Gourmet recipes including interesting and higher quality ingredients like glasswort or wild shrimp for those who are looking for something extra special
- A main dish and a dessert - all in one recipe in Australia and the United States

## Saver recipes:

2022 was a year with the highest inflation rates the world has faced in a long time. People were confronted with higher costs in almost every part of their daily life. Therefore, we developed "saver" recipes and will introduce them in the United States and Europe at the beginning of 2023. These recipes are straightforward, quick, and easy containing fewer ingredients, and therefore are offered at a lower price point for our customers.

Looking ahead to 2023, we will introduce additional recipe customization features for our customers. We aim to fulfill as many customers' wishes as possible, which we will do through increasing choice. We will enable our customers to swap specific ingredients in the recipes. For example, our at-home chefs could add additional ingredients or elevate their protein selection with organic meat.

## Chefgood:

In January 2022, we successfully welcomed a new brand to our portfolio - Chefgood. With this direct-to-consumer ready-to-heat (RTH) business in Australia, we added a high-growth, adjacent category that complements our core meal kit business. Chefgood, founded in 2013, is focused on health and convenience and is offered as a standalone product to consumers and an add-on to Marley Spoon and Dinnerly meal kits. It is currently only available in Australia.



# Our Sustainability progress over 2022

## Our planet

-  Continued to operate a carbon-neutral company in terms of direct business operations and our packaging emissions ✓
-  **61%** Scope 1 and 2 in absolute reductions, and 75% in carbon intensity<sup>2</sup>  
Initial goal: Achieve 50% reduction in carbon intensity by 2022 (2020 as base year) ✓
-  **91%** of our electricity consumption globally is renewable  
Initial goal: 90% of our electricity consumption to from renewable sources by 2022 ✓
-  **Only 1%** of food is wasted in our operations<sup>3</sup>
-  **66%** global waste diversion rate  
Our long-term goal is to become Zero Waste, which means a 90% global diversion rate from landfill ✓
-  **6 out of 7** fulfillment centers with organic waste collection  
Initial goal: Organic collection at every fulfillment center by 2022 ✓
-  **+ 500,000 kg** of food donated
-  TCFD Risk Assessment  
Initial goal: By 2022, our disclosures should be aligned with the TCFD requirement ✓
-  Climate tag launched in every region which highlights lower emissions recipes
-  **+ 120,000** last mile orders delivered with electric vehicles  
Initial goal: Reach at least 6,000 orders with electric vehicles per month by the end of 2022 ✓
-  **5%** of purchased packaging reduced for each delivery box
-  **18%** of ice reduction for each delivered box
-  **100%** of the raw fish and seafood we purchased in Europe is certified through MSC and ASC
-  Testing of waster ice packs for the European market and plan to implement in 2023  
Initial goal: Continuation of implementing/testing water based ice packs ✓
-  **55%** alignment with Better Chicken Commitment (BCC) in all regions in 2022<sup>\*</sup>  
Our long-term goal: Fulfil Better / European Chicken Commitment (BCC/ECC) in every region ✓

## Our people

-  **+1600** team members globally
-  **90** nationalities worldwide
-  **55%** female/male ratio across the organization
-  **50%** senior executive roles are female<sup>4</sup>
-  **48%** of senior roles, including management and individual contributor, are females
-  **57%** of internal promotions across Marley Spoon SE filled by women (out of all promotions in 2022)
-  Launch of our Employer Value Proposition (EVP) “When you grow, we grow”
-  Trainings held on strategic organizational capabilities  
Initial goal: Trainings to be held on strategic organizational capabilities by 2022 ✓
-  Award in the Customer Insights & Feedback VOC category at the European Customer Centricity Awards in 2022
-  Volunteering days held in Berlin and New York  
Initial goal: Volunteer opportunities for our team members everywhere by 2022 ✓
-  Donation of food and financial support to humanitarian, economic, climate, and community crises
-  HACCP (Hazard Analysis Critical Control Point) certification for all fulfillment centers in the United States
-  Our Sydney site is certified to the Safe Quality Food Standard (SQFI) which is accredited by Global Food Safety Initiative (GFSI)

2. Baseline 2020

3. Food waste is the total amount of food sent to landfills compared to the total amount of food purchased for operations across all markets (calculated by revenue).

4. Senior executive roles comprise the company's management team, for example, the management board and the other members of the executive team.

\* The Better Chicken Commitment (BCC) is a set of leading standards to improve the quality of life for our broiler chickens. Global weighted average by weight based on regional compliance percentage average.

# Sustainability at Marley Spoon

**Together, we work towards building a more transparent, personalized, and sustainable everyday for our people and our planet.**

A recipe for success! At Marley Spoon, we believe sustainability is a precondition for success - creating long-term value and sustainable growth for our business.

## Our motto is simple:

**We only buy what our customers and we need!**

Households throw away roughly 30%<sup>5</sup> of the food they buy at the supermarket. Research has shown that meal kits dramatically reduce food waste in the supply chain and customers' homes, and that average greenhouse gas emissions are one-third lower for companies that offer meal kits than average grocery stores<sup>6</sup>. Our meal kits' made-to-order lean supply chain model and pre-portioned ingredients drastically reduce our end consumer's food waste, but also food waste that would accumulate in a standard supply chain model. With the focus on food waste reduction through our business model, we simultaneously reduce greenhouse gasses associated with food production.

**We proudly say that sustainability is not separate from our business strategy or ambitions. It is part of our core product offering and integrated into our management and decision-making processes.**

5. [https://eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAIAsNKQBhAPEiwAB-I5zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp%20%20%20%20%20rI0Emn-jNUmpiwOq1FbbxoCFwkQAvD\\_BwE](https://eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAIAsNKQBhAPEiwAB-I5zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp%20%20%20%20%20rI0Emn-jNUmpiwOq1FbbxoCFwkQAvD_BwE)

6. "Comparison of Life Cycle Environmental Impacts From Meal Kits and Grocery Store Meals", by the University of Michigan



*Maria Siedlaczek*

Global Head of Sustainability

*"Sustainability and the need to fight climate change are more important than ever. During our annual planning cycle, we define, review and adjust our sustainability goals and commitments. We ensure our long-term vision, mission, and company strategy is current with the ever-evolving challenges in the world. We listen to feedback from our team members, customers, and various stakeholders, in combination with an assessment of emerging trends and continuous peer benchmarking. We assess material environmental, social, and governance issues impacting our business and how they inform our sustainability approach.*

***Join us as we create a better everyday, just for you, in a personalized and sustainable way."***

## Our Sustainability pillars

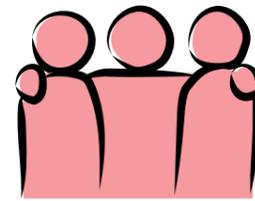


### Our planet

We care for the planet and recognize the urgency of global climate action, and that carbon reduction and neutrality are necessary to fight the climate crisis. We strive to minimize our global carbon footprint, set specific emission reduction goals, and commit to transitioning to renewable electricity consumption within our operations.

We believe in circular thinking and protecting our natural resources. We aim to reduce our waste and food waste, reducing or innovating to more sustainable packaging and understanding the need for a greener logistics system.

We strive to provide recipes and products that are healthier, more sustainable, and responsibly sourced. Additionally, we want to encourage our customers to evaluate their daily dietary choices' impact on the environment and help them make more informed choices to reduce their personal carbon footprint.



### Our people

We care about the people in our operations, our customers, the value chain, and the community. With our Employer Value Proposition (EVP), "When you grow, we grow", we demonstrate our belief in our team members' growth and development. We consciously build a diverse and inclusive global culture at our company, caring for our team members' and customers' well-being, health, and safety.

We engage in programs that support our local communities and work with our stakeholders to positively impact our planet.

We care especially for our customers. By deeply understanding their problems, expectations, and feelings, we are committed to exceeding their expectations and creating happiness in many aspects of their daily lives.



### Governance

Corporate governance is essential for us as a business. It helps us to make formal decisions, manage risk, and ensure compliance, but it also helps to build trust between our shareholders, stakeholders, management, and Board of Directors.

Our approach to corporate sustainability governance involves integrating and balancing the interests of the three pillars of sustainable development: economic, environmental, and social.

This encompasses upholding rigorous standards for food safety and quality, implementing essential measures to safeguard customer privacy and data, and enforcing a comprehensive code of conduct that applies to both our business and vendors.

## Materiality Assessment

Our sustainability approach and the content of this report are based on the materiality assessments conducted in the previous years, which we regularly repeat.

This review of the most material environmental, social, and governance issues helps us identify the most important concerns that are the highest priority for our company and its stakeholders. The materiality assessment was done through surveys with our team members, customers, suppliers, board, and investors, where we listened to their concerns and issues. We also follow the principles of double materiality while addressing climate change, which means focusing on both the financial and impact perspectives. Through this process, we determined and prioritized the most material ESG issues while also identifying areas in which Marley Spoon has the most significant impact and where we should direct our internal resources.

The final results show that food safety for our customers, the health and safety of our team members, responsible packaging and sourcing, waste and food waste, and data privacy & cybersecurity are the most important topics for us at Marley Spoon.

## Commitment to the United Nations Sustainable Development Goals

The United Nations' Sustainable Development Goals (UN SDGs) are 17 global goals. "The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all."<sup>7</sup> They were set in 2015 and are to be achieved by 2030. "They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities while tackling climate change and environmental protection."<sup>7</sup>



**We recognize our responsibility for these standards with our focused actions across the three Environmental, Social, and Governance pillars for a waste-free and sustainable everyday for our customers, our community, and our planet. We are aiming to make essential contributions to support the following SDG goals:**



We highlight the specific SDG goal throughout this report in the various sections.

<sup>7</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

## ESG governance and climate risk management

In partnership with the CEO, Executive Management, and other key teams in the company, the Sustainability team, under the guidance of the Global Head of Sustainability, directs the design, development, execution, and continuous improvement of our sustainability approach, goals, and initiatives. The Sustainability team regularly engages with internal and external key stakeholders, including customers, team members, NGOs, and community leaders.

The Global Head of Sustainability reports directly to our CEO, who is responsible for economic, environmental, and social topics at Marley Spoon. The Supervisory Board and Executive Management team receive regular reports on our sustainability strategy, initiatives, and progress toward our goals. Please see more information about Governance at Marley Spoon in the last [section](#).

We recognize that climate change is one of the biggest worldwide challenges of our time. As a company,

we are committed to doing our part to protect the environment and our community. We formally support the TCFD reporting framework and its 11 disclosure climate-related recommendations. In 2022, we integrated these 11 climate-related concerns into our risk management process and continue to assess them quarterly. For more details on our climate risk management approach, read our TCFD section [here](#).



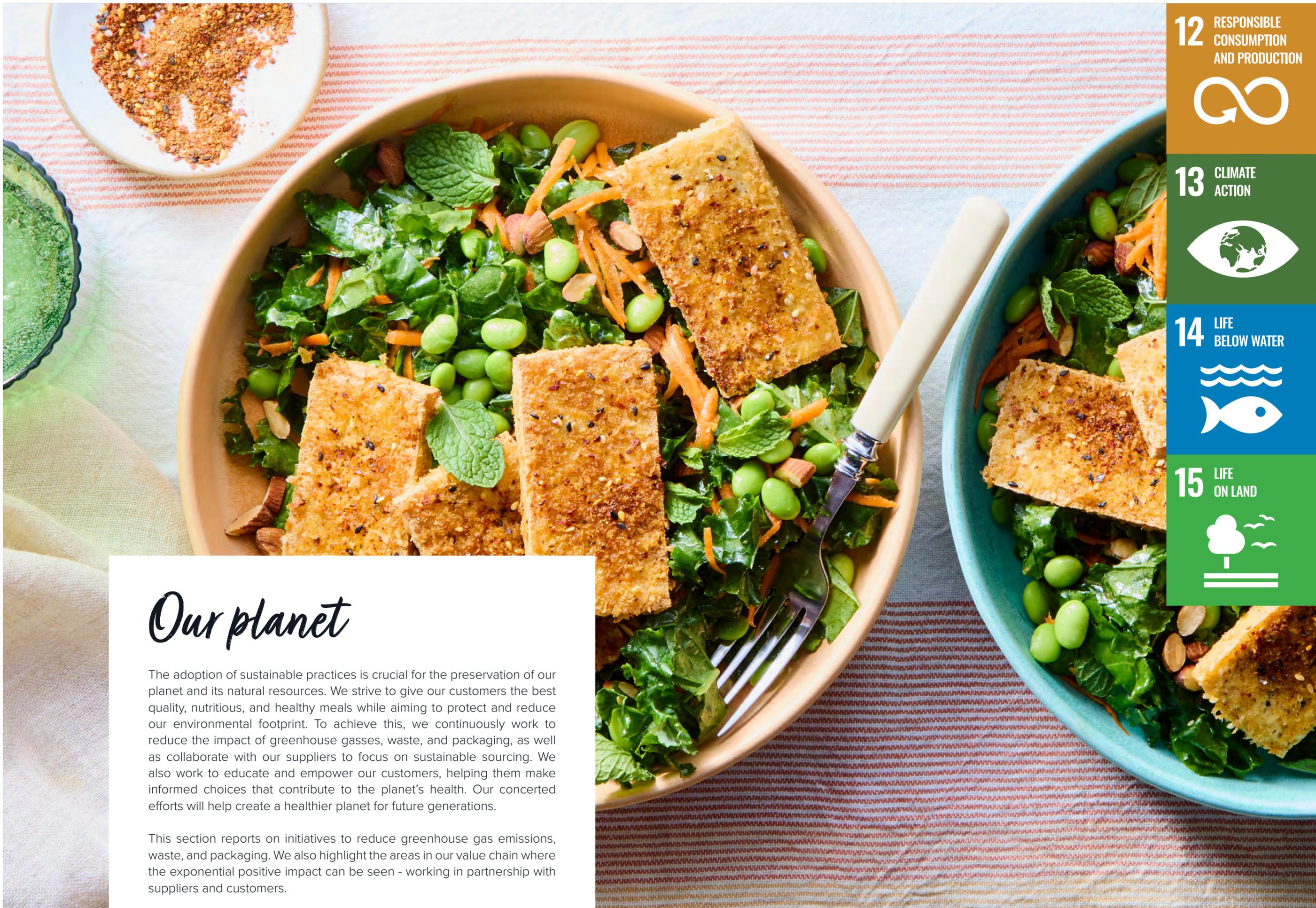
## About this report

This is Marley Spoon's third annual Sustainability Report and covers the calendar year 2022. Sustainability reporting is complex, and various standards (GRI, SASB, etc.) are constantly evolving, with the new EU Corporate Sustainability Reporting Directive (CSRD) coming into force in 2023. Companies subject to the CSRD must report according to European Sustainability Reporting Standards (ESRS) in the future. Marley Spoon anticipates issuing a Sustainability Report on an annual basis. This report reflects our commitment to transparency and provides specific details for our stakeholders on our sustainability performance in 2022 and future ambitions while also giving an overview of risks and opportunities arising from environmental issues. For the first time, we have also aligned this report to the general principles of the Task Force on Climate-related Financial Disclosure (TCFD). This Report does not include details on our financial performance. Please see further details of our financial performance in our [2022 Annual Report](#).

In January 2022, we successfully welcomed a new brand to our portfolio - Chefgood. Over the course of the year, we started integrating Chefgood into our operations, systems, and overall business functions. Therefore, Chefgood was not included in all data, metrics, and statements listed in this 2022 Sustainability Report unless specifically stated. We are working towards implementing Chefgood operations in our sustainability metrics going forward.

As always, we welcome your feedback on this report or sustainability in general ([sustainability@marleyspoon.com](mailto:sustainability@marleyspoon.com)) and look forward to continuing to develop and improve.

This report contains forward-looking statements based on the assumptions and estimates of Marley Spoon SE. Although we believe these forward-looking statements are realistic, we cannot guarantee they are correct. The assumptions may harbor risks and uncertainties that may cause the figures to differ considerably from the forward-looking statements. Factors that may cause such discrepancies include, among other things, changes in the economic and business environment, changes in the legal and regulatory environment, variations in exchange and interest rates, the introduction of competing products, lack of acceptance for new products or services, and changes in corporate strategy. Please note all numbers and disclosures included herein are unaudited.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



## Our planet

The adoption of sustainable practices is crucial for the preservation of our planet and its natural resources. We strive to give our customers the best quality, nutritious, and healthy meals while aiming to protect and reduce our environmental footprint. To achieve this, we continuously work to reduce the impact of greenhouse gasses, waste, and packaging, as well as collaborate with our suppliers to focus on sustainable sourcing. We also work to educate and empower our customers, helping them make informed choices that contribute to the planet's health. Our concerted efforts will help create a healthier planet for future generations.

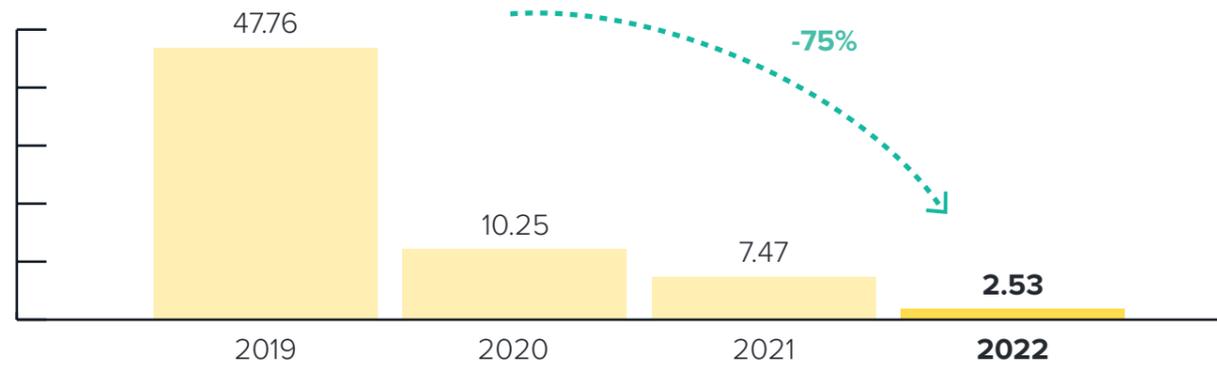
This section reports on initiatives to reduce greenhouse gas emissions, waste, and packaging. We also highlight the areas in our value chain where the exponential positive impact can be seen - working in partnership with suppliers and customers.

# Taking climate action

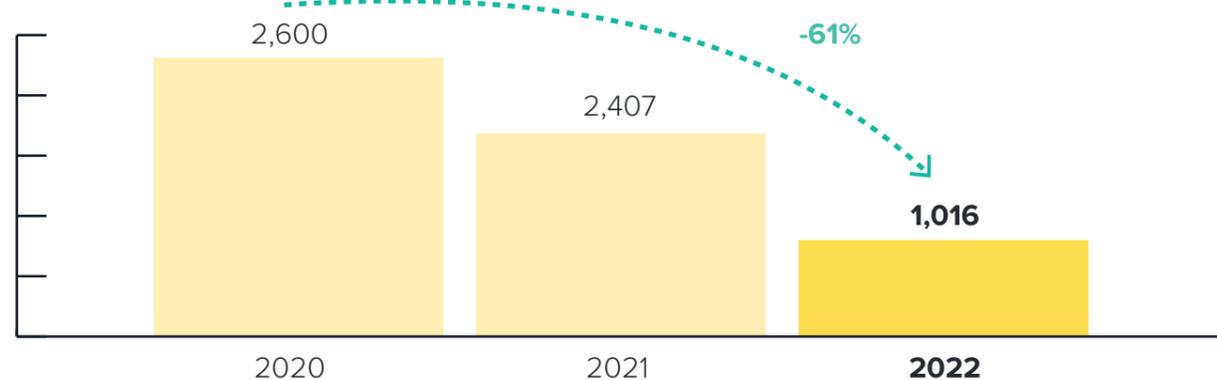
The impacts of the climate crisis prompted a call for action from all stakeholders worldwide. Food systems contribute to over one-third of worldwide greenhouse gas emissions<sup>8</sup>. We recognize the gravity of the climate crisis, and we are devoted to taking effective measures. From our direct emissions and packaging being carbon-neutral to a lean supply chain that mitigates food waste, we are committed to doing our part to lower the carbon footprint associated with food production - all for the benefit of our customers and our ecosystem.

**Marley Spoon has already successfully achieved a 75% reduction in Scope 1 and 2 carbon intensity by 2022 (compared to 2020), surpassing our original goal of a 50% reduction, and going above and beyond, we have also exceeded our target of reducing carbon intensity by 70% by 2025. This means that we are now working on setting new carbon reduction goals for future years.**

Carbon intensity scope 1 + 2 (tCO<sub>2</sub>e/million EUR)



Absolute carbon emissions scope 1 + 2 (tCO<sub>2</sub>e)



8. <https://news.un.org/en/story/2021/03/1086822>

## Marley Spoon supply chain



### Raw materials

Sustainable sourcing

We seek to source as many of our ingredients as possible directly from producers.



Lean supply chain and just-in-time deliveries to reduce food waste

### Manufacturing

Source-to-order

Marley Spoon's meal kits are assembled in our manufacturing centers. Most of our locations use renewable electricity.



### Customer

Customers cook and enjoy pre-portioned meals

Each meal kit contains fresh pre-measured ingredients, avoids food waste, and is ready for customers to cook at their convenience.

**2.21 kg CO<sub>2</sub> per meal<sup>9</sup>**

9. Average emissions per meal are determined by calculating the sum of products from all meals sold in 2022, taking into account the protein type, respective emissions, and market weighting.

At Marley Spoon, our GHG emissions were measured and reported in accordance with the GHG Protocol<sup>10</sup>, defined by the World Resources Institute. The calendar year 2022 is our reporting period and our unit of measurement is metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e). The carbon intensity (carbon per euro revenue) measures the metric ton divided by million Euro revenue while absolute emissions refer to the number of greenhouse gasses released into the atmosphere.

**Scope 1 emissions**, which include company-owned or controlled activities such as heating, powering our buildings, and own vehicles. **We reduced our absolute emissions by 25% (and 40% in carbon intensity) in 2022 compared to the previous year** as part of our efforts to improve energy efficiency through the reduction in the amount of refrigerants refilled and by reducing heating consumption in our fulfillment centers.

**Scope 2 emissions** include indirect emissions from the generation of purchased electricity, **which we reduced by 75% in carbon intensity and 69% on absolute emissions to the previous year, which has provided a 102% increase in the global share of renewable electricity, meaning that 91% of the electricity we use comes from renewable sources.** As our business continues to grow and our efforts for reductions towards green energy sources, our emissions from Scope 1 and 2 will continue to decrease each year.

**Scope 3 emissions**, which are value chain activities not caused or controlled by Marley Spoon, comprise a large portion of our overall emissions. **In our supply chain, we were able to reduce absolute CO<sub>2</sub>e emissions by 30% in 2022, resulting in a 44% decrease in carbon intensity compared to the previous year.** These reductions result from our efforts to increase the number of electric vehicles, optimization of our line haul and a reduction in packaging per box delivered.

This 2022 milestone of achieving a decrease in carbon emissions in scopes 1 and 2, and selected scope 3 categories does not stop there. We will continue focusing on investing in renewable energy sources and energy-efficient technologies, as well as accelerating operational improvements so that we can do our part to combat the climate crisis and help make a positive environmental impact for our customers. As a next step, we have launched our climate tag, which provides increased transparency of lower carbon meals because we believe that by working together, we can create meaningful change in the fight against the climate crisis.

10. <https://ghgprotocol.org/>

## Absolute carbon emissions in tons by scope

Performance indicator	T CO <sub>2</sub> e <sup>11</sup>			vs. PY %
	2020	2021	2022	
Scope 1	580	611	456	-25%
Scope 2 (market-based)	2,020	1,795	560	-69%
Scope 1 + Scope 2	2,600	2,407	1,016	-58%
Scope 3 <sup>12</sup>	16,191	16,701	11,644	-30%
<b>Total S1+S2+S3</b>	<b>18,791</b>	<b>19,108</b>	<b>12,660</b>	<b>-34%</b>

In 2022, we reduced our absolute carbon emissions by 34% and 49% of our carbon intensity compared to the prior year.

## Carbon intensity in tons by scope

Performance indicator	T CO <sub>2</sub> e/M euro revenue <sup>13</sup>			vs. PY %
	2020	2021	2022	
Scope 1	2.29	1.90	1.14	-40%
Scope 2 (market-based)	7.97	5.57	1.40	-75%
Scope 1 + Scope 2	10.25	7.47	2.53	-66%
Scope 3 <sup>14</sup>	63.85	51.80	29.02	-44%
<b>Total S1+S2+S3</b>	<b>82.07</b>	<b>64.85</b>	<b>32.95</b>	<b>-49%</b>

11. T CO<sub>2</sub>e: GHG emissions in metric tonnes.

12. Scope 3 emissions include Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 6: Business Travel, Category 7: Employee Commuting and Category 9: Downstream transportation and distribution.

13. T CO<sub>2</sub>e/M euro revenue: GHG emissions in metric tonnes by total million Euro revenue.

14. Scope 3 emissions include Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 6: Business Travel, Category 7: Employee Commuting and Category 9: Downstream transportation and distribution.

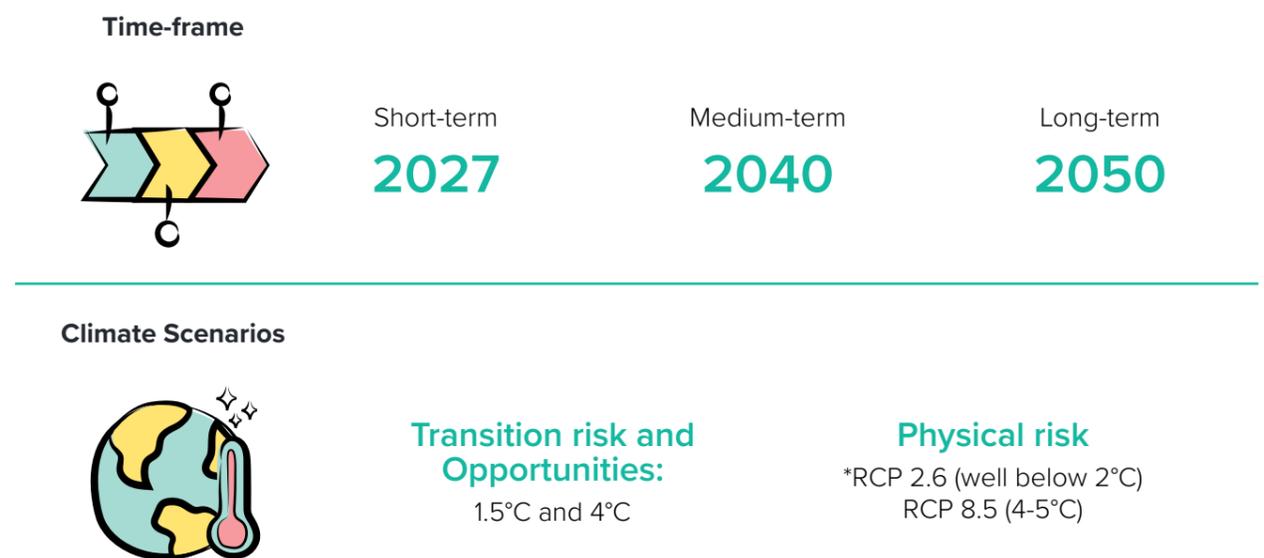
## Climate risk management

The consequences of extreme weather events, for example, floods and heat waves, are increasing in frequency and intensity in many areas where Marley Spoon operates, resulting in increased climate-related risks. At Marley Spoon, we developed a Climate Risk Assessment (CRA) to identify the likelihood of current and future climate risks and the potential implications in the areas where we operate in order to foster long-term resilience in order to avoid, reduce, and mitigate any potential losses or damages caused by extreme weather events.

The CRA adhered to the TCFD recommendations, assessing transition risks and opportunities relating to economic and societal shifts towards a lower-carbon future, as well as physical risks caused by the consequences of climate change and environmental degradation. The CRA is now integrated into Marley Spoon's Risk Register and employs the same framework for assessing the likelihood and potential consequences of climate-related risks.

In 2022, we conducted a CRA of current climate events and future physical risks in regard to water stress and drought on our top ingredients globally, as well as identified transition risks and opportunities.

### Our methodology for assessing climate related-risks



\*Representative Concentration Pathways (RCPs) are used as standardized inputs in climate models developed by Intergovernmental Panel on Climate Change (IPCC). RCPs show CO2 concentrations in the atmosphere between 2005 and 2100

## Physical risks

In collaboration with the Sourcing team, we assessed the existing and future climate-related risks associated with each of our top ingredients and predicted how those risks could evolve over time. We evaluated the level of water stress associated with each ingredient under the RCP 8.5 scenario, as well as the current drought conditions in specific regions. To do this, we used scientific data from the WRI, IPCC, The Northern Australia Climate Program (NACP), and the US Drought Monitor to determine the probability of these events occurring.

After conducting our assessment, we determined that our risks are at low-medium risk in Water Stress RCP8.5 in the long term and current drought scenario. To further mitigate these risks, we are diversifying the origin of our raw materials to be more resilient. While we do face moderate levels of water stress and drought in certain regions, such as the western United States and parts of Australia, we are actively working to address these challenges through diversification, menu changes, and collaboration with our suppliers so that we can better understand and manage the risks associated with low production in these areas.

Scope Raw material sourcing	Water Stress RCP8.5 long-term and current drought risk and impact	Mitigation Strategy
 <b>Vegetables</b>	Risk of increased price of raw materials costs and supply disruptions. Potential reductions in yield sourced from the western United States, Spain, Italy, Israel and some regions of Australia.	Strengthen supplier diversity in areas that might be at danger. Work closely with the Sourcing team and communicate the high-risk zones so that they can be avoided as much as possible. Changes to our meals and recipes.
 <b>Animal Protein</b>	It remains at low risk, but animal feed may pose a rise with animal feed coming from Brazil and United States. Also, ingredients that depends on fertilizers coming from the East may pose a risk (China and Ukraine).	We intend to increase other alternatives of protein sources to reduce risks, make changes to our menus and recipes, and raise the proportion of our climate label meals that are aligned with 1.5°C target.
 <b>Packaging</b>	All packaging is purchased domestically.	We will continue to source domestically as much as possible and assess the climate acute risk of wildfires in the future.

## Actual acute physical events

In 2022, we also experienced acute events which pose risks throughout our supply chain on a daily basis, such as floods in Australia, hurricanes in the United States, as well as other events such as heat waves and wind storms.

Despite the fact that the United States experiences the greatest number of storms globally (within the markets that Marley Spoon operates in), our incident mass management shows that the financial impact of these events has been reduced by over 80% compared to the prior year. This is largely due to the increase in efficiency and collaborative counteractions taken by our logistics third parties and our team.

Hurricane Ian category 4 was also an impactful event for us in the past year, but we were able to donate the boxes that were not possible to postpone or deliver to our customers in order to avoid waste.

In Europe, where heat waves are the biggest risk, we have added extra ice to maintain our high standards of quality and safety for our customers, and we have successfully mitigated the associated risks to guarantee our cold chain.

In Australia, we were greatly impacted by the La Niña event, which led to extensive flooding that destroyed the produce-growing area, resulting in shortages, substitutions, and delays for our customers.

To mitigate this risk, we worked on our supplier base, changed our menus and recipes, increased our procurement capabilities, and provided greater visibility into our future menus.



## Transition risks

To assess transition risks, we have consulted reports from the International Energy Agency (IEA) to understand the inherent risks associated with changes in strategies, policies, or investments as society and industry shift towards a decarbonized economy in line with the 1.5°C target, as well as the business-as-usual scenario of 4°C.

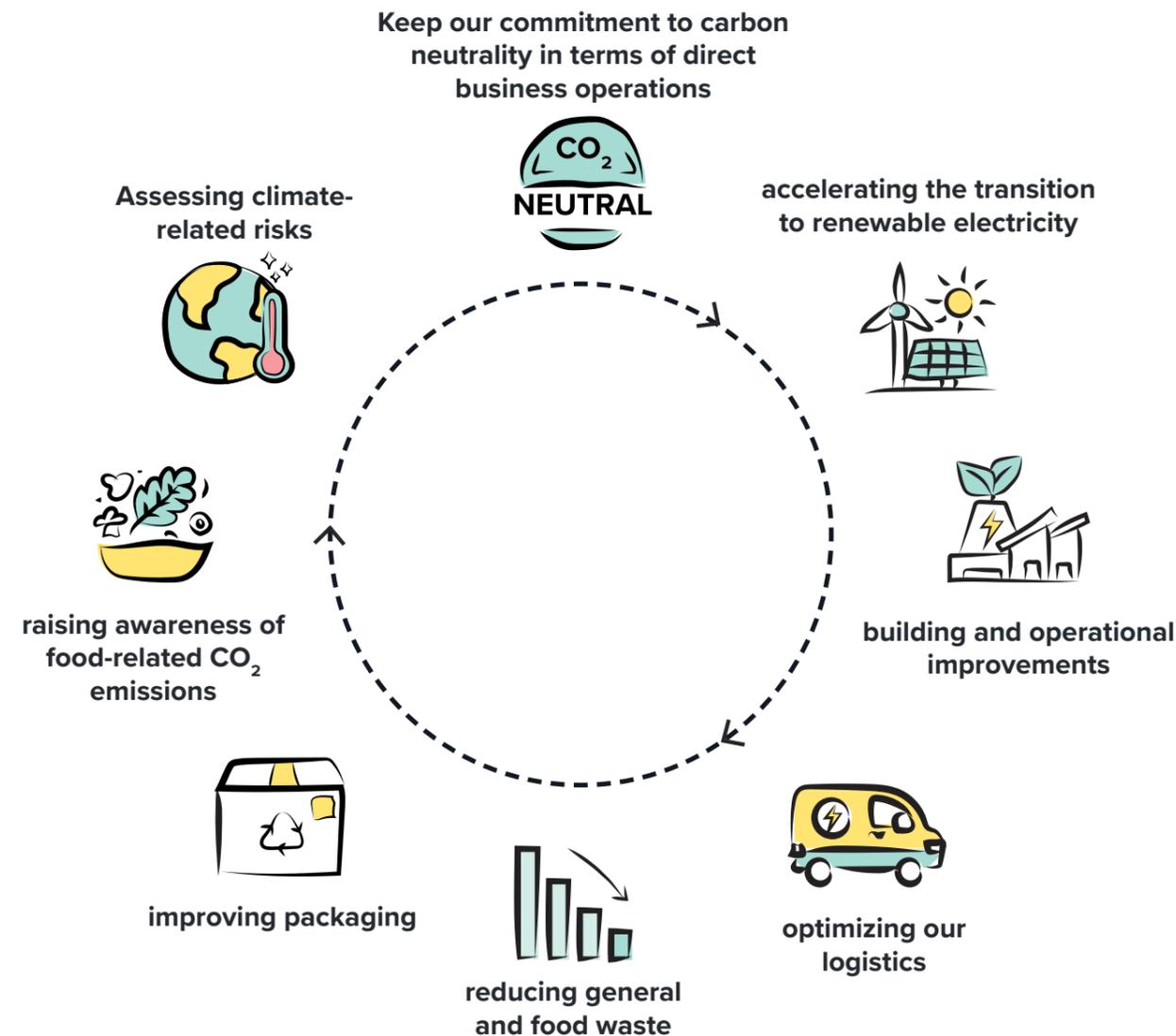
### Transition risks and opportunities in the medium-term

Category	Subcategory	High emissions 4°C	Low emissions 1.5°C
Policy & Legal	Increased pricing of GHG emissions (Carbon tax)	Carbon tax of \$40 per ton by 2040, with minimal financial impact	Carbon tax of \$ 125-140 per ton by 2040, with significant increase in food costs and logistics
Technology	Costs to transition to lower emissions technology	We see an opportunity in both climate scenarios because we are already investing in on-site solar panels, better refrigeration systems, and our own electric fleet.	
Market	Increased cost of raw materials	Input costs rise as suppliers pass on their own cost impacts.	Lower impact on crop yield, negligible menu substitutions, and negligible supply disruptions
Reputation	Shifts in consumer preferences	Very low proportion on customers adopting to more sustainable choices	Customers adopting sustainable choices and as an opportunity, we capture these shifts toward lower emissions with our climate label meals

# Reducing our footprint

One important aspect of tackling climate change is to minimize our carbon footprint, which begins with our actions. Throughout 2022, we continued to make advancements in our mission to decrease emissions across our value chain. We have successfully lowered our carbon intensity and absolute emissions and remain committed to exploring innovative solutions to reduce our impact further. We are also dedicated to ensuring that our global direct-to-consumer offerings are sustainable and adaptable for the future.

**We are reducing our carbon footprint in several ways across our value chain:**



## Energy Efficiency

To reduce Scope 2 emissions, we must look at our energy consumption and find innovative solutions. The war in Ukraine and the energy crisis that resulted from it has put stress on our European fulfillment center to increase focus on reducing our energy consumption. Our European fulfillment center set a goal to reduce the electricity consumption of the cooling systems, as they account for 81% of that site's total electricity consumption in 2022. Our aim in this energy efficiency project is to reduce energy consumption in our freezers by investing in high-quality insulation to reduce heat loss, adjusting the temperature settings of our freezers to the optimal level, and regularly maintaining the cooling system in accordance with the standards. When choosing our provider for our data centers<sup>15</sup> we take into account the sustainability of the corporations. Our data centers

are run by Microsoft Azure (Azure) and Amazon Web Services (AWS) and are both in the progress of being 100% renewable by 2025<sup>16</sup> <sup>17</sup>. Our Sydney fulfillment center received the highest possible rating (a six) from Green Star Certification, an international rating system from Green Building Council Australia<sup>18</sup>. This certification demonstrates our commitment to mitigating climate change by transforming the built environment. This year, we also reduced our energy consumption at the New Jersey location through motion sensors on our lighting and LED bulbs. Our California site uses a heat exchanger that pulls heat from the cooling system and provides warmth for all our hot water needs in the building. We increased the LED usage in our fulfillment centers and the majority of our fulfillment centers, 6 out of 7, now have LED lighting.

## Renewable electricity

We set a goal for 90% of our electricity consumption to be renewable in the year 2022, and we are excited to announce that we met this goal and 91% of the energy we consumed was renewable. How did we accomplish that? It's a mixture of solar panels on our facilities, obtaining power from renewable contracts and renewable energy certificates (REC's). We first look into the option of producing renewable energy. Our Sydney fulfillment center has over 1,000 solar panels on the roof, and our Melbourne location has installed solar panels which are soon to be operational. While we were hoping our New Jersey location would have solar panels by the end of 2022, this was extended to the end of 2023, along with our California location. By the end of 2023, four of our seven sites will hopefully produce renewable energy

using solar panels. When we cannot produce our energy, we purchase. Our Melbourne and Sydney locations buy renewable energy through tariffs. At the same time, all of our United States sites purchased renewable energy certificates, called RECs. These help us get to our goal of 90% renewable electricity, meaning **most of our boxes are assembled using renewable electricity.**

**6/7**

of our FCs use LED lighting

**4/7**

FCs aim to produce their own renewable energy by the end of 2023

15. Data centre's operational emissions come from Scope 3

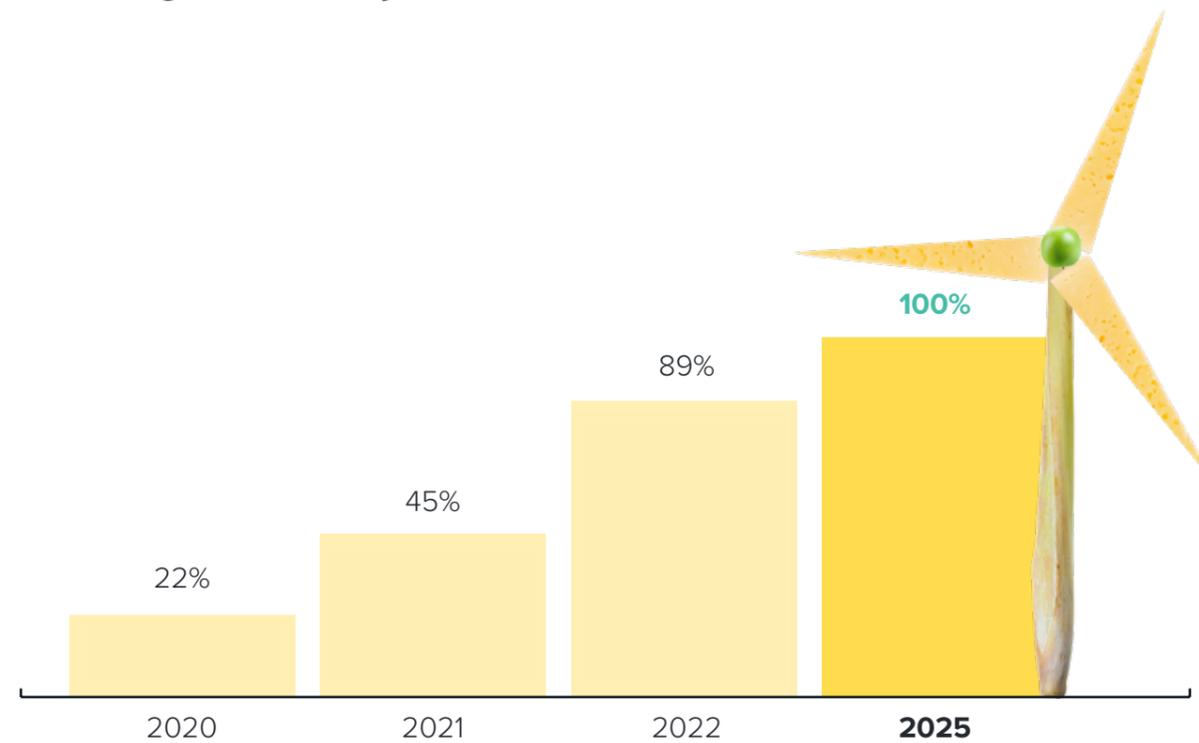
16. <https://aws.amazon.com/energy/sustainability/#:~:text=Powering%20our%20operations%20with%20100,ways%20to%20immediately%20lower%20emissions.>

17. <https://azure.microsoft.com/en-us/explore/global-infrastructure/sustainability/>

18. <https://new.gbca.org.au/green-star/exploring-green-star/>

## Our goal is to power our entire operations with 100% of renewable electricity by 2025

### Percentage of electricity consumed that is renewable



## Refrigeration

We love keepin' it cool. Both literally and figuratively. But that comes with a cost of energy usage and environmentally harmful refrigerants. In 2021 we moved away from freon to CO<sub>2</sub> at our California fulfillment center and will do the same at our Perth center. CO<sub>2</sub> systems use nearly 17%<sup>19</sup> less energy than the Freon systems typically use and can also reduce leakages<sup>20</sup>. **In 2022, we reduced the refilled amount of refrigeration used in our operations by 36% compared to 2021.** Our FSQA and Operations teams work closely to ensure the cooling system's maintenance, greatly impacting energy efficiency and food safety regulations. All refrigeration systems are on monitors to ensure we stay in a food safety complaint range while being energy efficient.

19. Quoted estimate from refrigeration service

20. <https://blog.isa.org/why-is-the-most-promising-refrigerant-in-the-cooling-industry>

## Assessing our value chain

When calculating our carbon footprint, we considered the entire Marley Spoon value chain (Scopes 1, 2, and 3). We considered the impact of every ingredient in our recipes, the packaging we use, the logistic process throughout the entire process from suppliers to customers, and the electricity and heating usage in our fulfillment centers and offices. We acknowledge that the magnitude of our Scope 3 value chain emissions exceeds the sum of our Scope 1 and 2 emissions.

## Food awareness and Product Carbon Footprint (PCF)

As part of our efforts to measure our carbon footprint, we use a life-cycle assessment food database specifically designed for the agriculture and food sector to calculate the emissions associated with our recipes. This database takes into account the greenhouse gas emissions of each ingredient and converts them into standard CO<sub>2</sub> equivalents per kilogram of product. Carbon emissions are calculated using average CO<sub>2</sub> emissions for the individual ingredients that make up a recipe. **In 2022, we are delighted to announce that our average emission per meal delivered is 2.21 kg CO<sub>2</sub>e**, a figure far lower than the average of 5.17 kg CO<sub>2</sub>e per person reported by WWF research<sup>21</sup> and other meal kit businesses in the market. This comprehensive calculation considers the sum of products from all recipes sold, taking into account the protein type, respective emissions, and market share.



21. [https://www.wwf.org.uk/sites/default/files/2018-03/Food\\_in\\_a\\_warming\\_world\\_report.PDF](https://www.wwf.org.uk/sites/default/files/2018-03/Food_in_a_warming_world_report.PDF)



## Carrot Hummus Flatbread Pizza

with Arugula Salad & Feta Cheese

VEGETARIAN KID FRIENDLY HEALTHY NUTRITIOUS **CLIMATARIAN**

According to Paris Agreement, the UN, and WWF, to meet the IPCC target of 1.5°C, a climate-friendly meal should be equal to or lower than 0.5 kg CO<sub>2</sub>e<sup>22</sup>. To align our commitment to reducing our food emissions with the 1.5°C IPCC target, we have introduced a climate-friendly tag on our meals that have a carbon footprint of between 0.1 and 0.5 kg CO<sub>2</sub>e per person.

Our 0.5 kg CO<sub>2</sub>e climate-friendly meals aim to inform customers which recipes are the most sustainable and empower them to make more conscious decisions.

To launch this project, we had various teams coming together. From Digital, Analytics, Brand, Culinary, and Sustainability, all teams worked together to bring this tag to life for our customers. To start, we have assessed our food items' product carbon footprint (PCF) through a life-cycle assessment food database used in the agriculture and food sector. This process involved matching each ingredient into standard CO<sub>2</sub>e equivalents per kilogram of product. We then deployed this information on our Enterprise Resource Planning (ERP) system and developed an algorithm to calculate the emissions per meal, allowing us to assess it at the menu level. After evaluating over 30,000 recipes, we have gained a deeper understanding of which food categories

are most impactful in terms of our overall carbon footprint. The 0.5 kg CO<sub>2</sub>e cap serves as a reminder of our commitment to reducing scope 3 emissions and allows us to increase the share of climate-friendly meals on our menu. While we are proud of our progress so far, we know there is much more to do, as we intend to reduce carbon emissions, especially Scope 3, which has a substantial impact. We believe that this journey is a collaboration between our suppliers and us while providing the opportunity for our customers to help us make a positive impact on the world.

22. [https://www.wfse.cdn.triggerfish.cloud/uploads/2022/05/one-planet-plate-criteria-2021\\_final.pdf](https://www.wfse.cdn.triggerfish.cloud/uploads/2022/05/one-planet-plate-criteria-2021_final.pdf)

## Optimizing logistics



# ZERO

carbon emissions in mostly last-mile deliveries in Benelux and Nordics



# + 120,000

last mile orders delivered with electric vehicles

We are committed to creating an efficient, eco-friendly supply chain alternative with Marley Spoon and Dinnerly. Our made-to-order model is sustainably evolving the food system, making our supply chain more efficient. Our model minimizes food waste and carbon emissions by reducing the number of transportation trips necessary.

To further ensure our logistics are as efficient as possible, we have implemented various initiatives to reduce our environmental footprint. For example, in Amsterdam, Belgium, Austria and Denmark, we have most of our last-mile delivery fleets delivered with electric vehicles, eliminating carbon emissions. Additionally, in the United States, we have partnered with a few carriers in the United States that deliver via electric vehicles, resulting in over 73,000 zero-emission box deliveries. Finally, we prioritize and work with third-party logistics that offset their emissions or set targets for green gas reduction.

## Rivelo

We are excited to continue our expansion of Rivelo, our logistics company to the United States and Germany. Rivelo is an important part of our commitment to sustainability, as it aims to optimize our routes and integrate electric vehicles wherever possible. We launched Rivelo in the Dutch market back in 2021, and we have tripled the number of orders delivered by Rivelo in 2022, with 54,000 orders delivered with electric vehicles.



Logistics is essential for driving efficiency and sustainability in our business, along with investing in data-driven customer service and smart automation.

## Streamlining our logistics performance

Through improved linehaul utilization, we have made our trucks fuller and more efficient, reducing 375,268 kilometers of unnecessary truck trips in the United States in 2022. This number will continue to grow as we expand our utilization. We also use backhauls in the United States to lower load costs and slightly shorten box shipping distances. In Europe, we have utilized fewer vehicles with a higher utilization rate to send crates and pallets back to the pool systems<sup>23</sup>. Also, in the Nordics, we joined forces with third parties by utilizing combined line hauls to reduce our transportation and inbound logistics emissions. In Australia, we have replaced our cooling bag with a non-bubble bag, which takes up 90% less space than bubble bags, meaning we are using only 1 inbound pallet for this item in our warehouse rather than 10 pallets. All these initiatives allow us to become more space-efficient during transportation, take shorter routes, and reduce the number of kilometers traveled, helping us cut emissions.

## Looking ahead

We are committed to leveraging advanced analytics to make our logistics processes more effective and collaborating with third-party logistics providers that are dedicated to lowering carbon emissions. We are aware of the reliance on fossil fuels and understand the importance of transitioning to renewable energy in the logistics sector. We will continue to seek solutions that minimize our environmental footprint.

<sup>23</sup>. Euro pool systems reuse and share transportation packaging through the European Supply Chain (<https://www.europoolsystem.com/>)

## Offsetting and carbon-neutrality



Marley Spoon is committed to reducing carbon emissions and addressing climate change. As the IPCC recommended, we believe cutting emissions is the best strategy to decarbonize and limit global warming to 1.5°C. Our approach to decarbonization is straightforward: avoid first, then reduce. When that is not possible, we consider using offset programs. In 2022, we continued to operate as a carbon-neutral company in terms of direct business operations emissions and our packaging emissions. Moreover, our offsetting contribution<sup>24</sup> has been decreasing annually due to the increase in renewable electricity usage and other operational investments, which has also led to a decrease in total direct emissions, as detailed in the section before.

For our offsetting program, we collaborated with ClimatePartner, which adheres to strict requirements. All climate projects are based on international standards, such as the Verified Carbon Standard (VCS), and are regularly audited by independent third parties to ensure they effectively reduce carbon emissions. These standards set out the rules and requirements that all climate projects must meet to be recognized as a proven method of avoiding, reducing, or removing carbon emissions from the atmosphere.

**In 2023, we intend to offset 2,729 tons of carbon from our operations based on the CO<sub>2</sub>e produced in 2022. This offset aims to cover Scopes 1, 2, and selected Scope 3 categories<sup>25</sup>. The 2022 offset amount was based on the 2021 results.**



### Which projects do we support?

As part of our commitment to reducing global warming and securing future energy sources, in 2022, we continued to invest in programs that provide efficient cooking methods to Nigerian homes. We supported a project aimed at increasing renewable energy production in Turkey, whose energy mix is dominated by fossil sources such as coal, natural gas, and oil<sup>26</sup>. In addition, we supported a project that aims to restore forests, increase carbon stocks and provide additional habitat to wildlife in Borneo, Indonesia, which holds one of the oldest rainforests on earth<sup>27</sup>. Furthermore, this project promotes community health by distributing water filters and offering medical care through a floating clinic in areas that lack access to such services. These 3 carbon offsetting projects have been certified and audited according to the VCS or Gold Standard.



### The importance of carbon offset

We recognize that the best way to decarbonize is to reduce carbon emissions. However, carbon offsetting is also important because it combats global warming by demonstrably reducing greenhouse gas emission concentrations in the atmosphere. Afforestation, renewable energy development, and various other activities that help to sequester or avoid carbon emissions from the atmosphere are examples of such initiatives. Furthermore, carbon offset projects promote sustainable development in the countries where they occur.



24. In 2022, the total amount to offset included Scope 1 (market-based), Scope 2 (market-based), and Scope 3. Scope 3 emissions included here are the categories 1 (packaging), 6, and 7.

25. Scope 3 emissions include commuting and business travel

26. <https://www.iea.org/countries/turkiye>

27. <https://animalia.bio/borneo>

## Efficient cooking in Nigeria

**The project saves about 604,520 tons of CO<sub>2</sub>e annually.**

Because we love cooking, we are offsetting emissions with clean cooking methods. Families in many emerging economies cook their meals over an open fire. In Nigeria, over 71% of the population cooks on inefficient open fires in inefficient cookers. The resulting smoke harms the health of women, who spend more time at home and are in charge of cooking. The project we support was founded by local women in Nigeria with the goal of providing clean and efficient cookstoves, while also promoting sustainable economic growth.

## Reducing anthropogenic emissions through wind power in Turkey

**Approximately 85.030 tons of CO<sub>2</sub>e emissions are expected to be reduced annually.**

Climate change action requires a shift away from reliance on fossil fuels in the energy sector, and Turkey's primary energy source is still fossil fuels. We have contributed to this change by supporting a project that has built a new wind power plant in the Dualar district of Manisa province with 38 wind turbines and a total installed capacity of 34.2 MW. The project entails expanding the local energy infrastructure by establishing a grid connection. The new 30 km transmission line connecting the project area to the national electricity grid is expected to transport 116,000 MWh of clean electricity annually.

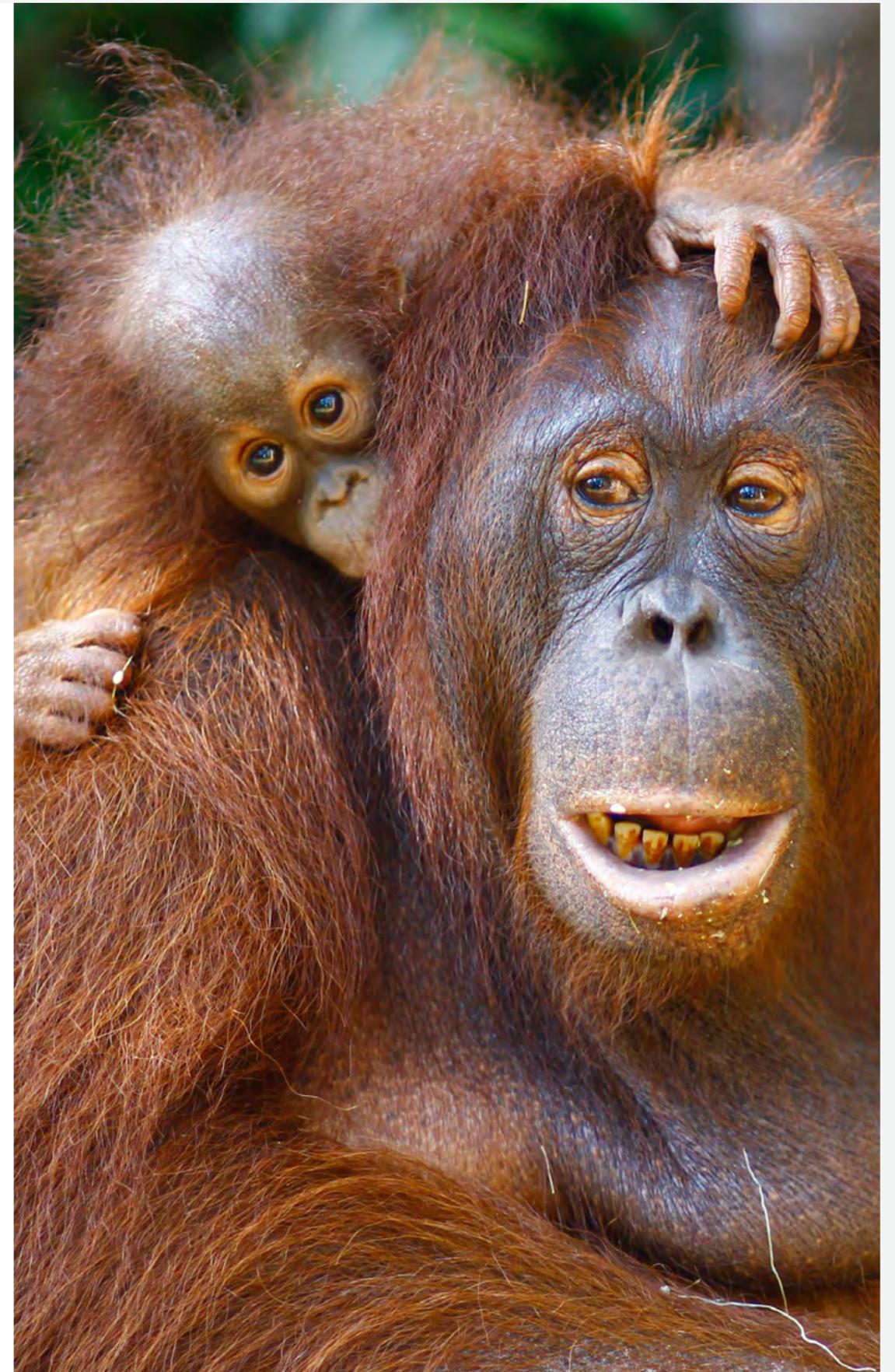
## Forest Protection in Indonesia

**On average, the project saves about 3,496,200 tons of CO<sub>2</sub>e per year.**

Forests are not only among the most important carbon reservoirs on the planet. They also are home to an enormous diversity of species and are the livelihood for all people. However, due to increased settlement, agricultural use, illegal logging, and mining, global forest areas have declined dramatically in recent decades<sup>28</sup>.

Defending the habitat of critically endangered orangutans in Indonesia, The Rimba Raya Biodiversity Reserve is home to some of the last remaining endangered Bornean orangutans. It serves as a buffer zone between oil palm plantations and Tanjung Puting National Park. Several animal and plant species, including proboscis monkeys and sun bears, find ideal habitats in the area. Ecosystem health is promoted through the reforestation of degraded areas. Together with the local population, the project goal is to restore the forest and provide additional habitat to wildlife. At the same time, community health is supported through activities such as the distribution of individual water filters, water purification systems, fire management, solar lighting, libraries, scholarships, micro-enterprises, and a floating clinic that provides health services to the most remote areas, where some people have never had access to medical care.

28. <https://fpm.climatepartner.com/tracking/project/details/12486-1704-1001/1064/en>



## Managing our resources

The year 2022 presented a multitude of macroeconomic challenges, such as the war in Ukraine, COVID-19, an energy crisis, and a significant increase in lead times in supply chains, coupled with rising raw material costs. Despite these challenges, Marley Spoon has remained steadfast in its commitment to sustainability and maintaining a lean supply chain, ensuring we use the available resources responsibly and sustainably to secure future generations' well-being and access to the same resources.

Improving packaging, reducing material and food waste, and conserving water resources are the steps we are taking to manage our resources effectively. This continuous process requires ongoing evaluation and improvement.

## Improving packaging

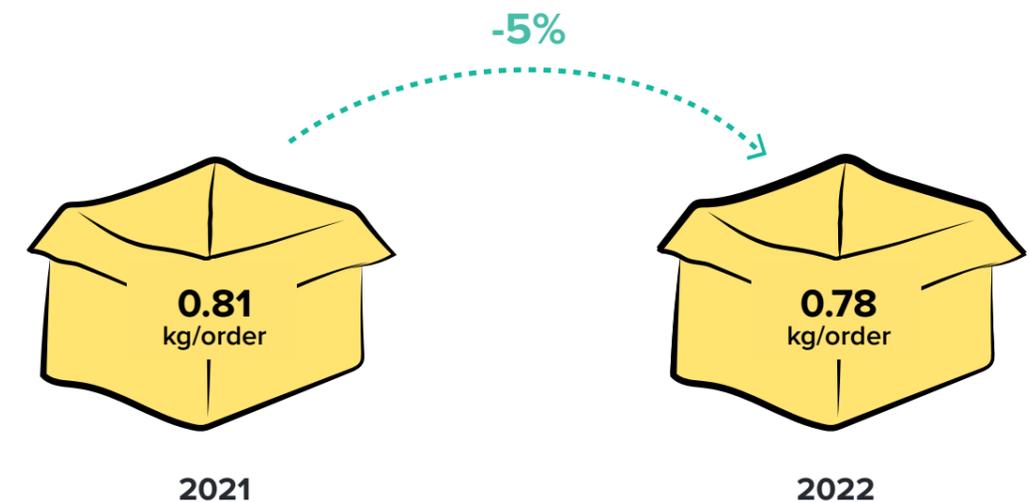
At Marley Spoon, we recognize the importance of sustainable packaging while maintaining ingredients' safety, freshness, and quality throughout the supply chain. Our improvements in packaging are designed with environmental sustainability in mind, and simultaneously they can help to extend shelf life, minimize spoilage, and reduce wastage.

In 2022, we reduced the amount of purchased packaging for each delivery order by 5% compared to the previous year by optimizing the total material weight per box. Additionally, we developed new packaging materials that can be recycled or reused. Despite this progress, the overall percentage of recyclable material has decreased in countries such as Australia due to the collapse of REDcycle - a Melbourne-based company that collected up to 5 million plastic items daily from public drop-off points at nearly 2000 supermarkets across the country. However, in 2022, the REDcycle program was suspended because it raised concerns that the company's practice of transporting the plastic to warehouses for long-term storage posed potential environmental and fire safety risks<sup>29</sup>. To address this challenge, we are dedicated to following both Australian and European Union targets, which require all packaging to be reusable, recyclable, or compostable by 2025 and 2030, respectively.

**We are committed to continuing our efforts to develop more sustainable packaging<sup>30</sup>, especially the exclusive Marley Spoon packaging while working more closely with our food vendors to support them in reducing the environmental impact of their food packaging.**

29. <https://www.smh.com.au/national/redcycle-operators-charged-over-soft-plastics-storage-investigation-20221223-p5c8ly.html>  
30. Non-food packaging and re-packaged food from our fulfillment centers used for Dinnerly and Marley Spoon boxes shipped

### Total purchased packaging weight for each shipped box



We reduced our purchased packaging by 5% in weight per box shipped. Our efforts include various initiatives, such as optimizing our packaging algorithm in the supply chain and reassessing and minimizing the weight of packaging materials while ensuring the safety and protection of our food products and introducing smaller boxes.

### Percentage of our exclusive\* packaging items being reusable or recyclable\*\*

36%

36% of the packaging items we purchase at Marley Spoon is either reusable or recyclable. While this may seem like a small percentage, it's important to note that the collapse of REDcycle in Australia has impacted our ability to recycle, and only 14% of plastic packaging is collected for recycling globally<sup>\*\*\*</sup>. At Marley Spoon, we understand the importance of using plastic to ensure that our customers receive fresh and safe products, prioritizing the highest quality standards. Despite these challenges, we are actively working to increase the percentage of packaging that can be recycled or reused, finding and testing new materials that are more environmentally friendly, and we are committed to aligning with national targets to make this a reality.

\* Non-food packaging and re-packaged food from our fulfillment centers used for Dinnerly and Marley Spoon boxes shipped.  
\*\* The calculation is based on the number of packaging items being reusable and recyclable post-consumer, weighted by regional sales.  
\*\*\* Agenda, Industry. "The new plastics economy rethinking the future of plastics." World Economic Forum. Vol. 36. 2016.



## Reduce

### The optimal box algorithm

In 2022, Marley Spoon introduced an optimal box algorithm to reduce unnecessary cardboard waste. This algorithm takes into account the exact volume and internal space of each item, as well as some extra space for safety considerations. The algorithm can predict our use of packaging completely autonomously and dynamically. It enables us to combine our key objectives: sustainability, cost efficiency, and functionality - in the most efficient manner while minimizing damage to ingredients that may occur during logistics.

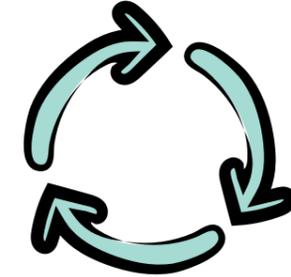
**With this initiative, the use of smaller boxes has increased, and a significant reduction of Marley Spoon cardboard boxes has been achieved. The result is a reduction on average of 5%, which is approximately 67 tons of paper<sup>31</sup>.** This algorithm ensures that our box size is calculated precisely for each order, allowing us to ensure that each box is perfectly tailored to the contents.



## Avoid

### Recipe cards

To create a lean supply chain model and reduce our overall environmental impact, we have started printing recipe cards in-house in the United States and Australia<sup>32</sup>, aiming to print only the number of cards required by customers. We also encourage our customers to go recipe cards free, offering them the chance to opt out of the recipe card and have the recipe cards available online. To further reduce our environmental impact, in 2022, we have also lowered the weight of our recipe cards in Europe, saving 32 tons of paper.



## Reuse

### Emballage project

As part of our commitment to the circular economy, in Europe, we intend to standardize the transport packaging used in our supply chain, which includes crates and pallets used to transport goods. Also, we encourage our vendors to use existing pool systems rather than single-use cardboard boxes, enabling transport packaging sharing among different stakeholders in the supply chain. In Australia, we adopted this approach by utilizing reusable crates for most of our fresh and protein products. By standardizing transport packaging and utilizing pool systems, we eliminate unnecessary waste.

31. Calculation based on total corrugated cardboard usage by total weight for Marley Spoon brand in Australia and Europe  
32. Sydney and Melbourne fulfillment centers

## 2022 Packaging achievements

### Paper cooling pouch

In the EU, our innovative cooling pouch is made from recycled paper with a paper material content of 96%. We deliver even lighter cooling pouches in winter, saving at least 19 tons of packaging material annually. We have also made it easy for our customers to dispose of the pouch, which can be reusable or recyclable, or even domestically compostable. To compost the pouch, simply remove the outer layer as shown in the picture on the right. We are committed to maintaining high-quality and safety standards for our ingredients, while also prioritizing environmentally-friendly packaging options. That's why our Packaging experts are always looking for ways to increase the paper content in our pouches, and we are excited to announce that we are working on a version made with 99% paper. We hope to launch this product next year in the European market.



### The introduction of smaller boxes

We have introduced a new smaller box size in the United States and Australia to eliminate oversized boxes for our customers. This reduces packaging and emissions from outbound logistics as more meal kits can be shipped within each delivery vehicle. The introduction of smaller boxes, along with the optimal box algorithm, has enabled us to shift 43% of our volume in the US to the smaller box, resulting in a significant decrease in post-consumer packaging waste for our customers.

## New packaging experience

In the US, we have gone the extra mile to enhance our customers' experience with our Marley Spoon and Dinnerly boxes by introducing new repack films, trays, and a designed box closing tape for the boxes. The trays help customers unbox their ingredients in an efficient and organized way while preventing any damage to the ingredients. The unboxing experience project has resulted in a great number of positive feedbacks from our customers. Moreover, our boxes now feature information regarding our sustainability efforts, with a QR code that allows customers to access information quickly and easily about recyclability and our environmental efforts. This initiative is part of our commitment to raising customer awareness of our products and improving communication so our customers can stay informed about our environmental goals.

“**LOVE THIS.** Sometimes I'm scared to open my box for fear of smashed veggies. This is such an improvement.”

“**Great container to keep meals stored and organized.**”

“**More convenient.** I stored all the items in it. My cat liked sitting in it too.”

“**I love this so much!!!!** Another good delivery service had this and I loved it! It worked so well in my fridge! I'm so glad you are using this!!!”



## Our packaging portfolio

Since 2020, we have assessed the carbon footprint, post-consumer reusability and recyclability, and the overall weight of all non-food packaging materials such as cardboard boxes, ice packs, and insulated bags, as well as repackaged food from our fulfillment centers.

Our Packaging experts collaborate with our suppliers to identify ways to reduce packaging weight and volume while also making better and more efficient use of materials. **In 2022, we achieved a 5% global reduction in purchased packaging by the total number of orders.** The decrease reflects our efforts to lower the amount of cardboard and ice required for each delivered box, switch to lighter cardboard boxes in Europe, and introduce smaller boxes in Australia and in the United States. These measurements have enabled us to reduce our packaging and environmental footprint.

### Purchased Packaging per box kg<sup>33</sup>

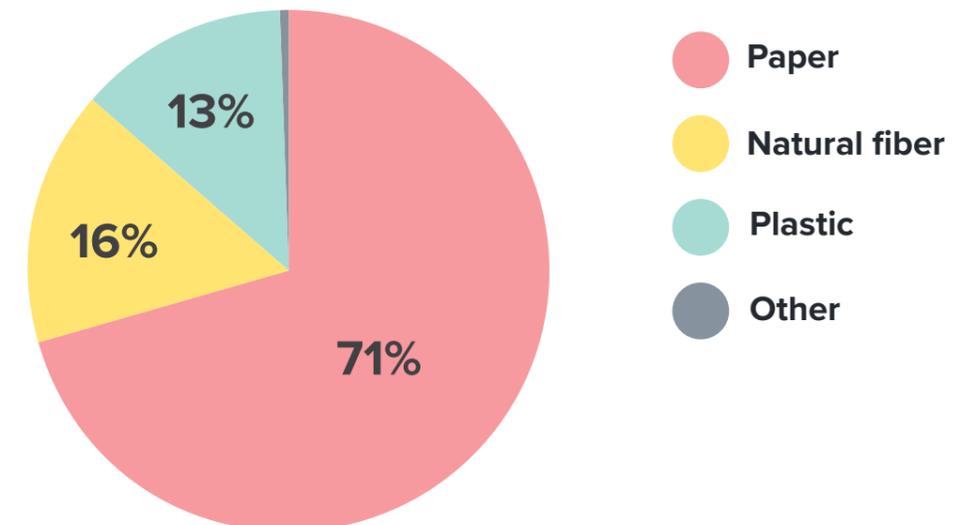
Market	2020	2021	Delta %
AU	0.42	0.51	20%
EU	0.92	0.88	-4%
US	1.08	1.07	-1%
<b>Global</b>	<b>0.81</b>	<b>0.78</b>	<b>-5%</b>

<sup>33</sup> Total weight of packaging purchased for the years 2021 and 2022, excluding the weight of the ice packs' contents. Not all of the packaging that is purchased is used for the boxes that are shipped.

## What kind of material is in our portfolio?

The majority of our packaging materials (87%) are non-plastic. Corrugated boxes make up 61% of this and are all 100% recyclable. We also increased paper usage by 2% compared to the previous year. This year we introduced a category of natural fibers, which is part of the cooling item used in the US market, accounting for 16% of the global packaging items purchased.

The chart below shows the global share by category that we purchased in 2022



## Staying cool

At Marley Spoon, we recognize the importance of reducing unnecessary packaging and investing in sustainable solutions. Since 2020, we have been trialing water or environmentally-friendly ice packs in our meal boxes as an alternative to gel packs. In 2022, we further investigated this challenging circumstance in all locations. We are nearly finished finding and testing the right solution in the European market and plan to launch water ice packs in 2023. We are continuing to investigate in the United States and Australia. Furthermore, we have started to produce ice packs in-house in four fulfillment centers, allowing us to reduce the amount of tertiary packaging and CO<sub>2</sub>e for inbound logistics.

## The ice algorithm

To determine the number of ice packs required, we developed an ice algorithm that considers various determinants such as the duration of the transport, the outside temperature, and the composition of the ingredients delivered. By considering these different elements, the algorithm can optimize for shorter supply chain lengths and various types of cooling pouch designs, which have different needs in terms of the amount of ice needed for their refrigeration. We reduced the total amount of ice per order by 18% in 2022<sup>34</sup>, despite being heavily impacted by European heat waves and high temperatures in the United States. With this accomplishment, we could ensure that each order is delivered with the perfect chill, without any wasted resources.

## Why is packaging important?

Our packaging portfolio is important for quality and safety reasons because it ensures that products are protected from external damage and other elements, such as moisture and extreme temperatures, ensuring that the items remain fresh and safe for an extended period of time. Our packaging helps us reduce the risk of food waste and in turn, lowers our carbon impact. It also serves as a barrier between the product and its environment, preventing contamination and spoilage. Furthermore, our packaging provides our customers with relevant product information, such as instructions, warnings, and nutritional facts.



34. Global average decrease of ice packs by total number of boxes produced for the Netherlands, Texas, California and New Jersey fulfillment centers

# Reducing waste and food waste

## Waste

Our goal is to become Zero Waste, meaning 90% of the waste produced from our facilities is redirected from landfill. To better understand our waste streams and how we can more accurately dispose of our materials, we started conducting waste audits at our New Jersey and California fulfillment centers this year. This has given useful data showcasing opportunities in our waste disposal practices. Globally we have started to track our waste diversion rate. A diversion rate is used to measure the percentage of waste that is not sent to landfill or incineration, and this has been our first step to meeting our zero waste goal. We use the 3 R's. Reduce, reuse, and recycle as guiding principles for our waste management strategy.



### Reduce

Our first priority is to reduce the number of products that could enter the waste streams. A reduction initiative that we increased this year at our United States fulfillment centers was floor loading. Floor loading is optimizing room on the trucks that leave our facilities. When we use this method of packing our trucks, we no longer need to wrap our product to ensure its stabilization. Although film plastic is plastic, it would not make its way through the recycling process like many other plastic materials, making this material landfill-bound. Our waste audit shows that plastic film makes up much of our landfill waste. We can reduce film wrap in our operations by no longer palletizing our boxes and further increasing our floor loading initiative. **Roughly 4,246,638 feet of plastic film and 21,424 pallets were avoided with this project.**



### Reuse

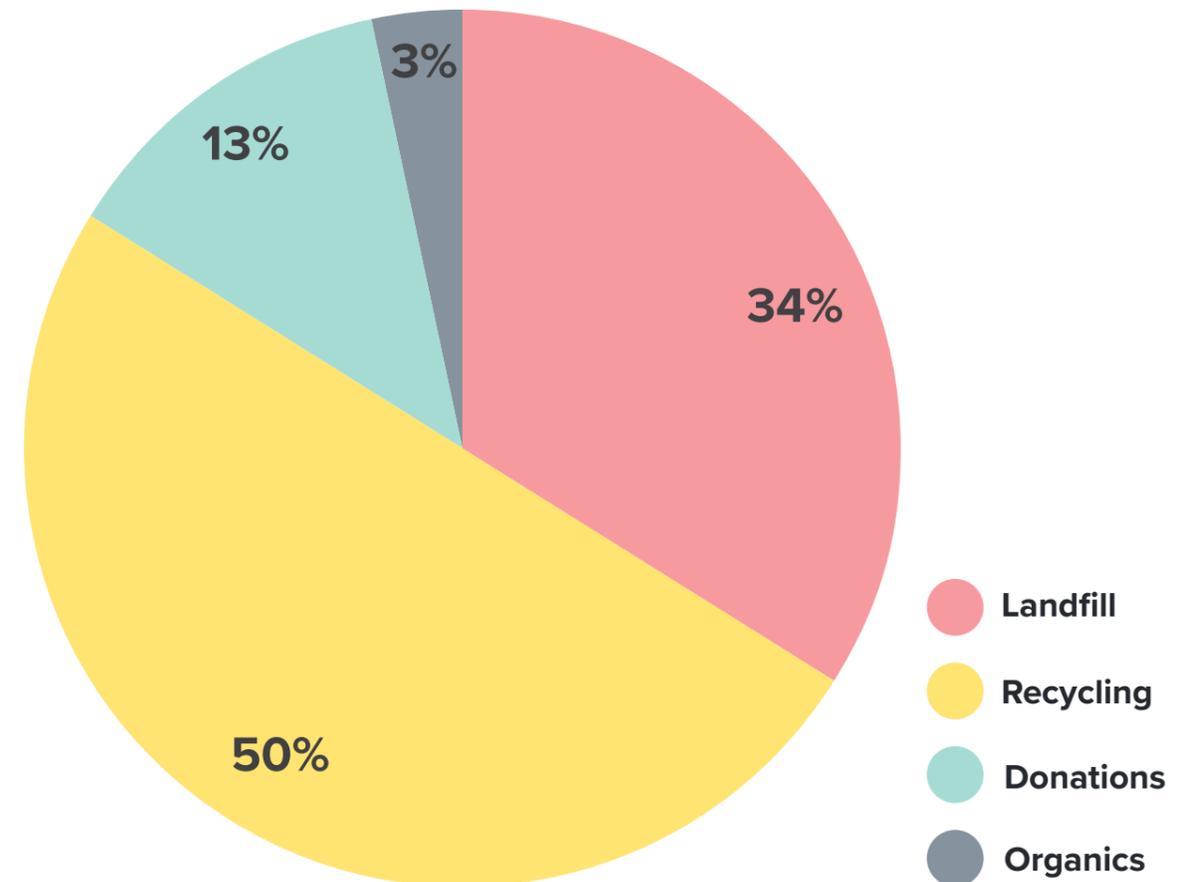
We aim for no single-use items within our operations. We avoid single-use by transitioning to multi-use pieces to prevent more waste than necessary. An example of one of these items would be our crates. These crates are washed and sanitized after carrying different products to ensure no cross-contamination and eliminate the need for cardboard in many of our operations. The ink toners at all of our locations in the United States are collected and sent back to our supplier where the old cartridges are used to make new ones.



### Recycle

Cardboard makes up a large part of our operations, primarily due to how we receive our product. All of our facilities in the United States are equipped with cardboard waste streams to ensure this product makes its way to a recycling facility uncontaminated. Last year we also set up centralized waste stations at some locations. Centralized waste is when all waste streams are consolidated in one of several collection points rather than the streams separated from each other. Research has shown this method decreases contamination within waste streams compared to traditional waste systems and improves sorting<sup>35,36</sup>.

**66% Global Diversion Rate**



35. <https://sustainability.mit.edu/article/materials-matter-launching-waste-reduction-pilot-media-lab>

36. [https://eagenda.collincountytx.gov/docs/2021/CC/20211206\\_2706/51322\\_Document1.pdf](https://eagenda.collincountytx.gov/docs/2021/CC/20211206_2706/51322_Document1.pdf)

## Food Waste

An estimated **8-10% of global greenhouse gas emissions are associated with food that is not consumed**<sup>37</sup>. As mentioned, one of the main reasons our founder started this company was that he saw it as a sustainable option compared to buying food from grocery stores. Fighting food waste is at the company's core; our service provides our customers with perfectly portioned meals, so they have zero food waste at home. We take food waste very seriously and work cross-functionally with all teams to reduce the food waste our operations produce. We approach food waste with the 3 R's. We want to reduce it first - less waste is always the best! Reuse next - ensuring the food we can't use still ends up in hungry bellies. Recycle - any food not fit for human consumption is made into nutrient-rich compost or renewable energy.



### Reduce

Our company model is a perfect way to reduce the amount of food wasted at home. ReFED, a well-recognized nonprofit dedicated to ending food loss and waste in the US, promoted meal kits as a solution to curb consumer waste. Since this is such a strong pillar for our company, we want as little food to be wasted within our operations as possible. **In 2022 we only wasted 1% of food in our operations.** We mitigate this through intelligent menu planning. Not only do we predict the choices of our customers and forecast our purchasing towards that, but we also build our recipe offerings based on ingredients that we are at risk of wasting.



### Reuse

Food that can't make its way into our boxes finds its way into hungry bellies. That's why we either internally donate the products to our team members or a local non-profit. **We are involved with many local nonprofit organizations, and last year alone, we donated over half a million kilograms of food to outstanding businesses.** All rescued food from our fulfillment centers is inspected prior to being handed off to a third party to ensure it meets quality and safety standards. Below are a few examples of the different organizations that received some of our excess food at our different locations.



## In 2022 we only wasted 1% of food in our operations

### Europe

Our Dutch fulfillment center contributes excess food to Instock. Instock is a social enterprise that rescues food from farmers and companies like ours. Products are picked up weekly from our fulfillment center and sold at a discount to local restaurants and caterers to ensure the food is being used. Other food of ours that can't be resold is given to a local food bank.

### United States

Across the three fulfillment centers in the United States, we give leftover food to many local charities. Our New Jersey location works with the community-based food rescue program Table to Table. Table to Table is a nonprofit that works with local New Jersey residents and donates our leftover food to their partners, including soup kitchens, homeless shelters, and senior facilities that serve meals to the hungry.

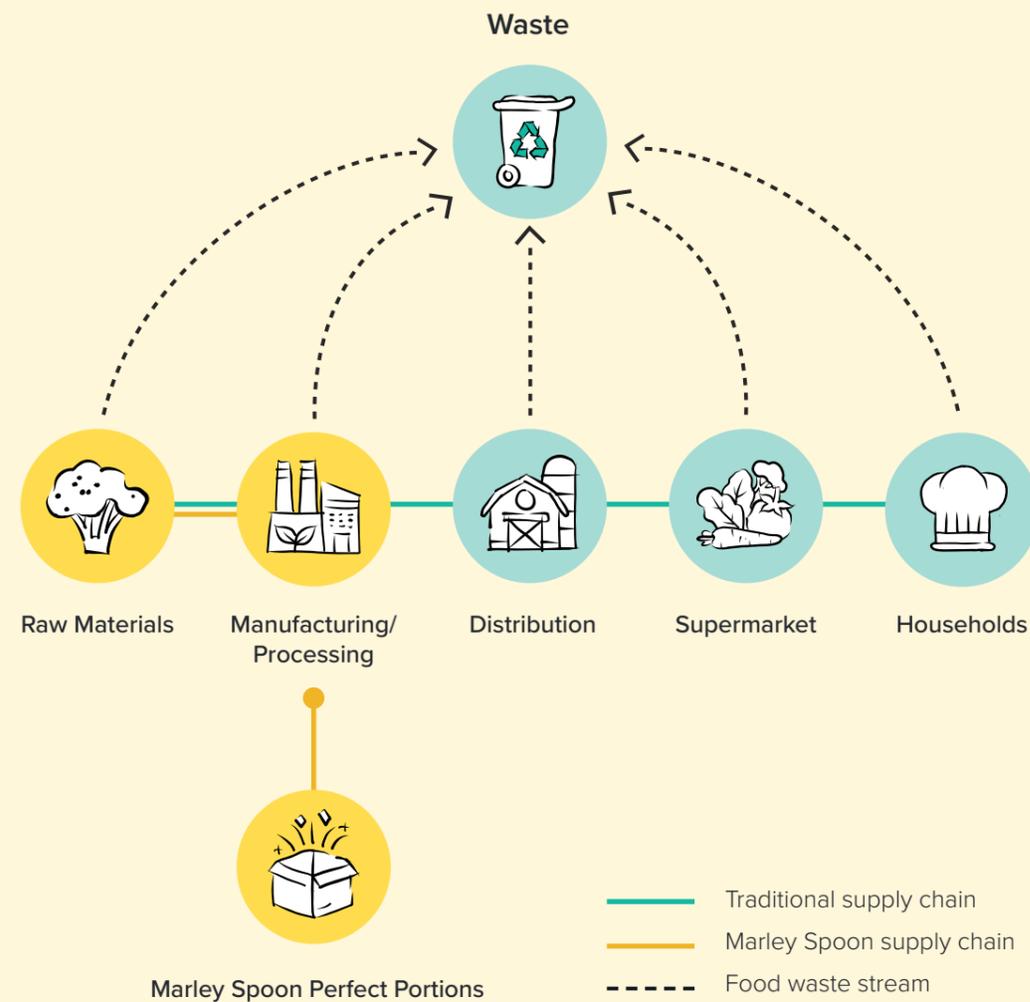
### Australia

We support Ozharvest's mission of reducing food waste by donating our excess surplus of food to them so they can redistribute the resources to those food insecure in the surrounding areas. All three of our Australian fulfillment centers work with this 'yellow army' of volunteers.



37. <https://www.unep.org/resources/report/unep-food-waste-index-report-2021>

## Accumulated waste in the traditional supply chain vs. Marley Spoon



This graph describes the food supply chain. The blue line shows steps in the traditional food supply chain where waste can occur. We avoid multiple steps in the conventional food supply chain where food waste can occur through our direct to consumer business model.

- **1/3 of food produced for human consumption is lost or wasted globally<sup>38</sup>**
- **+500,000 kgs of food donated at Marley Spoon & Dinnerly**
- **+2,700 tons of carbon emissions saved from food donation at Marley Spoon & Dinnerly**



## Recycling

Last year, we aimed to set up organic recycling at all of our locations, but we fell short of getting all but one facility to have a robust organic collection. We are still proud that 6 out of our 7 locations have organic recycling, and we are able to make a second life for any uneatable food. For any inedible product, we aim to have it turned into nutrient-rich compost or renewable energy.

Going forward, we plan to further decrease the amount of food wasted in our operations. How are we going to do this? By increasing the accuracy of inventory and planning. Implementing advanced systems in our warehouse for counting products will ensure we only order exactly what is needed to fulfill our customer's wishes. We will also optimize our waste process to ensure maximum efficiency of disposal. Year over year, we aim to increase the percentage of reused food rather than recycled.

## Water resource management

With the European Financial Reporting Advisory Group's (EFRAG) recent approval of the European Sustainability Reporting Standards, Marley Spoon is ready to step up and track water usage. In 2022, we have begun collecting information to understand water use at our fulfillment centers as well as water consumption from our ice packs.

Water is a precious resource that we must all use responsibly. At Marley Spoon, we recognize the importance of our water usage. In 2022, we used 14,253m<sup>3</sup> of water<sup>39</sup> and we are working towards obtaining a comprehensive understanding of our water across all our fulfillment locations. Even though we are not heavily reliant on water, we understand the importance of accountability, and we want to ensure that we consume it responsibly.

We also go the extra mile in our commitment to sustainability by considering the water used in our ice packs, which accounted for a total of 8,959 m<sup>3</sup> of water in 2022. We believe that our responsibility extends beyond our business, and we strive to promote the conservation of this valuable resource, which is why we have assessed water stress across our operations. Learn more about this in our climate risk management section [here](#).

38. <https://www.wfp.org/stories/5-facts-about-food-waste-and-hunger>

39. Water usage from fulfillment centers in the EU, Melbourne and Texas

# Responsible sourcing

Through our meal kit brands, we send out more than a million meals per week - fresh, tasty, and high-quality ingredients for our customers are most important to us. Therefore, we carefully select our suppliers and expect them and all of our partners to act according to the core values and ethical standards, and policies outlined in our code of conduct, which we also hold ourselves accountable to at Marley Spoon. Our goal for responsible sourcing is to build strong, long-term relationships with suppliers while favoring those that actively manage their environmental and social impact and strive to source from sustainable agriculture, fisheries, manufacturing, and animal farming.

In 2022 the cost and availability of ingredients and other important resources have been severely affected by various factors, accelerated by the war in Ukraine. Global warming impacted our business in all regions, from record flooding in Australia to record heat waves and droughts in the US and changing growing seasons in Europe. We are working closely with our suppliers to be better prepared in this challenging landscape and to diversify through alternative offers.

## Creating a transparent and sustainable supply chain

At Marley Spoon, we strive to build a transparent and sustainable supply chain. By collaborating closely with our suppliers, we believe we can ensure that our goods are sourced more sustainably. In 2022, we improved our sustainability questionnaire for all food suppliers and implemented a third-party tool to standardize our process. Furthermore, we ensured that all suppliers in every region were fully onboarded through this tool. These measures aim to ensure that environmental and labor standards are met while tracking their performance, allowing us to identify areas for improvement and make informed decisions about future initiatives.

## Sustainability survey

We expect our suppliers to align with our code of conduct and sustainability goals. To ensure so, our food suppliers are asked to complete our sustainability questionnaires<sup>40</sup> at the start of onboarding. We have rolled out a new suppliers communication tool and updated sustainability questionnaires. By creating questions tailored to the types of suppliers we work with, we can more accurately evaluate the risk of social and environmental practices within our supply chain.

We also assess suppliers for sustainability goals, including whether they use renewable energy and have environmental certifications. By monitoring our supplier scorecards and item-specific risks, we ensure our suppliers maintain compliance with our standards and promote a fairer and more sustainable global economy.



**84%**

of our food suppliers responded to our Sustainability questionnaire



**45%**

of our suppliers have greater than 33% of women in leadership roles



**67%**

of our suppliers participate in local initiatives to improve their community



**79%**

of our suppliers have policies or programs that support diversity and equality (ex. Inclusive recruiting and hiring practices)



**96%**

of our suppliers have practices that engage and empower employees (ex. Ongoing training, Formal onboarding processes, etc.)



**74%**

of our suppliers have a code of conduct

40. Our sustainability questionnaires are self-reported and not audited.

## Animal welfare & Better Chicken Commitment

Delivering high-quality proteins to our customers plays a significant role for us. We work closely with the suppliers we source traditional animal proteins from to ensure adherence to high animal welfare standards and support improvements within livestock farming. We are also diversifying our range of proteins, including vegetarian and plant-based alternatives, to make it easier for our customers to choose from a wide range and more sustainable options. Another critical area is understanding the emission concerning protein and collaborating with suppliers and consumers to reduce Scope 3 emissions.

**In 2021 we committed to developing an animal welfare policy for other land animals, including cattle, pigs, and sheep as well as aquatic species. While we did not achieve significant progress toward this goal in 2022, we remain committed and aim to put more effort into it over this coming year.**

### Poultry - Better Chicken Commitment

In 2020, we committed to improving poultry welfare. We have aligned with both the Better Chicken Commitment (BCC) and the European Chicken Commitment (ECC) – policies based on science and supported by numerous animal welfare organizations. Targets include specific standards for stocking density, litter quality, environmental enrichments, controlled atmosphere stunning, and higher-welfare breeds, and will verify compliance through third-party auditing.

To reach this commitment, we collaborated with Compassion in World Farming<sup>41</sup>, a global animal welfare organization, to drive progress toward achieving these commitments. We are also tracking our suppliers' progress in compliance with the Better/ European Chicken Commitment standards globally. We operate in three regions, with progress reported on each seen on the table on the right side of this page. Compared to 2021, all of our suppliers in the United States specified the current status on the various criteria. Since mid-year 2022, the exact standards for the Australia - New Zealand Better Chicken Commitment policy are now available and were used to assess the current progress from our suppliers towards this commitment. In 2022 we faced many unforeseen macro challenges within our supply chain. The war in Ukraine accelerated food and energy inflation, culminating in double-digit inflation in the US and Europe. As a company, we have to ensure fulfilling our orders while at the same time controlling our costs and ensuring the sustainability of our business. As a countermeasure against those challenges, we had to onboard new suppliers in Australia and Europe and diversify our supply chain in 2022 to ensure fulfillment of our customer's orders. More than 80% of our fresh poultry products in Australia were accredited by Free Range Egg and Poultry Australia (FREPA).

Despite those challenges, we remain steadfast in requiring 100% of the chicken products in our global supply chain to meet this standard. We look forward to engaging with our suppliers toward this objective. In 2023, we will continue to work with our chicken suppliers and Compassion in World Farming on BCC compliance and will develop a public roadmap for the United States toward 100% compliance.

A particular highlight for us in 2023 will be the ability to provide our customers with the option to upgrade their proteins in the recipes. We plan to offer a range of organic meat products in the United States and Europe, specifically for beef and poultry.

### 2022 Better Chicken Commitment compliance overview

Compliance with the Better Chicken Commitment per regional policy: European Policy <sup>42</sup> , USA Version 2 <sup>43</sup> , AU Version <sup>44</sup> respectively:	EU	AU	USA
Comply with EU animal welfare laws and regulations	100%	N/A	N/A
Use a maximum stocking density of 30kg/m <sup>2</sup> . If the flock is thinned, it must only be done once per flock.	0%	84%	N/A
Use maximum stocking density of 6.0lbs/sq foot	N/A	N/A	100%
Prohibition of cages (including multi-tiered systems)	100%	95%	100%
Provide environmental enrichments	73%	0%	78%
Provide minimum lighting requirements	100%	0%	100%
Provide minimum litter requirements	N/A	N/A	50%
Meet air quality requirements	100%	0%	N/A
Adopt approved broiler breeds	1%	0%	5%
Adopt approved processing method	100%	100%	54%
Third-party audited to the requirements above	100%	0%	100%
<b>Regional Average<sup>45</sup></b>	<b>75%</b>	<b>35%</b>	<b>73%</b>
<b>Global Average<sup>46</sup></b>		<b>55%</b>	

41. [www.ciwf.com](http://www.ciwf.com)

42. <https://betterchickencommitment.com/en/policy/>

43. <https://betterchickencommitment.com/policy/>

44. <https://welfarecommitments.com/letters/aus-nz/>

45. Total compliance percentage by region on meeting the BCC requirements

46. Global average of regional compliance percentage by weight or regional purchases

## Sustainable and seasonal sourcing

### Fish

Fish stocks around the world are under increasing strain from overfishing. We are committed to responsibility and sustainability in sourcing our fish and seafood products in our meal-kit boxes. We aim to source all our fish and seafood products from responsibly managed fisheries and aquaculture, which have a minimal impact on the wider marine environment and are certified through recognized organizations like Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Best Aquaculture Practices (BAP) or equivalent.

**In 2022, 100% of the raw fish and seafood we purchased in Europe was certified through the MSC and ASC labels.** In the US, more than 70% of our purchased fish and seafood were certified through the MSC, ASC, or BAP schemes.

From 2023 onwards, we can provide our customers with the option to upgrade their fish & seafood proteins in the recipes for Marley Spoon and Dinnerly. We plan to offer a range of new Australian seafood like Snapper caught from Australian government-regulated fisheries, and fairtrade certified wild-caught shrimp in the United States.



### Local and seasonal sourcing

Since our menus change weekly, we aim to always offer the most seasonal ingredients in our recipes. Our dedicated recipe developers and Sourcing teams are in constant communication to guarantee our offerings are as seasonal as possible. Sourcing locally is also very important for us. Our “Australia First” policy aims to increase the percentage of ingredients sourced in Australia. In 2022, 77% of our ingredients for Marley Spoon and Dinnerly recipes came from Australia. We are actively working to increase this percentage year over year by switching to Australian-made/grown products and working with Australian-based companies.

### Palm oil

Palm oil has a reputation for contributing to deforestation in the global south and also endangers communities and wildlife. But it is still found in countless products as it is the most versatile grown oil and has the highest yield compared to rapeseed, sunflower, or coconut oil. Therefore we aim to source ingredients that contain palm oil, where the palm oil is RSPO certified, or choose alternative products without palm oil.

Roundtable on Sustainable Palm Oil (RSPO)<sup>47</sup> aims to make sustainable palm oil the norm. There are strict rules for the certification, including protecting wildlife and the environment, treating communities and workers fairly, and halting deforestation.

**In 2022, 100% of our purchased products and ingredients within our Marley Spoon and Dinnerly recipes containing palm (kernel) oil in Australia and Europe were coming from Roundtable on Sustainable Palm Oil (RSPO) certified sources.**

### 100% organic and cage-free whole shell eggs

Our whole shell eggs for the European market are organic and local to our fulfillment center in the Netherlands. We ship them in a carton box that is easy to recycle and sturdy enough to arrive undamaged to our customers. To support the local job market, community members with disabilities are employed to help repack the cartons. The eggs come from our cooperation with the organic farmers of Biomeerwaarde. We do not offer whole shell eggs in the United States and Australian markets.

### Tofu

All of our fresh tofu blocks sourced globally are made with non-GMO beans, and the origin of the beans is primarily from either Australia, the US, or Canada. We focus on not buying tofu from deforested land in Brazil and South America.

47. <https://rspo.org/why-sustainable-palm-oil/>

## Ingredient spotlight



### Renewal Mix

In our marketplace in the United States, you can find Renewal Mill, a women-owned upcycled food brand, to offer decadent baking mixes that fight food waste, which is one of the largest drivers of climate change<sup>48</sup>. Renewal Mill came out of founder Claire Schlemme's firsthand experience with food waste in her previous juicing business, where she was appalled by all the fruit and vegetable pulp she was throwing out every day. When she learned a similar problem was happening with plant-based milk producers, Claire knew there had to be a better way. Renewal Mill captures all the nutritious pulps left over from making soy and oat milk and upcycles them into high-fiber, gluten-free flour. These flours are the hero ingredients in their line of vegan and gluten-free baking mixes hand-crafted by 5x James Beard Award Winning cookbook author Alice Medrich. It's baking, but better for the planet.



### Wonky

We're proud to carry Wonky in our European boxes, a brand determined to tackle food waste. In our boxes, you can find their guacamole made with avocados that would otherwise be thrown away. The avocado is one of the most rejected fruits. Wonky uses these avocados that would normally be tossed to the side because of their shape or level of ripeness. These beautiful rejects are the base of their tastiest products. The mission of this company is to rescue as many vegetables as possible, turning them into delicious, fresh, and healthy dips for you to enjoy. The "Wonkymole" is made from 53% rescued avocados.



### Ashgrove Cheese

The Australian brand, Ashgrove Cheese is a local Tasmanian family-owned cheese that employs 120 people in the community. This cheese is made from grass-fed cows that are raised in the beautiful countryside of Tasmania which is a GMO-free island. The cool temperature climate nurtures slow-growing grasses that are naturally packed with nutrition. This cheese only has 4 ingredients; milk, culture, non-animal rennet, and salt. Ashgrove cheese is manufactured on the farm, ensuring all of their cheese is made close to the source.

48. <https://www.usda.gov/media/blog/2022/01/24/food-waste-and-its-links-greenhouse-gases-and-climate-change>

## Meat-free options

14.5% of the worldwide greenhouse gas emissions come from meat production<sup>49</sup>. The single driver an individual can do to reduce their carbon footprint is to reduce the amount of meat they consume. We want to give our customers that option and entice them with fun new ways to make their meatless meals even easier. What is one simple way we can help our customers make more environmentally conscious decisions and diversify our protein range? Increase our offerings. We expanded our menu this year and increased the number of meals that are either vegan or vegetarian. **Between all three markets, we saw an increase of 50% in vegetarian and vegan recipes on the weekly menu.** Below you can see that increase in year-over-year data around how many veggie meals we offer. Another way that we enticed our customers to eat more plant-based is by onboarding new suppliers that offer innovative and enticing new meat alternatives. That way, we keep the quality of our recipes high and the carbon footprint low.



### Daring Chicken

These bites make for a perfect add-on in our United States marketplace. Now our customers can purchase these and add them to their mid-day salads or any veggie dish that might taste better with these chicken plant-based pieces. As Daring likes to say, their product is “chicken made out of plants for people who love chicken made out of chicken”.



### Uncle Harry's Vegan Grill

Want to join in a summer BBQ but also be friendly to the planet? Uncle Harry's Vegan Grill is a local Australian favorite. You can find both their mushroom burger, and potato and shallot veggie patties in our Australian boxes. An excellent way to have a tasty meal while also sneaking some veggies in there.



### PLNT

We all know finding suitable alternatives to beef can be challenging. The plant-based burger has now taken off and can be found all over, but what if I wanted to make a plant-based stew? We have you covered. This year we onboarded PLNT for our European customers, a delicious meat substitute for people who love the taste of meat but do not want the environmental impacts. PLNT carries plant-based beef chunks to add to your delicious stews and a fish stick alternative.

Average vegetarian and vegan recipes per week for each region

		US	EU	AU
2022	Marley Spoon	17	18	10
	Dinnerly	20	12	10

49. <https://www.fao.org/news/story/en/item/197623/icode/>

# Our people

With more than 1600<sup>50</sup> team members globally and a total of 90 nationalities across all our locations globally, we are a truly international team, and we are incredibly proud of our purpose-driven, performance-oriented, and principles-led culture. Our values and principles have been a critical part of our culture throughout the last eight years and will evolve with us as we explore new ways to make our customers' every day better.

In 2022 we proudly served more than 62 million meals to our loyal customers. We, therefore, have a responsibility not only to our teams but also to our customers, who are the reason for our existence, and to the communities surrounding us.

This section is dedicated to all our team members who constantly inspire us to strive for a better world and to highlight the connections to our customers and communities that define us.

50. Excluding temp workers and contractors (data from December 31, 2022)

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



# Caring about our team members

## VISION

Building a better everyday,  
just for you, just right.

## MISSION

We are building global direct-to-consumer brands leveraging operational excellence to continuously delight our customers in a personalized and sustainable way.



<p><b>WE ARE entrepreneurs</b></p>	<p><b>1</b> Do EVERYTHING to delight our customer!</p> <p><b>2</b> Get things done. NO brainstorming for everything. Dare!</p> <p><b>3</b> Foresee and prepare plan B.</p>
<p><b>WE enjoy WHAT WE DO</b></p>	<p><b>4</b> Delight each other, help to build and create.</p> <p><b>5</b> Assume positive intent and be constructive.</p> <p><b>6</b> Don't complain! Look at problems as opportunities.</p>
<p><b>WE ACT WITH integrity</b></p>	<p><b>7</b> Always be radically candid and respectfully honest.</p> <p><b>8</b> WHY, WHY, WHY, WHY, WHY, WHY?</p> <p><b>9</b> Achieve more with less, avoid waste and build sustainably – for us, our customers and our planet.</p>
<p><b>WE ARE ambitious</b></p>	<p><b>10</b> Always get the details right – better than others.</p> <p><b>11</b> Who cares about opinions? We care about data!</p> <p><b>12</b> Rigorously build the best, diverse team and constantly grow.</p>
<p><b>WE ARE team players</b></p>	<p><b>13</b> We give autonomy. Know your responsibility and hold yourself accountable – no excuses, ever.</p> <p><b>14</b> NO ego. Flat structures and open communication.</p> <p><b>15</b> Disagree AND commit.</p>

We are driven by our purpose to constantly create an inclusive & purpose-driven environment that enables growth and high performance.

Our culture is defined by autonomy, transparency & accountability. It's purpose-driven, performance-oriented, and principles-led. We want every Marley Spooner to be their best self and simultaneously feel fulfilled yet challenged. We therefore proudly launched our Employer Value Proposition (EVP) “**When you grow, we grow**” in 2022 to attract the best talent and ensure that working at Marley Spoon is a great environment to grow and develop a career. Besides the development and growth of our diverse and inclusive team, their health, safety, and well-being are a top priority for us and are covered in more detail in this section.

**Our goal is to build a sustainable direct-to-consumer brand company that is a leading employer of choice.**

## Employee Value Proposition (EVP)

We studied our team members through a series of surveys on what makes our culture unique and what value they get from working at Marley Spoon. The “When you grow, we grow” tagline captures the essence.

We are all responsible for building the best and most diverse team. An authentic employer brand and its EVP are best spread through the employee's voice. And we achieved this through an Employee Advocacy program, in which hundreds of content pieces about life at Marley Spoon, our culture, the business, and much more were shared by our team members across social media channels.



## Total rewards package and remuneration

At Marley Spoon, we believe in and have created a strong Employee Value Proposition (EVP) that combines total compensation, purpose, personal growth, and culture. We aim to provide attractive and competitive remuneration that rewards our team members holistically and positions us to compete for great talent in the market.

The company's remuneration framework is designed to attract, motivate, and retain great talent to ensure the delivery of the Company's business strategy and culture. This framework allows us to incentivize and recognize performance at a high level to advance Marley Spoon's purpose and values, fostering an environment where team members act as owners and create value for customers and shareholders.

Our remuneration packages focus on fixed pay and variable long-term incentives through equity. Since 2019 we share the company's success with our team members by offering an employee share option program, which encourages team members to think and act like owners. The stock plan's performance goals focus on achieving sustainable, long-term business results. So we all have a stake in the company's success.

In 2022, we made a few important steps to help us further progress toward our Total Rewards Strategy, which we developed in 2021:

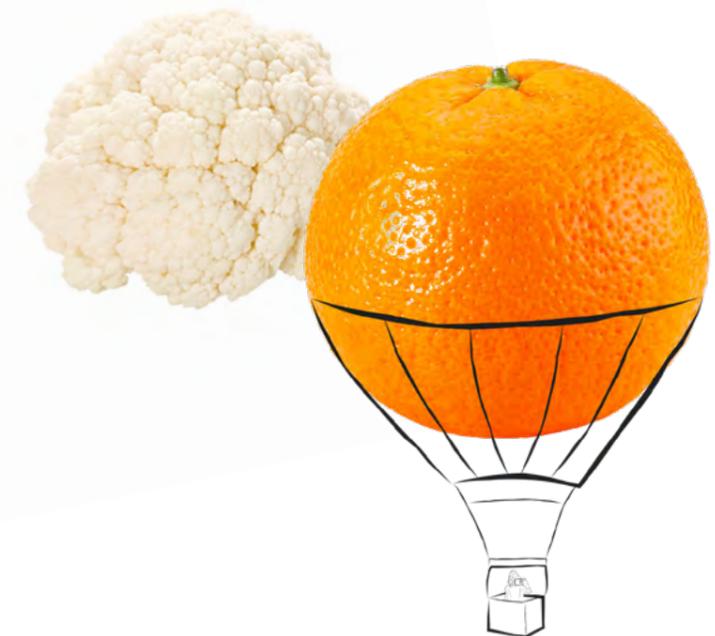
- We launched a new job-level framework to support pay equality, career streaming, and succession planning while increasing transparency and ensuring fairness across our diverse culture.
- Restricted Stock Units (RSU) were offered for the first time as a new share option plan for our senior team members replacing our previous share option program. The new program allows team members to benefit from Marley Spoon's long-term success and hard work while providing more reliable long term incentive choices that include i.e. shorter vesting terms and stretched targets.
- We continued to close compensation gaps based on local compensation benchmarks for all of our markets. In the US, we launched a new pay-for-performance program, which arose from the need to keep Marley Spoon attractive in the competitive job market for hourly associates in our fulfillment centers. A new system of incentives aims to make our associates want to stay in Marley Spoon long-term and participate in the company's success. Since implementing, we saw a decrease in the picking error rate, the speed increased while at the same time, our team members received a bonus. A win-win for everybody.

## Gender pay gap

One of our key principles within our Diversity, Equity, and Inclusion Policy is the focus on equity to foster a culture of inclusion and accountability:

**Fair treatment, access, and opportunity to advance for all people. Empowering our team members to access and enjoy the same opportunities to build great careers at the company while providing everyone equal training & development opportunities.**

We are committed to conducting an annual gender pay gap report on a global level each year in which we analyze our internal compensation data to compare the salaries of our male and female team members that cover similar roles, with similar qualifications and experience levels. In addition to analyzing base pay, we also examine access and proportion of stock options depending on gender and internal promotions to identify any potential disparities. The report is a fixed item on the Supervisory board's agenda and ensures that gender equity is a crucial part of our company's commitment to social responsibility. The report allows us to identify potential gender pay gaps, raise awareness, and derive appropriate measures. Such measures may involve adjusting salaries for affected team members, changing our hiring and promotion practices, or implementing training programs to promote gender equity. We aim to create a workplace where all team members feel valued, respected, and fairly compensated for their contributions, regardless of gender or any other factor.



## 2022 Highlights

### 60 Trained

trainers in our Spoon Academy

### 15

active trainers on average

### 16 Trainings

are offered per month on average

### 18 Hours

of live training each month

Online training opportunities for  
our production associates

## Supporting team member development

“Building the best team!” That is not just a saying but one of our core principles guiding us in developing, growing, and empowering our team members to deliver on our customer promise and company vision. Our 2022 launched Employee Value Proposition indicates that growth and team member development are crucial parts of our daily work at Marley Spoon. The Executive leadership team supported our freshly uncovered EVP through Growth Talks sessions—informal and candid round table discussions. These talks aimed to motivate the team to think differently about growth and development, to inspire through sharing insights from their personal career stories, and to support the idea that growth and development are not always vertical. The Growth Talks were a success and highly appreciated by team members.

As growth is a big part of our culture, we ensure to give team members the right tools to evaluate performance and incorporate feedback— in order to continuously grow and develop. As such, we have migrated from a once-a-year performance evaluation to quarterly evaluations, called performance snapshots. They offer timely and concise feedback on their work and how aligned their performance is with the company values. The feedback is submitted by peers and the team leads, along with a self-evaluation. Improvement and development opportunities are better captured and tracked with the new format.

We believe that learning occurs in three areas: experience (learning by doing), exposure (learning from others), and education (learning from official sources).

Our Spoon Academy is a peer-learning program where anyone in the company can provide training on any topic. Teaching is one of the best ways to learn. We foster new social connections for cross-functional collaboration by bringing people from different teams together. All educators go through “train-the-trainer” sessions so they know how to design and deliver excellent interactive training. We have over 60 trained trainers worldwide and 15+ active trainers (delivering training every 1-3 months).

We continued providing training on workplace misconduct every quarter and unconscious bias globally. An external provider curated and delivered a Data Academy focused on the following main topics that we thought crucial: Data Visualization & Storytelling, DDDM - Data-Driven Decision Making, and How to Read & Analyze Charts. We also offered an externally provided workshop on Engaging Presentations focusing on digital/virtual presentations, covering presentation skills and story creation. As we believe in Hybrid working at Marley Spoon, we provided a Webinar series focusing on Hybrid Work with Lissette Sutherland, author of “Work Together Anywhere”.

## Interview with employee, Annaberth van der Steege

### Can you tell us about your journey at Marley Spoon?

My name is Annaberth van der Steege, and I'm the Head of Production in the United States. I initially joined Marley Spoon's headquarters in Berlin as the Global Food Safety Manager in November 2016. Since then, my journey has been exciting, with numerous transitions and curveballs along the way. From moving across an ocean to the United States, changing my career path, and focusing more on our operations in my new role.

What attracted me to Marley Spoon was the company's flat hierarchy value, which gave me the opportunity to build teams, processes, experiment with new ideas, and Marley Spoon's efforts to build an inclusive environment. From day one, I relished working with team members from diverse backgrounds, which brings unique ideas and perspectives to the table and allows us to tackle challenges innovatively as a team.

I firmly believe in approaching situations with an open mind and a willingness to learn. As a result, I find it especially rewarding to build high-performing teams in our dynamic environment. Instead of saying "no," I aim to create enabling teams that work collaboratively to develop solutions that align with our shared goals and objectives. This mindset has allowed me to stay inspired and work effectively with different stakeholders across the company.

### What does culture mean to you?

Culture to me means that everyone is different, but we all share the same set of values, which helps us create an engaged and productive work environment. It's about fostering a sense of community where everyone feels valued, respected, and empowered to contribute their unique perspectives and skills.

At the heart of a positive culture are two crucial values: trust and respect. By being open, authentic, and humble, we

can cultivate a work environment that's both engaging and productive. Admitting our weaknesses and misjudgments and actively seeking help from our peers opens new learning opportunities and encourages others around us to do the same.

Even on tough days, taking a step back, recognizing we are all humans, and reflecting on how our values can guide us through challenging situations can help us overcome obstacles and grow stronger as a team. These uplifting and challenging experiences help shape our work culture and foster a strong sense of connection and mutual understanding. Ultimately, I believe that by embracing our differences and working together towards a shared vision, we can create a positive, fulfilling, and impactful work culture that benefits everyone involved.

### What do you do to enhance the employees' experience in your fulfillment centers?

As a company, we have a wide variety of tools and programs in place to enhance the experience of our employees. Firstly, we are working hard to create a safe and comfortable workplace every day. We provide access to resources such as mental health support and employee assistance programs to help employees address personal and work-related issues. We provide health benefits to all our employees, including our associates and their families. We invest in cultural events at our sites, and do offer over 160 courses in our online training library! In 2022, we successfully launched a performance-based bonus program in all our United States fulfillment centers.

In my own role, I visit the fulfillment centers regularly and try to promote open communication at all levels and a healthy dose of fun where possible! I perform informal 1:1s with all of our leadership team members and in 2023, all associates can schedule a 1:1 with me anytime through a QR code displayed at all our fulfillment centers in the United States. I hope to bring closeness and a feeling of being heard and

valued to all employees in my new position. Besides that I encourage our usage of suggestion boxes, daily stand-ups, and huddles, and I very much enjoy our cross-functional WHY, WHY, WY, WHY, WHY - sessions if we notice that a set of metrics is not tracking according to plan, or if we try to understand an unknown situation in more detail together.

### How has climate change impacted your role? And how do you mitigate these issues?

At all of our fulfillment centers, we see the impact of climate change. We see disruptions in our supply chains due to heavy rainfall or droughts in our growing areas and had to last-minute substitute ingredients for our customers. We've experienced production disruptions in Texas for the third winter in a row due to snowfall and icy weather conditions never seen before by the state. We try to actively think about more extreme weather conditions and create cross-functional risk mitigation plans and a more resilient operation to adapt to these events. We've incorporated weather incident monitoring, GPS tracking the carriers, and temperature sensors in customers' boxes to provide insights and shift volumes to other fulfillment centers in time.

I'm very delighted to see the efforts we are making as a company to adopt sustainable practices and investments in renewable energy sources and resource efficiency, as described in this report.



Annaberth van der Steege



## Diversity, equity & inclusion

One of our key values at Marley Spoon is to “Rigorously build the best, diverse team and constantly grow”. We want multiple perspectives and to always challenge the status quo. We are looking for entrepreneurs who aren’t afraid to speak up and share their ideas with the rest of us. Whether that results in success or failure, we celebrate all ideas and different perspectives. As onboarding members are assigned training on how to be radically candid, we want honest opinions delivered empathetically. To obtain these perspectives, we need to create a diverse workplace. We want to ensure all our team members feel safe, valued, and comfortable sharing their ideas. Regardless of gender, sexual orientation, race, age, ethnicity, disability, or any diverse background, we aim for all team members to feel valued and comfortable. We think our diverse workforce is something to celebrate, which is what we do. During onboarding, all team members are given the employee handbook outlining our code of conduct, including harassment, discrimination, and retaliation prevention.

### Diversity

Last year at our European and United States locations, we had culture months. Social impact, people operations, and culture club worked cross-functionally to create dedicated culture months to celebrate diversity and create a space that honored the ways in which make us different. A few of the months we celebrated were prideful spooner, black history month, and women’s history month. The ways in which we celebrated these months, not only at our offices but with all levels of team members, were lunch and learns, and interactive games with prizes at the end. Our Australian sites participated in Woman’s day, Pride Day, and R U OK day.

At Marley Spoon, we are proud to have an international, diverse team and a women-led board of directors. We make a conscious effort to build an inclusive, global culture. The power of diversification creates space for new ideas, new energy, and new perspectives. We can think differently and foster innovation by bringing together people from diverse backgrounds, responsibilities, and experiences. Female team members make up 55% of our total workforce, and 48% of senior roles are female.

### Equity

We are aware implicit bias is something we all carry with us. One of the ways in which we have tried to act against this bias is by allowing hiring managers to turn off bias in searching for job candidates. This will hide the names of different applicants so we can review their resumes for their qualifications without any subconscious bias toward the person they are.

### Inclusion

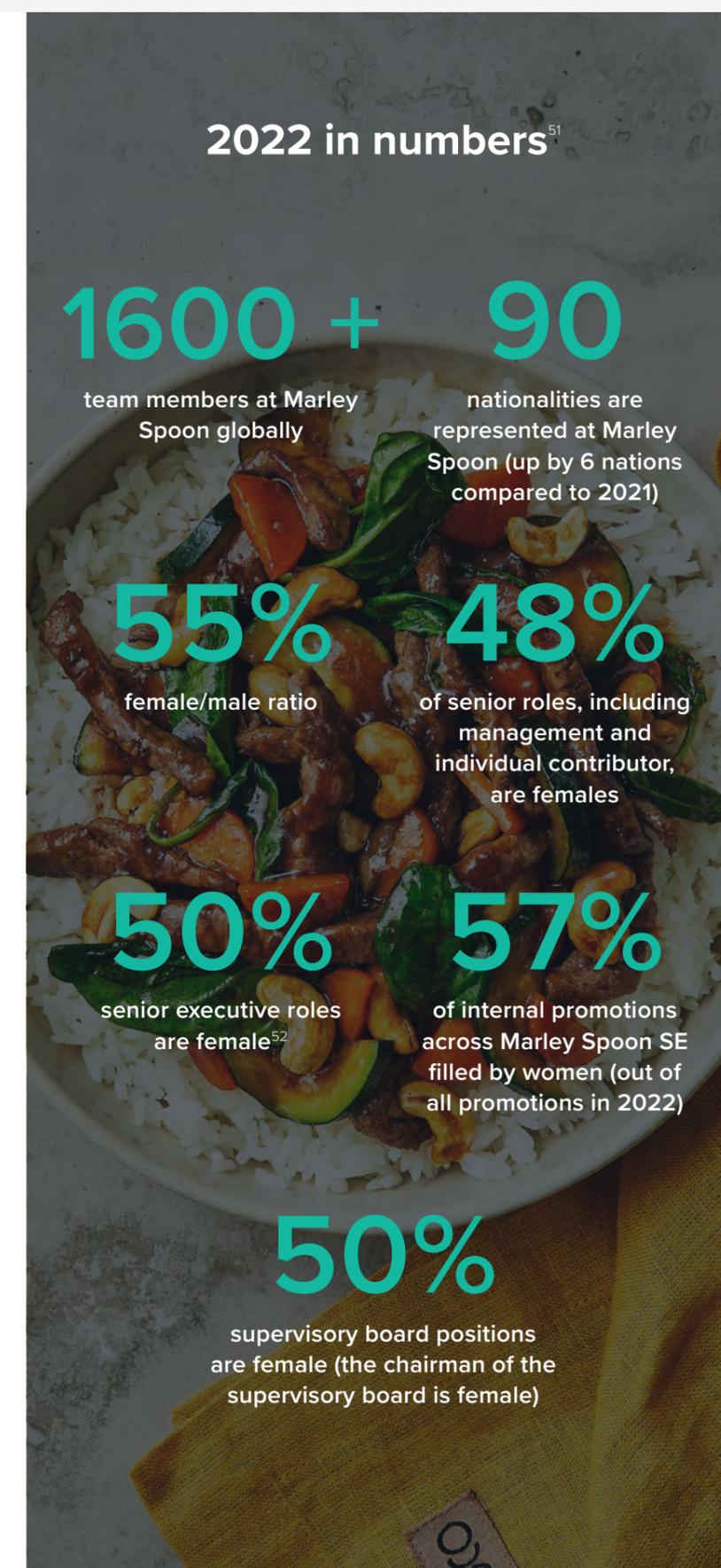
Hiring diverse talent isn’t enough, it’s the workplace experience that shapes whether people remain and thrive. Ways in which we ensure this is to promote openness and tackle bias and discrimination which is why we have enacted a Social Impact group in the United States. This group acts to not only plan events to support different social causes and inclusion events but also a place to plan learning and educational events. We hope all of our team members feel free to speak up and know we have an open-door policy. We also use an online platform where all team members can post comments anonymously and their remarks go straight to the founder, and the Global Head of People & Culture.

### Board diversity

From the beginning, we have been fortunate to have a gender-mixed Supervisory Board of directors to support the growth of our company. Our Supervisory Board started with 50% female board members and also had a share of 50% of female board members at the end of 2022. We believe that diversity on our Supervisory Board contributes to the development of a strong culture of diversity, equity, and inclusion. As part of our culture, we will guarantee equal opportunities for all, as it is the most sustainable path to achieve gender equality.

51. Status as of 31.12.2022

52. Senior executive roles comprise the company’s management team, for example, the management board and the other members of the executive team



## Team members' health & well-being

Our team members are the foundation of this company and the entrepreneurs who create such an amazing product. Without their hard work and innovative ideas, Marley Spoon would not exist in the same amazing way it does today. We aim to foster an environment that is safe, enjoyable, and allows our team members to develop their skills and enhance their careers.

### Investing in health and safety

At Marley Spoon, our mission is to create a safe work environment that supports our people's physical and psychological health and well-being. We aim to do this by implementing a culture of safety with effective systems, structures, and measures that seek to eliminate and reduce injuries, illnesses, or incidents. In 2022, we stayed true to our commitment by investing in health and safety. We launched various initiatives aimed at educating our teams, improved our understanding of the risks associated with our operations, and got the most out of our safety data to make informed decisions about safety.

A key focus for 2022 was injury management and understanding our operational roles better to ensure effective management of their risks. We conducted risk assessments of each task to develop a detailed Job Task Analysis covering the physical demands

of each role to assist in better managing injuries. In addition, we created our Marley Spoon Suitable Duties Register to ensure that injured team members were provided with the best support while recovering at work without placing them at further risk. In Australia, we partnered with an injury management provider and utilized their injury hotline to improve injured team members' initial treatment and management. Through these assessments, we worked with our suppliers to reduce our inbound crate weight from 16 kg to 12 kg per crate, and all pallets coming into our FC were reduced to a max height of 1.4m or seven crates. These improvements lessened the strain placed on our associates when handling containers. With the initiatives mentioned above, we saw significant improvements in a short period in Australia, with one medical treatment injury reported in the six months from implementation of changes and an 88% reduction of team members on light duties in 3 months from implementation.

#### **Beyond injury management, we further cemented our commitment to safety with various other initiatives across our regions, including, but not limited to:**

- Implementing WHS (Work, Health, and Safety) Dashboard for better analysis of safety trends allows us to make more informed decisions about safety
- Introduction of i-Warehouse (telematics solution that collects and reports on vehicle and operator data) in our New Jersey facility with plans to launch the same system in our California site in mid-March of 2023
- Rollout of driver declaration and critical retention process to improve the safety of our unloading and loading activities at our fulfillment centers
- We are facilitating traffic management committee meetings for the planning and implementation of traffic management
- Further investment in training, such as
  - Verification of Competency (VOC) course for forklift operators
  - First Aid and Mental Health First Aid training
  - Emergency Response and Fire Safety training
  - Injury Management and Return to Work for Manager and Team Leader
  - Fire Safety
  - Mental Health first
- Implementation of our Stretching / Move Well program aimed at warming up before the start of work at our Australian sites
- More communication through the release of safety moments and safety sharing with our team members
- Grew our WHS team to provide further support and help drive safety changes at our work locations



## Managing COVID

With the easing of COVID restrictions across the regions and a return to a new normal across our fulfillment centers we continued to implement COVID-19 prevention methods to ensure the safety of all our team members and to be able to continue delivering to our customers. Measures included, but were not limited to:

- Frequency cleaning of high touch point surfaces in all shared areas
- COVID-19 Policy in Australia
- Availability of PPE, such as masks, to all team members
- Hand sanitizing stations across all work areas
- Promotion of a hybrid work environment for team members who could work remotely with their role



### Health and safety performance

Our Total Recordable Injury Frequency Rate - TRIFR<sup>53</sup> for 2022 was 6.83, an increase from 2021. Driven by increases in recordable injuries in Australia in the first half of 2022 due to COVID disruptions to staffing numbers, our Australian fulfillment centers experienced significant staff shortages while still maintaining high customer orders that had to be fulfilled. The United States saw a 37% decrease in the number of incidents reported, whereas Europe saw a 14% decrease in the same reporting period.

#### Global TRIFR per 200,000 hours worked

2021	2022	Percentage change
4.40	6.83	+55%

## Employee well-being

Our vision for team member well-being is to create a sustainable work environment that supports and invests in our team member's physical, mental, social, and financial well-being.

### Our well-being principles:

- No "one size fits all" approach to well-being: localize and offer options for choice
- Be proactive, not reactive: focus on preventing well-being issues like burnout
- Inspire and empower all team members to take responsibility for their well-being and "walk the talk": we want our leaders to be role models

Globally, we are committed to supporting our team members in four areas of well-being: physical, mental, social, and financial. What we offer varies by region, office, and fulfillment centers. We are very proud to provide all team members globally a specific amount of free boxes from either Marley Spoon or Dinnerly, five paid annual training days, and we also increased the amount of paid holidays for salaried employees in 2022.

Last year we focused specifically on the mental health pillar. In Europe, we had a whole Mental Health Day, offering an extra paid day off, Yoga and meditation courses, and specific workshops covering burnout prevention and how to set strong work-life boundaries. We also offered our United States team an extra paid day off for salaried employees.

In Australia, we had a specific R U OK? Day - a day dedicated to checking in with those around us and starting meaningful conversations. We wanted to encourage our team members to take some time out of their day to ask "R U OK?" and stay connected. The past two years have been particularly unsettling for many due to the effects of the pandemic, and stigma around mental health issues may make it difficult for someone to disclose these feelings. Therefore, we must make it as easy as possible for our colleagues, friends, and family to share how they are feeling.

At Marley Spoon, we follow the concept of hybrid working globally - that means working in the office and giving the flexibility to work remotely. We believe constant interactions and face-to-face collaboration between team members and the entire Marley Spoon team are crucial to building and maintaining an amazing & high-performing company culture. Still, we also want to allow our team members to work remotely.

One of the main ways we support well-being is by offering access to Employee Assistance Programs globally, also known as EAPs. We want to ensure that our team members are provided with the support and resources they need in case they are going through a rough time, which we all are from time to time. Whether mental, physical, social, or financial well-being issues, they can find many great support options through our anonymous EAPs.

<sup>53</sup>. The frequency of recordable work-related injuries or illness for each one million hours worked.

# Caring about our customers and communities

Our vision at Marley Spoon is building a better everyday, just for you, just right—and our most fundamental internal company value is “Do EVERYTHING to delight our customer”. Our relationship with our customers is of the highest importance to us. In this section, we highlight how we keep our customers safe, with a focus on food safety. We also describe our internal relationship with our customers in order to collect feedback and improve our offering based on this continuously, and how we improve the quality of life in our immediate and internal communities.

## Quality & safety

### Food Safety Regulatory and Compliance Risks

As no surprise in our materiality assessment, food safety was among the highest-scored topics across all boards. Guaranteeing our customers can safely consume our product is most important to us. We want to do everything we can to delight our customers, which, first and foremost, means ensuring their safety. We closely monitor and examine every product that enters our fulfillment center and use data and analytics to measure every supply chain step to track incident rates and proactively mitigate the occurrences.

### Incident and complaint management

Although not common, recalls do happen. We are prepared for those instances if they were to occur. A way in which we proactively prepare for a recall is through recall management, including mock recall activities with all the sites. We ensure that if one of our products receives a recall, we can quickly isolate the product, trace the product back to each storage location, gather all parties involved, and release communication to all customers impacted, including the next steps to follow. These mock recall response times must be under two hours, as we want our customers to be informed as soon as possible. Previously, our team has even released statements informing our customers when a national recall has not impacted them and should not be alarmed or worried about the product they have received or have consumed. We are constantly monitoring any issues related to food safety. When our customer service team receives quality complaints, such as food safety, damaged product, or bad and rotten ingredients, we do real-time investigations on our product to ensure no issues. We operate as quickly as possible in these situations as we know time is the most important factor in ensuring any isolated issues can be contained as fast as possible.

### Supplier Guiding principles (aka Onboarding and audits)

At Marley Spoon, we prioritize food safety and quality control and take a comprehensive approach to supplier compliance. To be compliant in the European market with the “**Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 laying down the general principles and requirements of food law, establishing the European Food Safety Authority and laying down procedures in matters of food safety**”<sup>54</sup>. We follow a Vendor Approval & Monitoring Program to ensure we are sourcing our food products from GFSI certified providers to include and not limited to GlobalGap, Fair Trade, MSC, ASC, certifications. To ensure that all our suppliers meet our standards, we require them to complete a food safety and quality assurance questionnaire before being onboarded. They must also provide us with key elements to align with the HACCP plan, food safety certificates, and third-party laboratory testing results.

Due to the pandemic, we have been cautiously reintroducing physical audits of our suppliers. We have implemented virtual auditing methods to address this issue and are gradually expanding these to all our logistics service providers and on-site contractors. Vendor management and monitoring are important components of a comprehensive Food Safety Management System. The Food Safety and Quality Assurance team approves 100% of all our suppliers and items before usage. We create a vendor profile for each supplier and are constantly scoring the suppliers on different factors such as on-time deliveries and product quality. The ability to meet customer requirements is vital. For this purpose, Quality & Safety, Vendor & Item Management, and Complaints Management have developed a vendor, item, and nonconformity scoring system to evaluate the performance of our vendors as well as to monitor their performance. Suppliers failing to meet our standards will lose points in their scorecard. In severe cases, if their scores fall below a certain threshold, we put vendors on probation until they can improve where they are failing as business partners. We halt future business with them if they can't get the score up within the probationary period. When a product has a quality issue, we issue our supplier a Nonconformance Report (NCRs). These reports hold our vendors accountable for the quality issues in their products and require them to respond with appropriate steps to mitigate the issue. Food Safety & Quality Audits are vital components to assessing vendor performance accurately. Additionally, a Vendor Audit Programme provides our vendor pool performance visibility and supports adherence to food safety and quality regulation guidelines.

54. <https://www.legislation.gov.uk/eur/2002/178/contents>

## Quality Excellence

We strive for the best possible quality. Compliance with the standard laws and regulations is the bare minimum we can offer our customers. That is why we have our quality excellence pillar. Last year every site in the United States was HACCP certified. HACCP is a voluntary international certification that showcases our customers and our commitment to providing them with the best quality possible and upholding food safety standards. All three sites scored 97+ out of 100. Our Sydney site was certified to the Safe Quality Food Standard (SQFI), accredited by Global Food Safety Initiative (GFSI) last year. We ensure quality throughout the entire process, from when food enters our door to by the time it arrives at the customer's home.

In 2022 our United States sites partnered with Evigence, a temperature sensor system placed in our customer's boxes. We receive data that allows us to monitor the shelf life of our perishable products by the time their box arrives on their doorstep. Our customers can visually see if their box arrived within food safety temperature standards based on the sensor's color, but they can also scan the sensor to get real-time data on a breach in the cold chain. We can connect with our customers post-purchase and receive end-user data to ensure our operation successfully delivers a safe box to our customers. While our boxes are assembled on the line, we randomly check a minimum of 5% of them to ensure everything is running properly and our customers get exactly what they ordered.



**81% of our food suppliers are GFSI certified**

*This year..*

**41,473**

freshness sensors have been sent to our customers

**10.8%**

of our customers in the United States have received a sensor

“

Gave me added peace of mind in knowing the ingredients were safe ”

Marley Spoon customer, United States

“

The effort to provide freshness sensors makes me feel like Marley Spoon is committed to letting me know the freshness of my food ”

Marley Spoon customer, United States

## Product health and nutrition

We are passionate about providing our customers with fresh, high-quality food they can cook at home with family and friends. Our customers often tell us that the simple cooking process positively impacts their mental and physical health. Therefore, we focus especially on the health factor and a balanced nutrition portfolio in our recipes and overall offering. What more can you ask for? Creating positive, fun, social engagement and healthy eating habits drives us to get better every day.

Our recipes are provided with a calculated nutrition profile so customers can choose which meals best fit their eating habits. We list the nutritional values (per serving) of each recipe - including energy, protein, fat, and carbohydrates - which can be found in the app, online, and on the printed recipe cards. Furthermore, we provide our customers with the option to view the label information about each ingredient from a recipe of their choice in our online 'Ingredient Hub' per market. Here we list the breakdown of ingredients, country of origin, and allergens for every ingredient used in our recipes.

**In all three regions, we offer a designated healthy menu that covers a range of nutritional profiles.**

**In the United States,** we offer an assortment of low-calorie, low-carb, and keto-friendly dishes. Our expanded menu has also increased our weekly gluten-free, dairy-free, vegetarian, and vegan offerings. We continue to make healthful eating a priority in our ingredient sourcing and during our recipe development process. Our "nutritious" recipes boast a high nutritional value and contain minimally processed ingredients. These recipes typically include a hearty, balanced serving of high-fiber vegetables, whole grains or nutritive starches, and lean proteins.

**In Europe,** nearly all of our recipes contain a minimum of 250g of vegetables per portion, with our Fit and Healthy recipes additionally containing whole grain and healthy carb sources, lean and veggie protein choices, and focusing on minimally processed ingredients. We also offer a range of low-carb, under 650kcal recipes, as well as an increased vegetarian and vegan offering on the menu.

**In Australia,** we are incredibly proud to offer a wide range of general healthy recipes and those with a more targeted focus. We offer a range of low-carb, low-calorie, and nutritious recipes. We aim to ensure a minimum of 2.5 vegetables served per portion for all recipes on the Marley Spoon menu. We have recently expanded our offering to include 'healthier' choices, allowing the customer to tweak recipes by increasing the amount of vegetables, selecting a leaner cut of meat, or choosing a whole grain instead of refined grain. With our newly acquired brand Chefgood, we offer nutritionally balanced Ready-to-Heat meals made with locally sourced, wholefood ingredients.

Also, in our newly introduced Marketplace in Australia and the United States, we provide a range of healthier snacks & drinks, with many gluten-free selections, extra virgin olive oil, and cold-pressed juices made from whole fruit & vegetables.



*Rachel Scoular*

Nutritionist, Australia

*"We approve each and every recipe on the Marley Spoon menu, not only do we look at the overall macro-nutrient profile, we scrutinize recipes on their vegetable content, sodium level, and variety of wholefood ingredients. We recognize our customers have a range of dietary needs and work closely with the Culinary team to ensure the weekly menu caters to all of those requirements."*

## Customer-centric approach

Feedback from our customers is extremely important to us in all business areas. Our Customer Communication team responds to every feedback from a customer. Feedback occurs when customers proactively contact us to give additional feedback or resolve an issue and when customers provide additional feedback on our Customer Satisfaction Surveys (CSAT) and Net Promoter Score (NPS). This feedback is then collected and shared in real-time with the relevant teams so they can take action where improvements are needed (or just to let them know that our customers appreciate their work!). Our dedicated Customer Insights team is responsible for different types of customer data collection. We currently have two types of customer surveys: ongoing/ transactional and ad-hoc/one-time surveys. Ongoing/ transactional surveys are used to collect customer feedback and ratings on their experience with our brand, ratings on recent experiences, and additional feedback on a specific event. Ad-hoc/one-time surveys are used to learn more about our customers and gain additional insights on specific topics or projects (for example, what dietary requirements customers would like to see on our menus). For both types of surveys, we send an email to customers asking for voluntary participation. We also have a dedicated specific team—the Customer Communication & Insights Outbound team—that conducts more detailed, in-depth phone interviews with our customers. All of it helps us to understand our customers' needs and wants even better.

### Award in the Customer Insights & Feedback VOC category at the European Customer Centricity Awards in 2022



## What our customers say

“

“As someone moving into vegetarianism, I really appreciate your meal options to opt out of pork, limit my beef or go with vegetarian dishes. Your meals are excellent and delicious and the quality of ingredients, directions and customer service has been better than any of your competitors I've tried. Have recommended Dinnerly to everyone and appreciate your pricing as many of us are seniors or others on budgets and so appreciate being able to enjoy such a service. I am disabled and not always able to shop, so it's a wonderful service and because of your pricing, I am able to have this service. Thank you for being inclusive to all of us.”

**United States; Dinnerly**

”

“

“I actually tell most of the people I workout with about Marley Spoon. It's a great way to get new meals that taste delicious in our home.”

**United States; Marley Spoon**

”

“

“I like the easy and quick recipes. I do not waste food and the pre-packets of all ingredients makes me happy that I am using up what I bought. I like the variety of recipes - different cuisines that you can remove or add an ingredient however you please.”

**United States; Marley Spoon**

”

“

“Good variety of products, eco-friendly and attractively priced”

**Netherlands; Marley Spoon**

”

“

“The meals so far have been simple and delicious. The app and ordering process including price is great. There is less wastage than other similar services”

**Australia; Marley Spoon**

”

“

“Love the different selection of food. Don't need to worry about buying most ingredients for dinner every night. Easy to follow recipe instructions. Healthy selection of food in most recipes. Made burgers and couscous this week and all four of us enjoyed it. Can't wait to cook tonight's dinner. :)”

**Australia; Dinnerly**

”

“

“Marley Spoon makes everyday life easier, saves time and nerves and tastes great! You don't have such a variety with your own purchases.”

**Germany; Marley Spoon**

”

## Having a positive impact on our communities

At Marley Spoon, giving back to the communities where our team members grow, work, and play has always been a top priority. We strive to improve the quality of life in our immediate and internal communities. To do this, we strive to make a lasting impact through our local partnerships, donations, and volunteer opportunities.

### Volunteering

**Marley Spoon hosts Social Impact Events to put action behind our commitment to our community. In 2022, we held over 20 Social Impact Events in all regions centered around values supporting the environment, protecting against food waste, and supporting a new generation of the culinary community.**

In Australia, Marley Spoon connected with OzHarvest to provide at-risk youth with invaluable hospitality training and skills. During a cooking class, the students received a Dinnerly 'Mystery Box' to use as they learned culinary skills. In the United States Sustainability Month, the New York team took to the garden to support The Lower East Side Ecology Center. The team prepped with an introduction course on composting before heading out to clean up The East River Park in Manhattan. In Europe, our team members did their part to give back to the community by donating their time and money to Berliner Tafel, a non-profit organization that helps over 145,000 people every month - a third of which are children and young people. Our team sorted and packed over 1,200 meals which were given to those in need in Berlin. At the Berlin office, we also have an online channel dedicated to supporting our community by collecting donations or spending their time volunteering. With this channel, our European team showed their commitment by helping the victims of the war in Ukraine in 2022. They went above and beyond by creating an internal conversation to share ideas on how to assist Ukrainians seeking refuge in Germany. Some of our team members raised money and collected essential items like hygiene products, clothing, and blankets to support the Ukrainians arriving at Berlin's central station via bus or train.

We are proud of our team's efforts to positively impact our community and support those in need. We believe that by working together and helping each other, we can create a better world for everyone.



Our volunteer team member at the Lower East Side Ecology Center in New York



Our team members on the volunteering day at Berliner Tafel

## Donations

**At Marley Spoon, we build community donations as part of our contribution making a positive impact through our social responsibility efforts. In 2022, we donated roughly 20,000 Euros and clothing to various causes. In addition to many organizations we support, we also donated over 4 tons of food to those directly affected by the war in Ukraine. Our donations include aid for those affected by the Australian floods, assistance for victims of the war in Ukraine, food rescue organizations, and much more.**

The ongoing conflict in Ukraine has resulted in significant human suffering, displacement, and economic instability. As a responsible global business, it is essential to support those affected by this crisis. We have decided to donate to organizations that are working tirelessly to provide essential support to those affected by the conflict in Ukraine. Through the generous contributions of Marley Spoon team members, including our Executive team, we have raised 10,000 Euros. This amount has been distributed in part to the 1K Project, which directly supported three families with housing, and to Project .c.u.r.e, which is providing essential aid to Ukrainian hospitals. Additionally, we have donated 400 Euros to Queere Nothilfe Ukraine, an organization that focuses on supporting LGBTQ\* individuals who have had to flee Ukraine or are still in the country. We have also collaborated with our sourcing team and other organizations to donate over 4 tons of food to those affected by the war in Ukraine. This joint effort involved delivering food from the Netherlands to Ukraine, ensuring that essential sustenance reaches those who need it the most.

We also use our Engagement Calendar to involve community donations in internal events. Our team members at our United States New Jersey fulfillment center, hosted a clothing swap and donated all leftover clothing to 'Housing Works', a New York City-based non-profit fighting the AIDS and homelessness crisis. In Australia, we held a potluck to raise funds for the Red Cross Australia Disaster Response, while in Berlin hosted a Charity Bingo, where the winner donated 1,000 Euros to Doctors Without Borders for doctors who risked their lives to help those in Ukraine.

In the Berlin office, our team members also participated in a fun and friendly challenge called Step-tember. The objective was for teams to achieve the highest number of steps per member by the end of the month. Team Captains played an important role in motivating and ensuring their teams submitted their steps. The winning stepper achieved an impressive 677,597 steps (or 516 km) and was awarded 500 Euros to donate to a charity of their choice. The team member donated to the charity Water, a non-profit organization dedicated to providing access to clean and safe water worldwide. In the New York office, we came together to organize a Bake Sale in support of World Central Kitchen, a non-profit organization that provides meals in response to humanitarian, climate, and community crises. We successfully raised 1725 € through this initiative to support these important causes. While in Australia, we worked with WA Wildlife, a leading wildlife rescue, treatment, and rehabilitation service in Perth. We share excess food with them and other local charities. For example, excess chicken and some salmon have been donated to dog rescue groups, like Greyhound Rescue, Saving Animals From Euthanasia (SAFE) Avon Valley and Perth, Wheatbelt Dog Rescue Group, K9 Dog Rescue, and HAART (Homeless and Abused Animal Rescue Team).

Lastly, we are excited to increase our efforts to combat ocean plastic pollution and make a positive difference in the lives of those in communities most affected by this critical issue. In collaboration with Plastic Bank, we supported reducing over 100,000 plastic bottles that end up in our oceans. This collection promotes removing and repurposing ocean-bound plastics while crediting community members. The credits will encourage members to collect plastic waste in exchange for necessities such as food and clean water.





## Governance

In this section, we provide a summary of our company's sustainability and corporate governance policies and principles, which meet (and, where possible, exceed) the requirements outlined in the ASX Corporate Governance Council's Principles and Recommendations, 4th Edition. We recognize the significance of corporate governance in our business as it enables us to make formal decisions, manage risk, and maintain compliance. Moreover, it supports us in building trust and credibility among our shareholders, stakeholders, team members, management, and Board of Directors.

## Sustainability governance

At Marley Spoon, we are committed to creating a more sustainable and equitable economy and society. We must also ensure that our business strategy aligns with the Paris Agreement's goal of keeping global warming to 1.5°C. To this end, in 2021, we created a dedicated Sustainability team led by a Head of Sustainability who directly reports to our CEO, Fabian Siegel. Fabian Siegel, CEO and Founder of Marley Spoon, is responsible for economic, environmental, and social topics at the executive level, ensuring accountability and progress. In partnership with the CEO, Executive Management, and other key teams in the company, the Sustainability team directs the design, development, execution, and continuous improvement of our sustainability approach, goals, and initiatives. The Sustainability team regularly engages with internal and external key stakeholders, including customers, team members, NGOs, community leaders and external consultants. The Supervisory Board and Executive Management team receive regular reports on our sustainability strategy, initiatives, and progress toward our goals. Our ultimate goal is to enable our customers and other stakeholders to live and operate in a more sustainable way. Through our unique business model, we aim to reduce waste and greenhouse gas emissions, ultimately improving the health of our communities and our planet.

### TCFD

We are proud to adopt the TCFD as a globally recognized standard for managing climate-related financial disclosures and risk management.

Marley Spoon has a comprehensive approach to risk management which covers many areas such as strategic, financial, operational, legal, regulatory, and human capital. In 2022, we have included climate-related risks as part of our adherence to the TCFD. The Risk Register (RR) stores information on potential impact and likelihood of occurrence, allowing for informed decision-making and appropriate response to identified risks. The CFO, CEO & Global Head of Sustainability are updated on climate-related issues and may raise them in the RR. The RR is regularly updated by the Executive team, reviewed by the CFO and Management Board, and presented to the Audit and Risk Committee (ARC), Supervisory Board, and auditors. The board of directors meet quarterly to discuss, review, and approve risks as well as provide guidance. If there are any urgent matters, ad-hoc reporting is used in addition to the cyclical reporting process.

The CEO is primarily responsible for managing climate-related issues across Marley Spoon's global operations, supported by the Global Head of Sustainability. The Global Head of Sustainability oversees the global Sustainability team, which leads much of Marley Spoon's work on assessing and managing climate-related risks and opportunities, including programs such as carbon accounting and reporting, our carbon commitments, and carbon neutrality. Identified climate-related issues are documented, raised in the internal Risk Register, and discussed at the Executive team level, ensuring that they are integrated into organizational strategy, plans of action, and objectives. More information about our climate-related risk management can be found on this [page](#).

## Corporate governance

Our governance structure at Marley Spoon is a two-tier board system in accordance with applicable German laws. There is a Supervisory Board (Board) (composed of non-executive directors, from an Australian perspective) and a Management Board (Management) (composed of executive directors, from an Australian perspective). These boards are separate. The Board consists of four members, including one chairman and one deputy chairman. Their responsibility is to appoint and remove members of the Management Board and provide guidance and oversight to the Management, ensuring that their operations align with the Company's constitution, Management procedures, and legal and regulatory requirements. The Board is also responsible for reviewing and approving the annual accounts of the company and the group and the annual budget and for reviewing systems for managing risk. The Management is currently composed of the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), and the Chief Operating Officer (COO). Their main focus is managing the Company's day-to-day business, strategic management, finances, resource allocation, risk management, and control. The Management complies with the relevant legal requirements, the Company's constitution, and the Management's Procedures, which subject certain transactions to the Board's prior approval.

The Board has established the following standing committees, which assist it in the execution of its responsibilities:

- Audit and Risk Committee (ARC), which identifies and assesses risks to our business operations and performance.
- Nomination and Remuneration Committee (NRC), which is tasked with establishing a clear distinction between the remuneration structure for board members and management members.

For more information about our corporate governance statements, leadership, independence, skills, and other information about our board—as well as other financial disclosures such as the remuneration of our board and management—please visit our [website](#).



## Ethics and compliance

Marley Spoon is committed to fostering a company culture that values honesty, integrity, and ethical responsibility, which is essential for achieving success in our sustainability initiatives. [Our code of conduct](#) details the company's values, commitments, ethical standards, and policies to ensure that our values are upheld. The code applies to all team members, suppliers, partners, and the Board and outlines the expected conduct standards while considering the company's legal and stakeholder obligations.

The code provides guidelines on expectations for conflicts of anti-bribery and gifts, discrimination, bullying, harassment, and disparagement, health and safety, compliance with laws and regulations, responsibility to shareholders and the financial community, and insider trading.

The Management Board is responsible for developing, maintaining, and continually enhancing our compliance program, including regular communication, policy management, and reporting and investigating ethics-related concerns.

All our suppliers and partners are expected to align with the fundamental values and commitments outlined in our code of conduct. In the event that we discover any unethical labor practices, such as animals being cruelly exploited or forced labor in our supply chains, we would terminate the relevant supplier relationship and report these activities to the appropriate authorities. In 2022, no cases of misconduct by our suppliers or partners were reported, and there were no instances of corruption involving our team members.

### Whistleblower policy

At Marley Spoon, we work in an environment that promotes transparency and open communication by implementing a flat hierarchical structure. To ensure these concerns are addressed, Marley Spoon has established a Whistleblower Policy, accessible on our [website](#). We empower our team members to raise any concerns that they encounter that they perceive as unjust or unethical by communicating with their direct team lead, reaching out to our People & Culture team directly, or reporting via the Marley Spoon Whistleblower system. This online platform is anonymous and enables complaints and issues to be reported and addressed.

### Anti-Bribery and Corruption

Marley Spoon's code of conduct provides a strict policy on anti-bribery and gifts. Directors, officers, and team members must not offer secret commissions or bribes to further business interests nor accept money or other benefits that could be seen as an incentive, secret commission, or bribe. Furthermore, any hospitality, entertainment, or gifts accepted above what is necessary for the normal conduct of business must be handled with caution to avoid the perception of attempting to gain an advantage or improperly influencing an official decision. The Management is responsible for informing the Board of any violations of the anti-bribery and corruption policy.

### Freedom of association and collective bargaining

Marley Spoon respects the legal right to freedom of association and collective bargaining, including unionization where legal under local law. Any attempt to delay or interfere with such processes directly conflicts with Marley Spoon's values. We additionally make efforts to ensure that the voices of our team members are heard by other means, including representation, mediation, and conflict resolution. In 2022 our team members started a process to form a SE People Council (SEPC). This will be a representative body of the team members to be formed in 2023 by Marley Spoon SE, a European Company. The SEPC's function is to communicate with the company's management on behalf of the team members regarding policies that directly affect them within a scope defined by the agreement they are currently working on. The SEPC will consist of 9 members in the 3 European countries Marley Spoon is present.

### Child labor

We take a zero-tolerance view on child labor – we will make absolutely no exceptions to this behavior. No children under the age of 15 or the minimum age of employment under local law may be employed – whichever is higher. Furthermore, children must complete any compulsory education. All team members under the age of 18 must have additional protections in comparison to adult team members, particularly regarding overtime and hazardous work. Proof of age must be reviewed prior to employment.

### Modern Slavery in Australia

At Marley Spoon, we take the risk of modern slavery in our supply chains very seriously. We are committed to building the right culture that embodies the core values and commitments we uphold as a company, as well as a strict code of conduct that eliminates modern slavery in our business. Marley Spoon requires suppliers to complete a Modern Slavery Questionnaire. The results of this questionnaire are analyzed to identify modern slavery risks that may exist in connection with any of our suppliers, and used along with other information to give each supplier a sustainability score.

We also offer an online modern slavery training module for team members, and track the participation rate on an ongoing basis. The module includes information about what modern slavery is, as well as how to best identify and report instances of it. This will ensure that we at Marley Spoon can eliminate the potential risks of modern slavery in our supply chains by sourcing extensively from responsible suppliers. We report in accordance with the Modern Slavery Act 2018 (Cth).

### Data Privacy

We take the data privacy of our stakeholders seriously and are committed to protecting their personal information. As outlined in our code of conduct, our team members follow stringent data privacy regulations for our customers, suppliers, team members, and other stakeholders. We regularly review and modify our procedures to meet legal requirements, such as the EU General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), the California Privacy Rights Act (CPRA), and the Australian Privacy Principles (APPs). We have designated a third-party Data Privacy Officer (DPO) to oversee our compliance with the GDPR and other EU data protection laws as part of our compliance efforts. Together, our CTO, legal counsel, and external DPO support the Management Board, ensuring privacy and data security on the executive level.

Our ARC also plays a role in reviewing potential risks associated with data privacy breaches. We have technical and organizational measures in place to handle personal data securely, and we extend this responsibility to all teams that deal with customers' and suppliers' personal data. Additionally, we conduct regular external penetration testing to review our systems and have measures in place to alert us to potential security threats in our software applications. We started to implement procedures to ensure information security in outsourced data processing with our third party processors. We constantly strive to improve our procedures to maintain our customers' trust and confidence.



*Appendix*

## TCFD INDEX

The Task Force on Climate-related Financial Disclosures (TCFD) requirements apply to the following areas: Governance, Strategy, Risk Management, and Metrics & Targets. TCFD-compliant reporting aims to properly report on climate change risks and opportunities, thereby strengthening financial market stability.

TCFD core elements	Required information	Page
<b>Governance</b> Disclosure of the organization's governance around climate-related risks and opportunities	A. Executive Board's oversight of climate-related risks and opportunities B. Management's role in assessing and managing climate-related risks and opportunities	Sustainability governance, <a href="#">page 52</a> .
<b>Strategy</b> Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	A. Description of climate-related opportunities and risks B. Impact of climate-related risks on the organization's businesses, strategy, and financial planning C. Resilience of the organizational strategy	Sustainability governance, <a href="#">page 52</a> . Climate risk management, <a href="#">pages 16-17</a> .
<b>Risk Management</b> Disclosure of how the organization identifies, assesses, and manages climate-related risks	A. Organization's processes for identifying and assessing climate-related risks B. Organization's processes for managing climate-related risks C. Integration of processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Climate risk management, <a href="#">pages 16-17</a> .
<b>Metrics &amp; Targets</b> Disclosure the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	A. Metrics used by the organization to assess climate-related risks and opportunities B. Disclosure of Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions C. Targets used by the organization to manage climate-related risks and opportunities	Taking climate action, <a href="#">14-15</a> . Sustainability metrics, <a href="#">page 56</a> .

## Sustainability metrics

Category	Unit	2020	2021	2022
<b>ENVIRONMENTAL</b>				
<b>Absolute GHG emissions</b>				
Scope 1 (market-based)	tCO <sub>2</sub> e	580	611	456
Scope 2 (market-based)	tCO <sub>2</sub> e	2,020	1,795	560
Scope 3 (Category 3 market-based, 6, 7, 9)	tCO <sub>2</sub> e	16,191	16,701	11,644
Total Scope 1, 2 and 3	tCO <sub>2</sub> e	18,791	19,108	12,660
<b>Emissions compensations for our operations</b>				
Emissions compensated for by renewable energy certificates	MWh	N/A	N/A	8,538
Emissions compensated for by carbon credits	tCO <sub>2</sub> e	35,000	9,018	2,729
<b>Carbon intensity</b>				
Carbon intensity Scope 1 and Scope 2 per unit of revenue	tCO <sub>2</sub> e/million EUR	10.25	7.47	2.53
Carbon intensity Scope 1, Scope 2 and Scope 3 (Category 3 market-based, 6, 7, 9) per unit of revenue	tCO <sub>2</sub> e/million EUR	63.85	51.80	29.02
Carbon intensity Scope 1, Scope 2 and Scope 3 (Category 3 market-based, 6, 7, 9) per megawatt-hour of energy consumed	tCO <sub>2</sub> e/MWh	2.68	2.16	1.07
<b>ENERGY</b>				
Total electricity consumption	MWh	6,999	8,837	11,850
Share total renewable electricity consumption	%	22%	45%	91%
<b>WASTE</b>				
Waste diversion	%	N/A	N/A	66%
Total organic diversion rate	%	N/A	N/A	3%
Total donation diversion rate	%	N/A	N/A	13%
<b>PACKAGING</b>				
Total number of exclusive packaging items being reusable or recycled post-consumer, weighted by regional sales	%	N/A	71%	36%
<b>Packaging portfolio based on global share by category that we purchased</b>				
Paper (including corrugated cardboard)	%	N/A	69%	71%
Natural fiber	%	N/A	31%	16%
Plastic	%	N/A	N/A	13%
Other	%	N/A	N/A	0.5%

## Workplace metrics

### Board of Non-Executive Directors

Women	Men	Different term	Total
2	2	0	4

### Headcount by region and gender<sup>55</sup>

Region	Gender			Total	% of Female representation <sup>56</sup>
	Female	Male	Non-binary		
Australia	351	221		572	61%
Europe	303	326	1	630	48%
United States	235	175	1	411	57%
<b>Total</b>	<b>889</b>	<b>722</b>	<b>2</b>	<b>1613</b>	<b>55%</b>

### Unique nationalities per region

Region	Number of unique nationalities
Australia	30
Europe	78
United States	16
<b>Total Number of unique nationalities for all regions</b>	<b>90</b>

### Women representation by employment category

Region	Gender		Total	% of Female representation <sup>57</sup>
	Female	Male		
Management Board	1	2	3	33%
Senior executive roles <sup>58</sup>	4	4	8	50%
All senior roles, including management, executive roles and individual contributors	89	97	186	48%
<b>Total</b>	<b>889</b>	<b>722</b>	<b>1613</b>	<b>55%</b>

### Women representation within internal promotions

Women	Men	Total	% of Female representation <sup>59</sup>
13	10	23	57%

55. Status from 31.12.2022., excluding contractors, casuals, board Members, temps, interns.  
56+57+59. Excluding Non-binary and No gender.

58. Senior executive roles comprise the company's management team, for example, the management board and the other members of the executive team

## Work Related Injuries

### Business TRIFR and TRI results

Region	TRI	Total Man Hours	TRIFR Per Million	TRIFR Per 200,000
Australia	41	529,552	77.42	15.48
Europe	4	316,729	12.79	2.55
United States	12	822,515	14.59	2.92
<b>Total</b>	<b>57</b>	<b>1,668,796</b>	<b>34.16</b>	<b>6.83</b>

### TRI by Mechanism of Injury

Mechanism of Injury	Count	%
Manual handling	39	67.2
Falls, trips & slips of a person	10	17.2
Hitting object with part of the body	6	10.3
Body being hit by a moving object	2	3.4
<b>Total</b>	<b>58</b>	

### TRI by Body Part Injured

Body Part	Count	%
Back	25	43.10
Shoulders & arms	15	25.86
Feet & toes	6	10.34
Hips & legs	6	10.34
Hands & fingers	4	6.90
Neck	2	3.45
Other	1	1.72
<b>Total</b>	<b>58</b>	

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