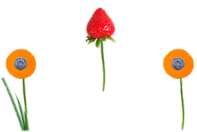


2020

Sustainability Report

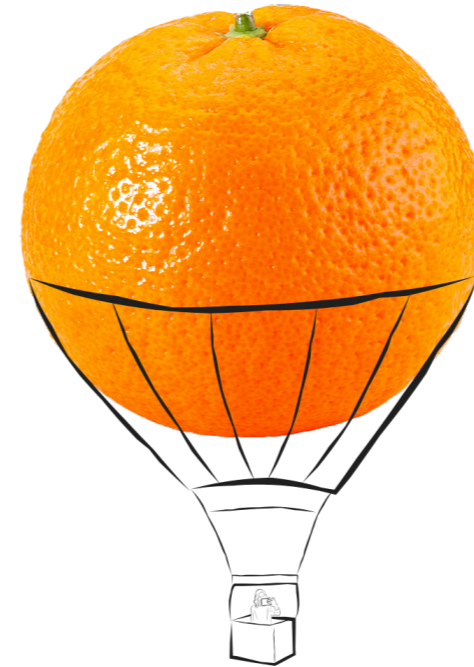


Finding the Right Recipe for a Sustainable Future



MARLEY SPOON

CONTENTS



Introduction

A Message From Fabian, Our CEO and Founder	7
2020 and beyond	8
About us	12
About this report	18
Materiality assessment	20
Commitment to the UN's Sustainable Development Goals (SDGs)	21
Managing Climate Risks	22

Our Planet

Climate change	26
Finding our footprint	26
Carbon neutrality and offset projects	27
Reducing our output	30
Circular practices	32
Reduce	32
Reuse	33
Recycle	33
Transparent and sustainable supply chain	35
Animal welfare	35
Responsible sourcing	36

Our People

Keeping food and people safe	42
Food safety	42
Health and safety	45
Adapting to COVID	47
What our customers say	48
Investing in our communities	49
Engagement and volunteering	49
Building the best team	52
Employee development	52
Employee well-being	55
Diversity and inclusion	57

Governance

Sustainability governance	60
Board diversity	61
Ethics and compliance	61
Labor & child labor practices	61
Data privacy and security	61



INTRODUCTION

Welcome!

This is our first sustainability report and one of the many steps we're taking as part of our mission for a greener and less wasteful world. The challenges we face are significant and continuously evolving, so our work is ongoing and organic. There is - and will always be - room for improvement.

So whether you're a stakeholder, supplier, employee, customer, community member, or simply curious about our mission, we invite you to read on.



A Message From Fabian, Our CEO and Founder

When we started Marley Spoon, we wanted to build a business that brings delightful, market-fresh, and easy cooking to our customers. At the same time, we had the ambition to create a sustainable company that balances profitability with long-term sustainability and adds value to society, not exploits it. This ambition is reflected in our vision:

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

Marley Spoon is designed around avoiding waste - we only buy what we need. Or, to be more accurate, what our customers need! It flips the supermarket model on its head where piles of perishable food wait for customers to walk in and, in theory, buy it all. But often, they don't. So our business model is inherently a more sustainable way of living and cooking. For body and mind, it's healthier too. Fewer takeaways, less processed food, and more time for families, friends, and communities - time to sit down and enjoy over 92 million home-cooked meals since 2014.

This first Sustainability Report covers our past achievements and provides an outlook on our continued ambition to build an even more sustainable Marley Spoon going forward.

2020 was a transformative year for all of us. For Marley Spoon, it was the double challenge of meeting the rising demands of our customers - who wanted to provide home-cooked meals during difficult times - and keeping our team safe. While we managed to meet the growing demand, we also continued our push to build not only a bigger but also a more sustainable Marley Spoon. And of all our achievements last year, we are especially proud of one in particular: 2020 was the first year that we operated as a carbon-neutral business (across all of our regions).

We also continued to build a more diverse team in terms of ethnicity, nationality and gender. We are especially proud of being a very gender-balanced company in general and the majority of our executive team and supervisory board are constituted by female leadership.

And to our customers, stakeholders, and team members ('aka Spooners'!) I would like to say one thing: Thank you. Thank you for your continued support up to now and over the coming years as we keep working hard to grow and build a more sustainable business.

Fabian Siegel
Founder & CEO



2020 and Beyond



INVESTING IN OUR ESG PRACTICE

2020

Published inaugural sustainability report

Increased Sustainability team to 7 experts across our regions, reporting to the CEO¹

2022

Our disclosures to be aligned to the TCFD requirement²



FOOD WASTE

2020

<1% food wasted³

2021

Food donations adopted at all sites⁴

2022

Composting collections adopted at all sites⁵

2025

Zero waste certification⁶



CIRCULAR PRACTICES

2020

2.6 million sheets of paper waste avoided⁷

2021

No paper waste in production globally

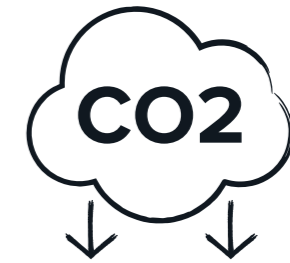
Introduction of water-based ice packs

2022

Reduce cardboard usage per meal shipped⁸

2025

Reduce the amount of plastic used while increasing the recyclability of Marley Spoon packaging per box



CARBON EMISSIONS

2020

Marley Spoon becomes carbon neutral⁹

22% of our total energy consumption consists of renewable energy¹⁰

2021

Marley Spoon continues to operate as a carbon neutral company

2022

50% emissions reduction per Euro revenue (Scope 1 & 2)¹¹

90% of energy consumed is renewable energy¹²

2025

70% emissions reduction per Euro revenue (Scope 1 & 2)

¹ Through 2020 we grew our sustainability team to support both global and regional sustainability efforts.

² The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve the reporting of climate-related risks, opportunities and analysis.

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

⁴ Food donations and composting allow us to divert our food waste from going to the landfill - currently done at some locations.

⁵ We partner with a service provider to haul our organic material at all of our sites then make it into nutrient-rich compost.

⁶ 3rd party certification(s) providing zero-waste standards and values.

⁷ Due to a change in facility operations (see page 17).

⁸ Initiatives like the Better Box project (see page 18) will allow us to reduce cardboard and paper used per meal shipped.

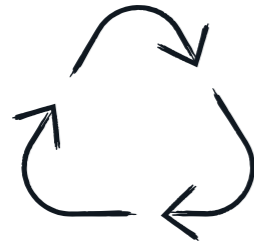
⁹ Climate Partner certification and details of offsetting projects available at ClimatePartner.com/12486-1704-1001.

¹⁰ As of December 2020, 33% of our locations operated fully on renewable energy, with 22% of total energy used being renewable energy.

¹¹ Reduction targets are relative to the base year of 2020.

¹² As of December 2022, we target to have all locations operating with renewable energy through energy suppliers or renewable energy certificates (RECs).

2020 and Beyond



TRANSPARENT & SUSTAINABLE SUPPLY CHAIN

2020

85% vendor participation in sustainability assessment

56% alignment with Better Chicken Commitment (BCC) in all regions¹³

2021

Publish Animal Welfare Policy

2022

100% vendor participation in sustainability assessment

2025

100% alignment with the BCC in all regions (2024 goal)



SAFETY PERFORMANCE

2020

3.41 TRIR¹⁴

52% Reduction in TRIR

COVID response: Increased safety protocols, kept honest communication with customers, and provided ongoing community support



GROWING OUR INCLUSIVE CULTURE

2020

1,300+ team members worldwide¹⁵

75+ nationalities worldwide

No Gender Pay Gap across the organization¹⁶

Management roles 56.6% female

Senior executive roles 59.5% female

Supervisory board roles 75% female

100 participants in peer-learning program

Implementation of a Hybrid Working Culture (post Covid)

2021

Established Employee Resource Groups driving Diversity & Inclusion

Offering unconscious bias training for all team leads



2022

Enhance our Leadership Academy fostering the servant leadership approach

Implementing Employee Resource Groups on Social Impact & Volunteering

2025

Becoming an Employer of Choice role-modeling fair compensation, offering flexible benefits, great career development opportunities & an inclusive culture

¹³ The Better Chicken Commitment (BCC) is a set of leading standards to enhance quality of life for our broiler chickens.

¹⁴ Production sites only. Total Recordable Incident Rate (TRIR) which is calculated by Total Number of Recordable Cases x 200,000/divided by total hours worked by all employees during the year covered.

¹⁵ Excluding temp workers and contractors

¹⁶ Based on the median salary for females and males in all departments and all levels

About Us

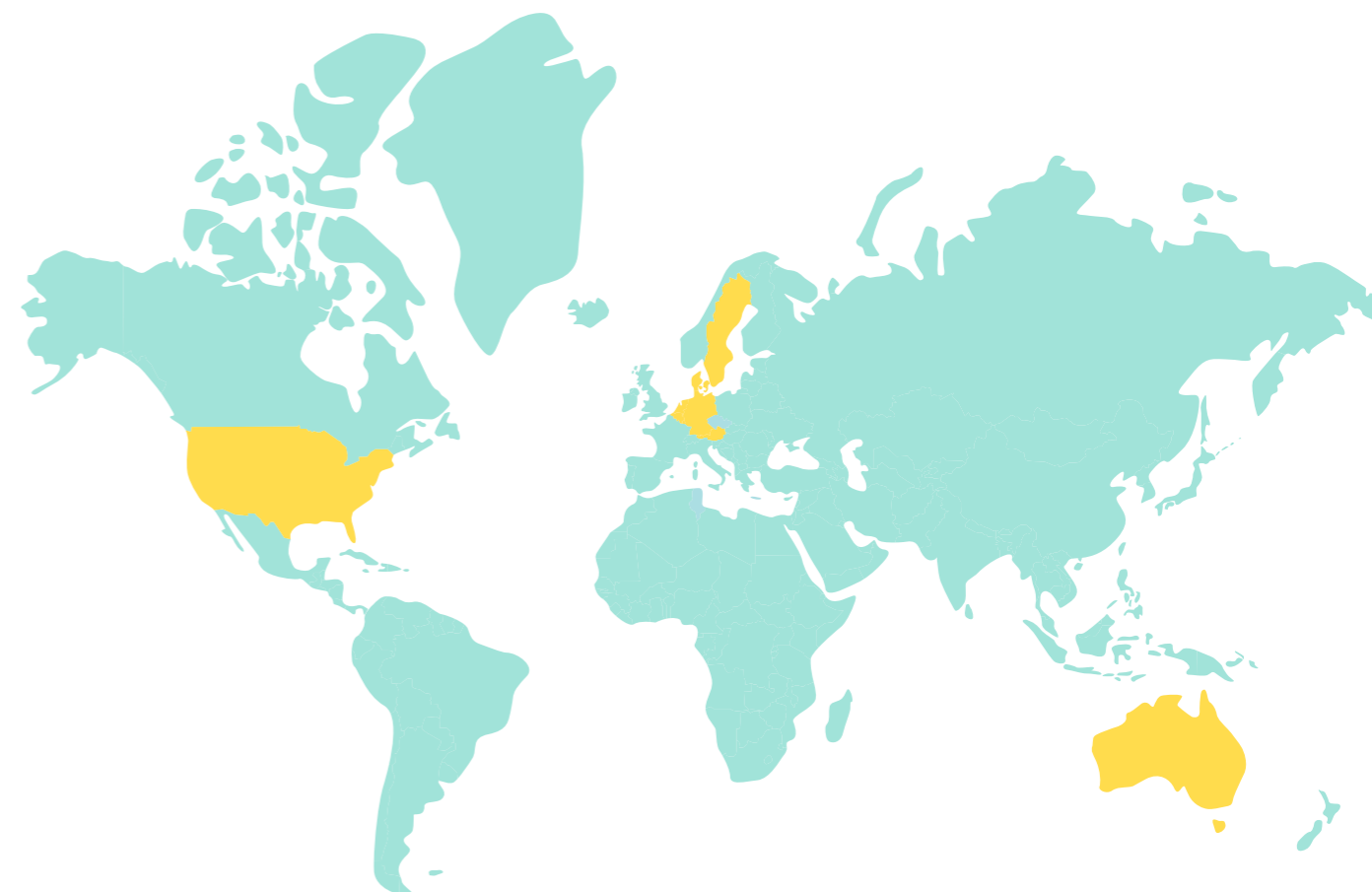
We love cooking. But we don't *just* love cooking. Our vision is:

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

To achieve this, we're building global direct-to-consumer brands to delight our customers in a personalized and sustainable way.

Our Brands and Markets

From our humble beginnings back in 2014, we've grown to three brands operating across Australia, the United States, and Europe (Austria, Belgium, Denmark, Germany, the Netherlands, and Sweden).



A map showing our offices, where MS & DN operate.

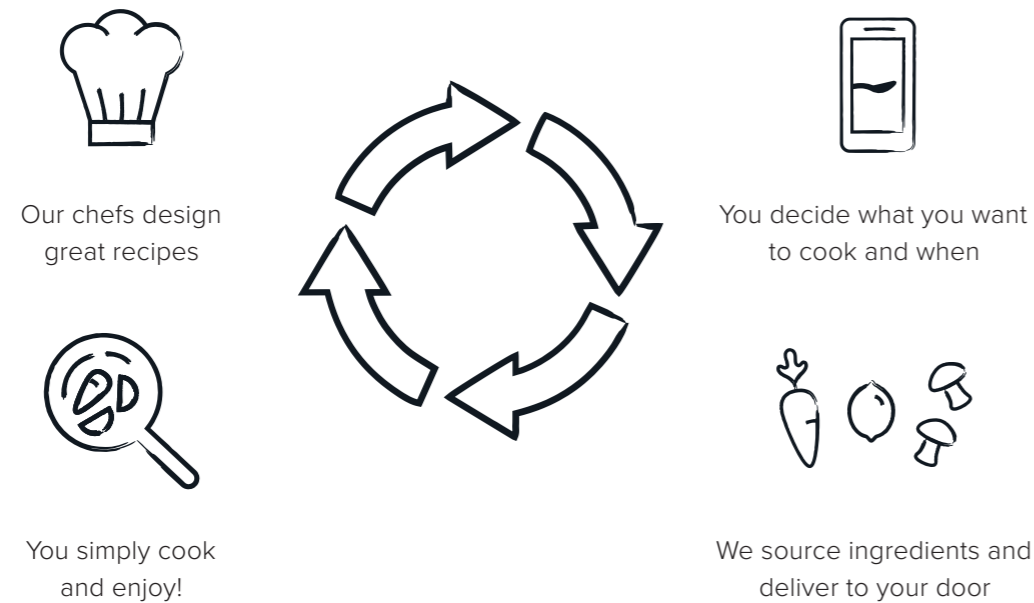
Through our brands, we send **nearly a million meals per week** to help people lead easier, smarter, and more sustainable lives; even more so as the convenience of online ordering continues to drive customer behavior.

Our Meal Kits

Delicious convenience delivered straight to your door! You decide what and when to eat, letting you ditch the stress and hassle of meal planning and grocery shopping. In the box, you'll find step-by-step recipes and pre-portioned seasonal ingredients.

For our food brands, our vision is to bring delightful, market-fresh, and easy cooking back to the people while building a sustainable supply chain to help reduce waste.

WE MAKE LIFE EASIER & SOLVE EVERYDAY PROBLEMS



WHAT WE OFFER



Meal Kits vs. the Grocery Store

A 2019 study from the University of Michigan found that meal kits (including packaging) have a much lower carbon footprint than if you bought the same meal ingredients at the grocery store. Considering every step in the process, the study says average greenhouse gas emissions are a third lower for meal kits.

Why? Pre-portioned ingredients and a streamlined supply chain reduce food waste.

In short: We only order what we need.



“We assess the nutritional profiles of all our recipes and advise the Culinary team how to tailor dishes to maximize health benefits and nutrient density.”

Our nutritionists also work alongside our Ingredient Sourcing team to ensure any new products in the kitchen are nutritious and meet a range of dietary needs.”

Rachel, Resident Nutritionist, Australia

2020 Performance

To put it lightly, 2020 was an unforgettable year. By the end of the year, we were delivering to over 250,000 hungry households - that's a year-over-year increase of 80%! Our rapid growth forced us to move quickly. We expanded menus and meal type choice, and became more efficient in how we operated. We had a lot on our plate, but for a tastier and greener world, we wouldn't have it any other way.

There isn't enough room to dive deep into the performance here, but you can explore more in our 2020 Annual Report.

€254m

net revenue

101%

YoY net revenue growth*

4%

point contribution margin increase¹⁷

* At constant currencies

¹⁷ The contribution margin is the incremental profit earned for each unit sold, sale revenue less variable cost per unit sold.

36

Marley Spoon weekly menu

expanded to 36 recipes

(up from 23 in 2019)

23

Dinnerly weekly menu

expanded to 23 recipes

(up from 14 in 2019)

MEAL TYPE CHOICE EXPANDED TO INCLUDE:



breakfast



lunches



appetizers



ready-to-heat meals

About This Report

Sustainability has always been at our core, but we knew we needed to go beyond that.

2020 was the year we launched a dedicated sustainability team and put a strategy in place. This strategy was based on areas we could impact the most and what matters to our stakeholders.

Setting the Sustainability Strategy

We conducted a materiality assessment to better understand the concerns of our stakeholders and which environmental, social, and governance areas to focus on.

We're aligned with four of the United Nations Sustainable Development Goals

In total, we studied 30 different indicators and gathered data across our stakeholders, including customers, team members, suppliers, senior management, and the board. And as sustainability is an ever-changing landscape, we will keep revisiting the strategy to evolve as needed to keep our goals on track. Our strategy also aligns with four of the United Nations Sustainable Development Goals. See page 21 for more information.

There's Always More We Can Do

While stakeholders see our passion for sustainability, that passion must be backed up by real-life impact. That's why we have launched initiatives across the business, including the closed-loop pilot project which aims to increase recycling and minimize our packaging. We're looking forward to seeing the potential impact of all our sustainability projects and hope to expand them further in the near future.

So the work is never done, nor would we expect it to be. We're proud of where we've come so far but humble enough to admit there's a long way to go yet. In any case, we always love a challenge!



Materiality Assessment

We looked at all potential key indicators in environmental, social, and governance areas that matter most to our business and reduced it down to 30 in total. When completing the assessment, we wanted to make sure everyone had their say - especially our customers - and used a combination of surveys, workshops, interviews, and stakeholder data. Overall, we listened to more than 9,000 customers globally as well as team members, suppliers, and board members.

The final results allowed us to shape our sustainability strategy and, going forward, we plan to conduct regular materiality assessments and evolve our strategy to stay in line with what matters to stakeholders.

FULL ASSESSMENT MATRIX



Commitment to the United Nations' Sustainable Development Goals

The UN's Sustainable Development Goals (SDGs)¹⁸ are 17 global goals designed to be a "shared blueprint for peace and prosperity for people and the planet, now and into the future." They were set in 2015 with a goal of being achieved by 2030.

We're playing our part with our work, passion, and responsibility of making a more waste-free, sustainable world. Our strategy aligns with four of the SDGs, and we aim to add more in the future.



THE FOUR UN SDGS WE ALIGN WITH



ZERO HUNGER

"End hunger, achieve food security and improved nutrition, and promote sustainable agriculture."

- In-house culinary experts and nutritionists
- Excess food and meal kit donations



GENDER EQUALITY

"Achieve gender equality and empower all women and girls."

- Gender diversity across all levels
- Mandatory training to build awareness and support



RESPONSIBLE CONSUMPTION AND PRODUCTION

"Ensure sustainable consumption and production patterns."

- Food waste reduced with a made-to-order supply chain model
- Developing ways to reduce packaging across our supply chain



CLIMATE ACTION

"Take urgent action to combat climate change and its impacts."

- Carbon-neutral business since 2020
- Data-driven approach to reduce and offset our emissions

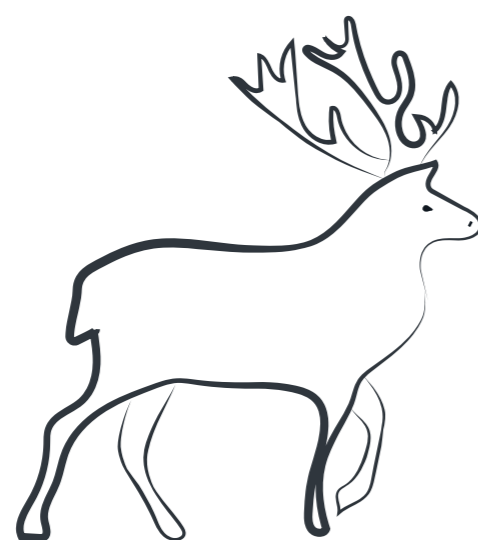
¹⁸ The UN Sustainability Development Goals (SDGs) can be found on the UN's website: <https://sdgs.un.org/goals>.

Managing Climate Risks

We have a dedicated Audit and Risk Committee (ARC) that identifies and assesses risks to our business operations and performance. The ARC operates in accordance with a charter adopted by the board (ARC Charter) that sets out the roles and responsibilities as well as the structure and composition of the team.

The Sustainability team will evolve its goals and assurance levels as the standards for best practice in our industry also continue to evolve .

From 2022, the team will adopt the recommendations of the Financial Stability Board’s Task Force on Climate-related Financial Disclosure (TCFD) to report and grow our understanding of the key climate risks to our business.



OUR PLANET

Sustainability takes many forms. We want to have as little negative environmental impact as possible while maintaining high-quality experiences for our customers. Here are some of the ways we are making this happen.

Climate Change

We take our carbon footprint seriously. We know that operating as a carbon-neutral company is an important step to combat climate change and keep global warming under 1.5°C as per the Paris Agreement goal.

We've been using carbon-neutral packaging since 2017¹⁹, but we knew we had to do more. So we decided to become carbon neutral as a business overall. To do that, we first needed to calculate our emissions and carbon footprint.

FINDING OUR FOOTPRINT

We calculated our corporate carbon footprint for the first time for 2019. We identified our boundaries and divided our emissions into Scopes 1, 2, and 3, as per the Greenhouse Gas (GHG) Protocol. The reporting period for the calculation is as per the calendar year and reporting is in metric tonnes of CO₂e equivalent (CO₂e).

This annual calculation allows us to do two things: Understand our biggest emitters, and know how much carbon we need to offset. Growing from the first year of calculation to the second, we improved data quality and, moving forward, we will continue to focus on tracking emissions in the most accurate way in order to allow us to set targets for more categories (e.g. Scope 3).

In 2020, we were able to reduce our carbon footprint per revenue and per box year-over-year by 78% and 79% respectively. Below you can find the table of our 2019 and 2020 Scope 1 and 2 emissions. Our Scope 1 emissions decreased by 60% which is mainly due to the improved refrigerant management and switching to a cleaner refrigerant. The decrease of 57% in Scope 2 emissions is mainly due to using 22% renewable energy 2020, as well as an updated assessment of our energy use. This highlights the importance of our continued ambition of switching all of our sites to renewable energy by 2022 and improving refrigeration systems in order to achieve our Scope 1 and 2 carbon emission reduction goals.

		2019	2020	Percentage Change
Carbon/Revenue (T CO ₂ e/M eur revenue)	Scope 1 + 2	47.76	10.25	78% Decrease

		2019	2020	Percentage Change
Carbon/box (kg CO ₂ e/order)	Scope 1 + 2	2.1	0.46	79% Decrease

		2019	2020	Percentage Change
Carbon Emissions (T CO ₂ e)	Scope 1	1453	580	60% Decrease
	Scope 2 mb ²⁰	4,737	2,020.00	57% Decrease
	Scope 3 ²¹	18,081	30,728	70% Increase
	Total	23,746	33,327	
	Offset	35,000²²	35,000²³	

While Scope 1 and Scope 2 carbon emissions decreased considerably year-over-year, Scope 3 emissions increased due to the ~100% growth of our business in 2020. Therefore, on a per dollar of revenue basis, our Scope 3 emissions decreased year-over-year. In addition to setting further emission targets in 2021, we're evaluating using external guidelines for carbon disclosure such as the Task Force on Climate Related Financial Disclosures (TCFD).

EMISSION REDUCTION GOALS

		2022	2025
Emissions reduction per Euro revenue (Scope 1 & 2) ²⁴	Scope 1 + 2	50%	70%

¹⁹ Carbon-neutral packaging has been used for repacked items in Europe since 2017.

²⁰ Scope 2 calculations for purchase of electricity were market based.

²¹ Carbon calculation followed the GHG protocol. Scope 3 emissions in this table included are Category 1: Purchased goods and services (paper and packaging), Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution, Category 6: Business Travel, Category 7: Employee Commuting.

²² 2019 Carbon Emissions (T CO₂) was offset in 2020.

²³ 2020 Carbon Emissions (T CO₂) will be offset in 2021.

²⁴ Reduction targets are relative to the base year of 2020.

CARBON NEUTRALITY AND OFFSET PROJECTS

Our approach toward carbon is simple: Avoid first, and reduce. And when that's not possible: offset. After our first carbon calculation and becoming carbon neutral in 2020, we will continue to operate as a carbon-neutral business, and it will be an annual practice for us to offset in addition to setting and achieving our carbon reduction targets.

100% of company emissions offset in 2020²⁵

We have strict criteria for choosing offset project partners, including international standards, recognition, and alignment with our company mission. We support projects which help prevent the release of unnecessary GHGs, operate at low emission levels, and allow their communities to thrive.

This took us to Zambia, where we were able to supply families in need of clean, new cookstoves to cook easily and efficiently - something many of us take for granted. The traditional method of cooking loses a lot of heat and energy, and the collection of firewood, mainly by women, is very time-consuming and can be dangerous. With the new cookstoves, families can save 50% of the wood they collect. We know the power of a shared meal with loved ones, so we were proud to make this easier to achieve for many households.

Our second initiative in 2020 was an afforestation project in Uruguay, which planted 44,000 new trees to help fight climate change.

²⁵ The calculation was completed with Climate Partner as per the GHG protocol following the recommended boundaries and emissions by the consultant. Total amount to offset included Scope 1, Scope 2 and Scope 3. Scope 3 emissions included here are Category 1: Purchased goods and services (paper and packaging), Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution, Category 6: Business Travel, Category 7: Employee Commuting. The 2020 offset amount was based on the 2019 results and going forward will always be based on the prior year's results due to calculation delays after year end.

Afforestation project in Uruguay

430

Local jobs created

2700

with improved livelihoods

(1310 women)

44,000

new trees planted



1 broccoli represents 4,400 trees planted

Both of these initiatives had a great impact on the community and support several of the UN's SDGs, including #5 (Gender Equality) and #13 (Climate Action). Through these projects, we offset 100% of company emissions - including Scope 3 (indirect emissions from the value chain) - achieving carbon neutrality in 2020.

Reducing Our Output

We are working to create a comprehensive carbon emission reduction strategy, but with our commitment to renewable energy operations, we aim to reduce our Scope 1 and 2 carbon emissions by 50% in 2022.

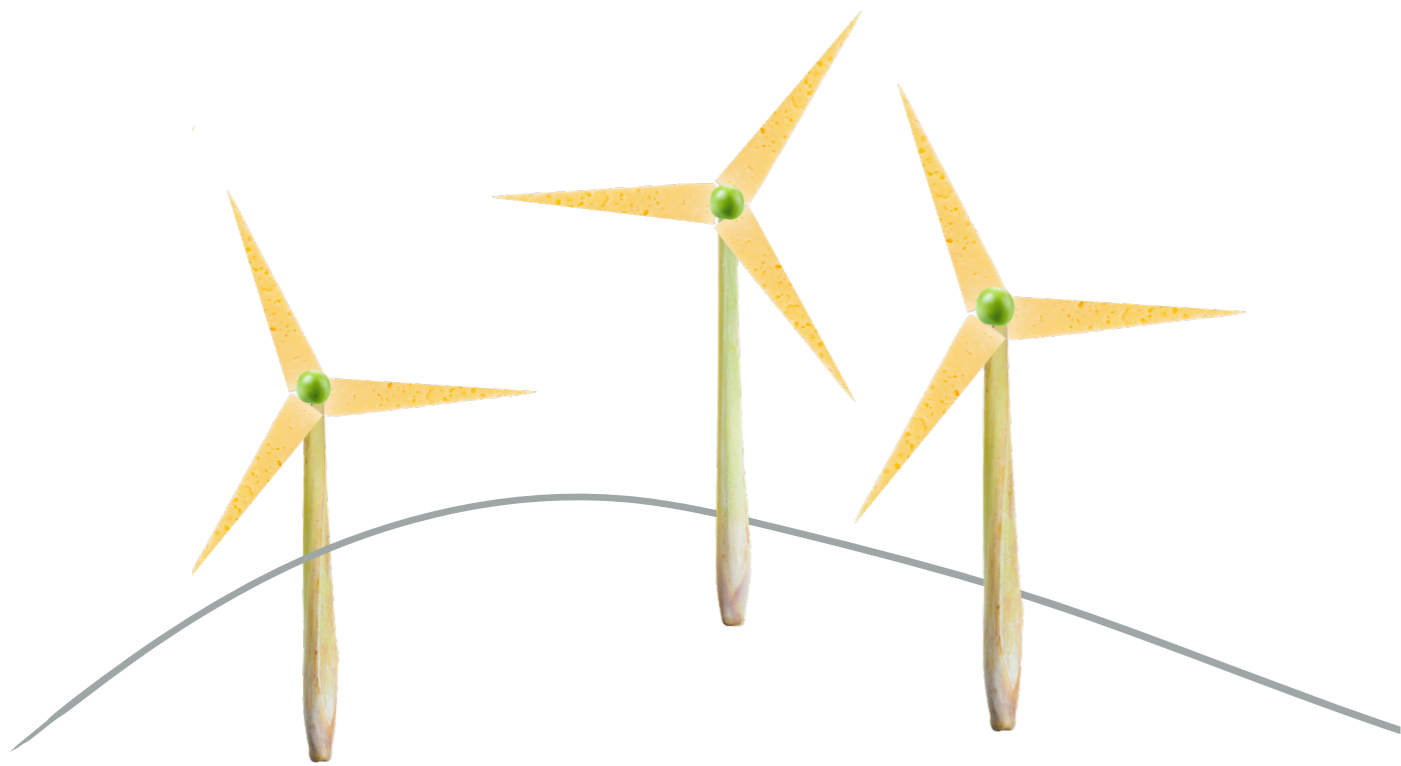
Our facilities provide their own opportunities to help reduce our emissions, and 33% of them fully ran on renewable energy in 2020. We'll only be happy when that reaches 100%, so we are working toward having at least 90% of our sites running on renewable energy by 2022 and 100% by 2025.

We know that refrigerants can harm the environment by depleting ozone and/or contributing to global warming. So we will choose machines with the most environmentally

friendly, minimal-impact refrigerants for all new and replacement units in our coolrooms.

Classical refrigeration systems have extremely high Global Warming Potential (GWP), and by selecting a more environmentally friendly refrigeration system, we can have a substantial impact on the emissions over the system's lifetime. For example, a system using R448a refrigerant has a GWP of around 1300 whereas a CO₂ system has a GWP of 1. Our newest production site we are currently building in California is therefore equipped with such an advanced, climate-friendly CO₂ refrigeration system, which will also be using 30% less electricity compared to conventional refrigeration systems.

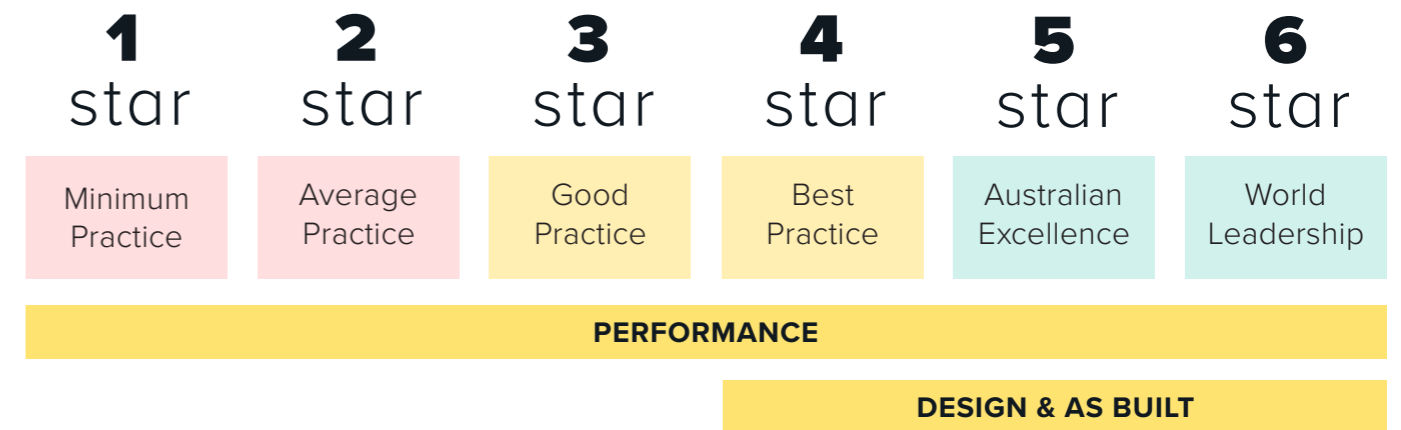
22% of our total energy consumption consists of renewable energy



Building Our New, Green Production Site (Sydney)

Our production sites - which internally we call fulfillment centers - are where we store and pack our meal kits. And they provide a great opportunity to help in the fight against climate change. We wanted our new site in Sydney - opening in Q3 2021 - to be our greenest yet. To achieve this, we are preparing for a 5-Star ("Australian Excellence") Green Star certification on the base building, under "Design & As Built". Green Star is Australia's only national, voluntary rating system for buildings and communities.

GREEN STAR CERTIFICATION LEVELS



Below are some of the initiatives we are introducing to our new building.

EFFICIENT LIGHTING

Lighting is one of the largest contributors to our production sites' energy usage, so we planned a few things to help keep this as low as possible. There are LED lights throughout the building to lower energy consumption as well as heat generation. We've also installed motion sensors and timers on the internal and external common areas to automatically turn off lights when they are not needed.

OPTIMIZING WATER USE

We're using more and more water for our operations. From team members washing hands to washing packaging materials and making our ice packs (99% water). So we took steps to be smarter with our water use, including water-efficient fixtures, and a system that recycles rainwater for toilets and greenery surrounding the site.

LEADING WITH RENEWABLE ENERGY

With carbon neutrality as the goal, we saw an opportunity with the new site to transition as much as possible to

renewable energy - and we knew we could reduce our energy consumption when compared to a benchmark building. So we installed a renewable energy system (photovoltaic (PV) system) to utilize energy not only used for electrical appliances but also the energy used to heat water via domestic hot water units.

WASTE AND MATERIALS

To make sure the new building achieves its sustainability goals, it's vital to source the right construction materials and handle waste responsibly as part of the design and build plan of the site. To help avoid sending it to landfill, our target is that 90% of building material waste is recycled.

We assessed the entire lifecycle of materials to ensure we selected ones with the minimum impact on the environment over their whole lifespan. When possible, we used environmentally-friendly construction materials such as responsibly-sourced steel, timber, and PVC products. Additionally, we sought to reduce the levels of indoor pollutants from low volatile organic compound (VOC) products such as paints, adhesives, sealants, carpets, and engineered wood products.

Circular Practices

Our business is specifically set up to track and optimize circular practices to reduce waste - and keep it as low as possible. Our approach is simple:

- 1. Reduce** - or, if that's not possible...
- 2. Reuse** - or, if that's not possible...
- 3. Recycle**

REDUCE

We have a number of initiatives in place to reduce waste.

PAPERLESS WORKING

All operations, including quality control, are paperless. Previously, a paper document was attached to each box during production and then disposed of before delivery. In March 2019, we switched to a scanning process at our Australian and US sites, removing that paper document. This small change allowed us to avoid using around 2.6 million sheets of paper in 2020. In 2021 we will make this switch in all of our other sites to ensure there is no paper waste in production. This will save more than 6 million sheets of paper per year globally.

FOOD WASTE

Less than 1% of the food we buy is wasted. We achieve this with an efficient "just-in-time" supply chain: produce is delivered multiple times throughout the week to be as close as possible to production time. This means minimal waste and optimal freshness and quality for customers.

Our Procurement, Supply Chain, and Culinary teams work closely together to make sure we only buy what's needed for customer orders, and we work with vendors to receive products using packaging which guarantees the longest possible shelf life. Using inventory and projected sales data, we predict potential sources of waste every week to minimize waste.

Unused and damaged ingredients are often donated to team members, and all but one of our locations worldwide donate remaining products to local charities and food banks. By the end of 2021, all locations will be donating. Whatever food is left is then sent to a composting facility where our food waste is made into nutrient rich compost - which we are expanding to all sites by 2022.

In the US, we are a part of the Food Loss and Waste 2030 Champions and have made a public commitment to reduce our food waste across all operations in the US by 50% by 2030.

ICE PACK IMPROVEMENTS AND MADE-TO-ORDER MODEL

We developed (and are expanding) ice pack production based on customer zip code, delivery time window, and local weather conditions. In short: Customers get only what they need. The results mean 500g of ice avoided per customer on average, and a far more sustainable model than the 'one size fits all' approach. We're excited to roll it out further in 2021!

Ice is produced in-house at our sites in Australia and Texas, and by the end of 2022, all of our production sites will be making their own ice, which already helps to reduce emissions from trucks shipping ice overland. The next stage will be our 100% water-filled ice pack which we are introducing in 2021.

REUSE

Where production or supplier packaging is unavoidable, we're exploring new ways to make it reusable to reduce waste. For example, we've begun a program to use crates at our facilities that can be washed and sterilized before returning to the supply chain.

RECYCLE

For pre-packaged ingredients such as meat and fish, we're trying to reduce as much plastic as possible and improve the recyclability of packaging. Much of our packaging is already recyclable, and we are looking at how it varies depending on location. On our website, we provide customers with guidance on how to recycle and/or manage the waste of all packaging that comes in our box. So no matter where customers are, we're still improving the recyclability of packaging to help them live a more sustainable lifestyle.

Our goal is to reduce plastic and cardboard in each box while increasing the recyclability of our packaging.

2.6

million sheets
of paper saved
in 2020

<1%

Food waste

Expected

500g less

ice per customer
on average

**100% water-filled ice packs in
development**

Thinking Inside the Box: The Better Box Project

Delighting customers and building a sustainable business go hand-in-hand for us. And our 2020 Better Box project is a perfect example of both.



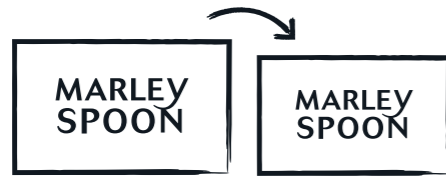
INGREDIENTS, SORTED

Fresh on top, heavier on the side, chilled at the bottom - and a stronger box to protect them



BYE-BYE, BAG

Individual dish bags removed to reduce paper waste



DREAM SMALL

A smaller box will mean around **30% more boxes** per truck



MATERIALS SAVED

Smaller boxes and no dish bags will save around **14% of paper packaging**, equal to 130 tons of packaging per year (using 2020 volumes)



The project had 3 main goals. First, to improve the freshness and condition of ingredients received by customers. Next, to reduce environmental impact by reducing packaging (and also emissions by being able to transport more, smaller boxes per truck). And last but certainly not least, to delight our customers with an improved unboxing experience.

To help reach these goals we tested 15 different box setups, and we're very happy with the final result, which we see as a triple win!

Transparent and Sustainable Supply Chain

As the heart of our business and product, we're busy working on several ways to create an honest, trustworthy, and sustainable supply chain.

ANIMAL WELFARE

Animal welfare is not only high up the list of our concerns, it is for customers, too. We're developing our own Animal Rights and Welfare policy based on global best practices and industry standards. We plan to launch the policy in 2021, and it will include our roadmap to achieving all of our animal welfare goals and targets.



In 2020, 100% of our Australian chicken was aligned with the Better Chicken Commitment (BCC), which is a science-based policy focusing on higher welfare standards for breeding, housing, stocking, and slaughtering chickens. Globally, 56% of the chicken we ship to our customers is aligned with BCC, with a plan to reach 100% in 2024.

Finally, our culinary teams develop an increasing number of vegetarian and vegan recipes per weekly menu to meet changing eating habits that help reduce meat consumption and production in the first place.

OUR MEAT-FREE MEAL OPTIONS

	EU	AU	US
MARLEY SPOON	13 vegetarian and vegan weekly recipes	9 vegetarian and vegan weekly recipes	8 vegetarian and vegan weekly recipes
DINNERLY	4 vegetarian and vegan weekly recipes ²⁶	7 vegetarian and vegan weekly recipes ²⁷	5 vegetarian and vegan weekly recipes

²⁶ Expanding to 7 recipes in summer 2021.

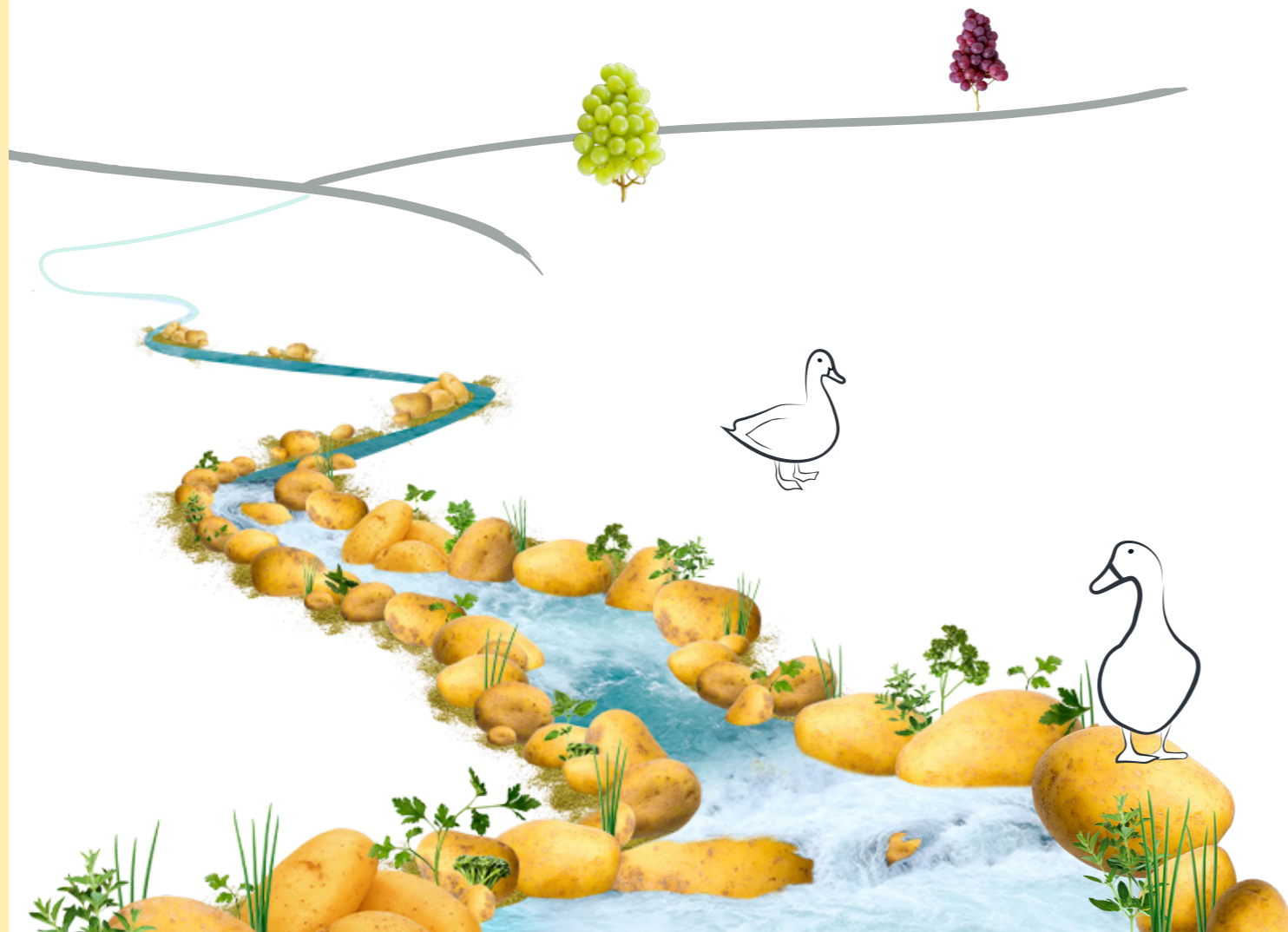
²⁷ On average, Dinnery Australia offers 7 vegetarian and vegan weekly recipes.

Responsible Sourcing

Our challenge is clear: Source our ingredients and manage our operations in the most ethical, sustainable, and socially conscious ways. While it may be clear, it isn't simple!

To help meet this challenge, we ask all our food vendors to complete a quality, safety, and sustainability standards assessment to be reviewed and approved by our compliance teams. Since launching this assessment in 2019, we've gained a better idea of vendor goals and how they align with our ambitions.

Other small changes like increasing item quantities have made a big difference and allowed us to reduce unnecessary packaging. And we're continuing to find more environmentally-friendly materials for the packaging we do use.



OUR VENDORS WORLDWIDE

27%

are fully or partially powered with by renewable energy

45%

have organic certification

62%

have an established sustainability policy

60%

have official targets to minimize packaging and food waste

68%

participate in local initiatives

91%

work with local and small suppliers



Supplier Spotlight: Meredith Dairy, Australia

We spoke to Angus Cameron from Meredith Dairy about their business and their partnership with us.

Can you share a little about your background and your partnership with Marley Spoon?

Meredith Dairy is a family-owned farm and dairy. The business started in 1991 when - after the price of wool and farming commodities became uncertain - my parents and directors Julie and Sandy Cameron chose to add value to their farm produce by producing specialty sheep and goat cheeses. Today, Meredith Dairy is still producing fresh dairy from the farm; we have our own animals and are renowned for our commitment to quality and a sustainable future.

Although we've only recently partnered with Marley Spoon, the relationship has been great for our business and brand. E-commerce and home deliveries is a growing market, and Marley Spoon provides exceptional service. They work with us on promotions and their team is talented and motivated to provide customers with the best service. We have heard from customers that they found our products in a Marley Spoon recipe box and then went on our website to learn more. Many even took the empty container to the supermarket to find the cheese in store.

2020 was a challenging year. Food service essentially ended overnight, but Marley Spoon's recipe boxes helped to minimize the damage to our business. They became an important service for families during the pandemic, and they remain important to our business today.

Despite the challenges, we employed two sustainability coordinators in 2020. Tim is our soil scientist, and he is heavily involved in improving our soil and agricultural practices. Dom is our energy and waste sustainability coordinator. He has been improving our renewable energy systems (fully replacing natural gas with efficient wood-fired boilers using renewable wood chips). We may not have been able to justify employing our sustainability coordinators without our relationship with Marley Spoon.

Describe your unique points of difference and why you chose to partner with Marley Spoon

Julie and Sandy Cameron grew up on farms and always wanted to be farmers. We have our own animals, and a 4500-acre farm to grow the fodder for the goats, upcycle the dairy waste, offset carbon emissions, produce renewable energy, have control over animal husbandry practices, and many other unique benefits. This creates an almost closed-loop system that is highly sustainable and enables us to produce the freshest, high-quality dairy all year round.

Meredith Dairy is the largest business of its kind in Australia. We milk our sheep and goats twice a day and make the cheese on the farm daily. The best fresh cheese is made from the freshest milk, and we are confident that our milk is of the highest quality as well as being socially and environmentally responsible.

What are your next steps for the future?

Our vision is to produce food sustainably. Our mission is to grow food, raise animals, produce milk, and make accessible, quality dairy products. We will tread lightly on this earth, allowing the environment and our community to flourish.

We will keep producing food ethically, including exceptional quality cheese and produce, and continue to reduce our impact on the environment to help make the world a better place.

“2020 was a challenging year, but Marley Spoon’s recipe boxes helped minimize the damage to our business.”

OUR PEOPLE

We value company culture as much as we value empowering customers to cook delicious meals. In fact, we wouldn't have the latter without the former. We've had this mindset since we started in 2014, and today we see it across all of our offices and production sites across the globe.

2020 tested all of us, but we're particularly proud of how we've adapted to keep our culture alive and strong during COVID.

1300+
team members worldwide²⁸

460+
in Australia

470+
in the EU

350+
in the US

75+
nationalities worldwide

Keeping Food and People Safe

As a food company that highly values its people and culture, food and people safety is a top priority. Here's what we're doing to keep all customers and team members safe and secure.

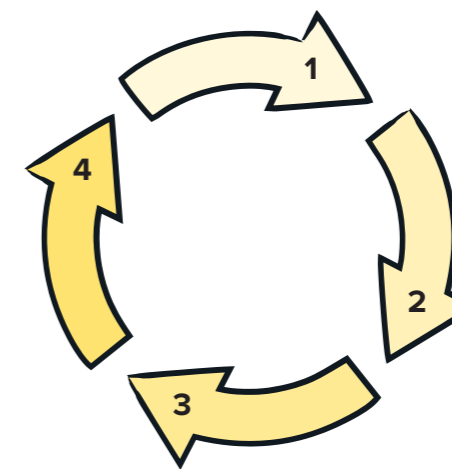
FOOD SAFETY

From farm to fork, our Quality, Safety & Sustainability team aims for:

- ✓ Compliance with global, national, and regional food safety laws and regulations
- ✓ Continuous risk assessment and process improvement
- ✓ Full supply chain transparency

²⁸ Excluding temp workers and contractors.

CONTINUOUS RISK ASSESSMENT & COMPLIANCE WITH LAWS AND REGULATIONS



1. Vendor and item management

- ✓ All our vendors are approved
- ✓ All our items are approved
- ✓ Item information is available online for all food items

2. Operations management

- ✓ Food Safety Training
- ✓ HACCP compliance (HACCP stands for Hazard Analysis Critical Control Points)
- ✓ Good manufacturing practices in place
- ✓ 24/7 temperature control with alarm systems in place

3. Logistics/Insulation management

- ✓ Approved logistics partners in place
- ✓ Insulation and ice models based on shipping profiles (including the weather)
- ✓ Logistics temperature verification with temperature sensors

4. Incidents/complaints management

- ✓ Closely monitoring recalls in the industry
- ✓ Management program in place
- ✓ Continuous risk assessment in place

OUR VENDORS AND INGREDIENTS

Our Quality & Safety team has a rigorous approval process for all vendors. It then closely monitors their performance and compliance, with a strategic focus on the number of nonconformities observed. This nonconformity report strategy was implemented in 2020 in all markets and it works with a "counter-action" response model which escalates each nonconformance with the supplier. For every nonconformance, the supplier gets "penalized" and is asked to detail the next steps needed to avoid it happening again.

Ingredient information is always available and shared with internal teams as well as customers via our ingredient hub. Launched in 2020, the hub is a vital first step to improve transparency for customers before they order.

The hub contains:

- ✓ Ingredient declaration
- ✓ Allergen information (including "may contain" information)
- ✓ Country of origin (currently available in some regions)

Ingredient information hub launched in all markets in 2020

OPERATIONS' STANDARDS AND CERTIFICATION

We inspect all incoming products and share our feedback with vendors. Our production facilities have Hazard Analysis Critical Control Points (HACCP) plans in place and Good Manufacturing Practices (GMP) to comply with all food safety and hygiene standards.



**HACCP system certification
Australia**



**Food safety management
system certification
Germany**



**Food safety management
system certification
US**

coming in 2021



**Food safety management
system certification
Rest of Europe**

coming in 2021

Logistics

Using data relating to weather, shopping profiles and box setups, we built a model to predict exactly how much insulation and ice is needed to maintain delivery cold chains. Not too much, not too little.

We set up a pool of customers for "last-mile" temperature verifications and are exploring ways to transfer to a real-time temperature verification model with temperature-measuring sticky strips.

Incidents and Complaints

We're always listening to our customers and looking at market situations regarding potential food recalls, with clear escalation plans which we regularly test with mock recalls.

Health and Safety

Our Quality & Safety team includes experts in food science, occupational health & safety, and environmental engineering. And they've worked hard these past five years to improve processes to raise safety standards.

3.41 TRIR²⁹
Reduced TRIR
by 52% YoY

Global TRIR ³⁰ per 200,000 hours worked		
2020	2019	Percentage Change
3.41	7.13	-52%

In 2020, we rolled out a global safety software training app in all of our markets, enabling our team members to easily access information on new equipment and stay up to date on procedures.

In the US, a culture of safety is reinforced by our Nurse Navigator. This is an internal communications system connected to all sites, which allows us to track (in real-time) accidents, near misses, and other hazards. As a result, the year-over-year total of Recordable Incidents Rate (TRIR) was reduced by 52% in 2020.

ADAPTING TO COVID

There wasn't a Marley Spoon team unaffected by COVID. That's why we set up a dedicated COVID team to address the key challenges and educate, coordinate, and oversee our response. The team moved quickly to assess the situation and make changes to our practices to keep our customers, staff, and products safe.

We've sealed all non-essential entrances and exits at our sites and brought in food safety and quality assurance experts to reinforce our existing sanitation and hygiene procedures. These procedures adhere to the Good Manufacturing Practices (GMP), which all food manufacturers are legally obliged to follow.

At our **production sites**, we've put in a number of initiatives and policies, including:

- ✓ Mandatory mask-wearing
- ✓ Social-distancing indicators in high-traffic areas
- ✓ Staggered break schedules
- ✓ No non-essential visitors
- ✓ Safety representatives to ensure new COVID-related measures are being applied
- ✓ Clear guidelines on how to deal with suspected/confirmed cases
- ✓ Assessed and installed air purification systems where necessary

For our **office-based** team members we have:

- ✓ Strongly encouraged team members to work from home
- ✓ Restricted seating capacity in our offices
- ✓ Supported team members with a budget for any equipment they need to work from home
- ✓ Established an Employee Assistance Program (EAP) for all our staff and their families to provide support in unusual circumstances (more info below)
- ✓ Embraced a "video on" culture to stay connected, including virtual events and training for remote work and mental health

In all of our offices, we've teamed up with external providers to provide assistance as a work-life EAP benefit. It's there 24/7, 365 days a year to provide resources and guidance on parenting, senior care, home services, wellness, legal, financial, or any other personal challenge our team members may be facing - COVID-related or otherwise.

For our customers, we kept in touch to communicate our new policies and the changes we were making to ensure their product experience did not suffer. For example, we reduced the time between placing an order and delivery to 5 days (down from 6). This gave customers one more day to edit their order before the cutoff date, meaning our fulfillment team could be more flexible and responsive to unforeseen issues.

²⁹ Production sites only. Total Recordable Incident Rate (TRIR) which is calculated by Total Number of Recordable Cases x 200,000/divided by total hours worked by all employees during the year covered.

³⁰ Production sites only.

Adapting our operations during COVID

Due to positive cases of COVID, we had to shut down our Melbourne production site for close to three weeks while 156 team members quarantined for 14 days. We shifted production to our Sydney site, which meant a 55% volume increase almost overnight! We formed a crisis response team that hired and trained 124 new team members within a week to help with this rapid scale-up. All while ensuring strict COVID-related measures were taken to prevent an outbreak in Sydney.



“I liked that we were able to maintain and fulfill our commitment to our customers, especially to those who were in strict lockdown in Melbourne. Our team came together to foresee and prepare for plan B, manage the new operational demands, all the while living up to our values to make sure we’re delighting our customers and each other on the way.”

Aga Strzemeska, Head of People, Australia

What our customers say

“Marley Spoon boxes are the perfect mix of variety, freshness, and convenience!”

““”

“I personally love the service. And I am SO happy that it exists for those on a budget. I absolutely will continue to use it for the foreseeable future. Especially since it's actually helped DRASTICALLY cut down our usual grocery bill/ food waste.

Dinnerly has completely changed how I eat for the better. I went from take-out and delivery services every single night to fresh, healthy, and delicious home-cooked meals with the odd takeaway thrown in as a treat. My wallet is loving it! There are so many awesome-sounding meals to choose from every week, and I never find myself taking longer than about 45 minutes to prep and cook a two-person meal. Before Dinnerly, I was pretty hopeless at planning ahead with meals and burnt out on the idea of cooking for myself every night, but Dinnerly has really changed that around. I think it's the best option for young professionals like myself who are looking to take the pressure off at dinner time without breaking the bank!”

Dinnerly customer, US

““”

“Thank you very much for the communication and the permanent guarantee of our boxes. We're more grateful than ever for this convenient, tasty, and safe option in our lives.

Kind regards from a healthcare employee - also permanently at work!”

Marley Spoon customer, Netherlands

““”

“Marley Spoon boxes are the perfect mix of variety, freshness, and convenience! They're so great that, after 25 years of marriage, they finally got my husband to take over the cooking.

I'm a foodie and love to cook, but I'm also a CEO of a fast-growing company and just don't have the time to plan meals and cook anymore. I can't tell you how life-changing it is to be able to sit down to an amazing, healthy meal at the end of a long day. My husband is so proud of his creations! It's literally better than eating out at the best restaurants.”

Marley Spoon customer, US

““”

“When pandemic buying was at its peak and grocery store options were limited, Marley Spoon removed a fair bit of stress about quality meals. A special thanks for the hard work of the teams at the packing facilities and the drivers whom I would imagine have been working around the clock to ensure each order arrives on time and as fresh as possible.

I won't pretend to understand the sheer volume of logistical challenges your teams must overcome to supply customers, but I am grateful nonetheless.”

Marley Spoon Customer, Australia

Investing in Our Communities

Food is a powerful force in bringing people together to share their thoughts, stories, and even their concerns. We know that more than anyone. However, there's a lot more we are doing for communities than just providing meals for people to order.

ENGAGEMENT AND VOLUNTEERING

We contribute to and help with many activities, including donations, education, voting, community service, and sustainability. All initiatives are anchored with four pillars:

1

PARTNERSHIP

Collaborate and build relationships with community partners to give back and assist others.

2

COMMITMENT

Develop goals based on a community's needs while providing accountability to honor all commitments made to community partners.

3

DIVERSITY

Strengthen diversity in all initiatives and challenge all biases, stereotypes, and assumptions with respect to the relevant community.

4

EVALUATION

Incorporate opportunities for reflection before, during, and after community engagement, and gather feedback to assess our impact on future projects.

2020 COMMUNITY ENGAGEMENT AND ACHIEVEMENTS

DONATIONS

- ✓ **Donated over 600 meal kit boxes to healthcare workers, local family charities, and school children (US)**
- ✓ Team members donated gifts to children in need around the world (with Samaritan's Purse Program)
- ✓ Participation in ShareTheMeal (a non-profit funded UN world food program that delivers food aid to over 86 million people in 83 countries)

RESOURCES

- ✓ Education for production site team members on voting and registering to vote (US)
- ✓ eLearning library for all team members - including topics on food sustainability
- ✓ Educational courses to the public on food and sustainable eating (in partnership with UN's supported education platform)

2021 at Marley Spoon will continue to be filled with passionate people looking to make our world a better and greener place. We aim to keep avoiding food waste and contribute toward reaching zero hunger. In fact, we launched a new program, where for every positive internal feedback given about our team members, we will make a donation to local food and hunger charities. This also helps team members feel more connected to their community with the work they do day in, day out.

Meet the Team: Julie, CEO, US



How does Marley Spoon play a role in the community?

We aspire to play a significant role in the community. For us, this means our teams, our customers, and the broader community around us. The importance of this and how we are all connected has become even more obvious in the past year. I am cautiously optimistic that if there is any good to come from a global pandemic, then it is the realization that communities, companies, and customers are so much more than a transactional relationship. This is congruent with my beliefs both as a CEO but also as a citizen of a community, a country, and, ultimately, a world; businesses have a responsibility to drive positive change within the communities in which they operate.

Has the pandemic and political events of 2020 changed your priorities and approach as a leader?

2020 was certainly a year where we had to stop often and decide how to move forward. With the onset of the pandemic, our focus was tri-fold. First, we needed to ensure our team members were safe. For our office staff, this was not such a big deal as we were able to quickly adapt to the work-from-home environment, but for our fulfillment center team members, it was much more relevant and required investing into new protocols, safety standards, and sanitation. For our customers, the most important thing was ensuring our meal kits were delivered - our service had moved from a "convenience" to one that enabled so many to stay safe in their homes. It certainly elevated our purpose in a rapid and meaningful way. For the broader community, there were two areas where we

focused efforts. First in recognizing the extraordinary efforts of our healthcare workers. We partnered to provide meal kits to many healthcare workers in New Jersey, knowing that the last thing they needed to worry about when they came home after a shift was figuring out what was for dinner. Additionally, it became obvious that food insecurity, while an issue pre-pandemic, was even more heightened, especially for school children. With the countrywide stay-at-home orders, many children who relied on school lunches as their main nutritious meal of the day were at risk. We partnered with GenYouth and provided a donation to enable the continuation of this critical food source.

If a global pandemic was not enough to advance our commitment to the community, then the Black Lives Matter movement following the death of George Floyd really crystallized our resolve. The tragic events of that day in late May 2020 really laid bare the systemic issues with race in America. For us, like so many others, it was incredibly unsettling and disturbing. But it was also galvanizing. As we moved past the abject horror of the situation, we got to work figuring out what we could do about it. This culminated in both an outward and inward approach. Despite our small size and barely profitable status, we quickly contributed financial support to organizations whose mandate is to advocate for racial equality and the elimination of systemic barriers, including The Black Lives Matter Global Network, the NAACP, and the ACLU. We established our first-ever major gift and a matching employee donation program. On a more introspective level, we looked inward at our own organization and found a significant opportunity for improvement. This has led to an action plan and commitments that we will implement and track over the next four years.

"We aspire to play a large role in the community. For us, it means our teams, our customers, and the broader community around us."

Julie, CEO US



Building the Best Team

Like developing and maintaining a sustainable supply chain, building, supporting, and empowering a strong team requires work and investment. But the rewards are plenty.

Our Core Values

1. We are entrepreneurs
2. We enjoy what we do
3. We are ambitious
4. We act with integrity
5. We are team players

Employee Development in 2020

It's not only vegetables we like to see grow. We strive to empower each team member to unleash their potential and be the best version of themselves by constantly growing and using their strengths at every step of their journey. In fact, this is our key to successful learning at Marley Spoon. The right to learn regardless of location, role, tenure, or level in the organization is fundamental in our culture and is championed by everyone.

Every team member is encouraged to define their own development path with the help of their team lead and People Operations. There are programs on feedback, coaching, and many more. Team leads participate in our internal Leadership Academy, where they learn about leadership, coaching, and feedback and its impact.

Our training is focused on learning through experience, exposure, and education, with experience-based learning having the biggest impact on personal growth.

EXPERIENCE

We encourage team members to take advantage of opportunities by joining cross-functional task forces

on topics like sustainability and diversity, leading projects, and practicing micro-behaviors in their day-to-day jobs.

EXPOSURE

Our peer-learning program offers team members the chance to teach topics they are passionate about to colleagues from different teams and locations. The program was designed to strengthen relationships between team members and departments and, since March 2020, over 100 candidates have taken part. Exposure means learning from others, and our buddy and mentoring programs support this method.

EDUCATION

Team members can choose from virtual workshops and several e-learning resources that offer courses from compliance and quality to well-being, leadership skills, and mental health. Our Leadership Academy for team leads includes areas such as emotional intelligence, decision making, well-being, and coaching skills.

100

participants in our new
employee peer-learning program

50

participants in the newly
launched Leadership Academy

Mentorship Program

First markets participating

800+

participants in our online learning platforms

Graduate Rotational Program³²

launched in US and Australia

³² The Graduate Rotational Program has a goal of 20 participants by 2025 in US and Australia

Meet the Team: Annie, Operations Manager, US

Can you share a little about your journey at Marley Spoon?

In 2016, I decided to interview for a production associate position at Marley Spoon but found out they were also looking for someone with an HR background, OSHA, and IT skills - so I started talking about my educational background and my software testing experience. That's how I landed the position of Fulfillment Center Administrator.

At that time, the Fulfillment Center Administrator was responsible for all the on-site HR activities, food safety, and all the production admin work behind the scenes. Soon after I was offered to move internally to the Quality & Safety or People Operations teams. I decided to take the People Operations position as I have human resource information system (HRIS) experience. A month later, I had the opportunity to take on a Senior Operation Manager role, which gave me more responsibility and required more time commitment from me. I accepted the position, and it's been 3 years now and I still love what I do.

How has the Marley Spoon environment helped you to achieve your goals?

When I first joined, we were still a baby company! We were creating new processes and all teams were working together to get the production done on time. I really liked the inclusive culture of Marley Spoon. I always wanted a diverse skill set, and that culture really helped me learn about different functions. What I really liked was the "all hands on deck when needed" mindset. We worked on procurement, logistics, food safety, and inventory as one team, helping each other along the way, including colleagues in different locations and time zones.

What do you enjoy most about working at Marley Spoon and what are you most proud of achieving here?

We are constantly growing. Every week, there is something new, and I really like the variety of challenges and the overall feeling of accomplishment when you get the job done. I remember when we first started, we were doing only 10 recipes - today we have more than 30!

I am proud of what I have gained at Marley Spoon, whether it's people, experience, exposure, or skills. I cherish every moment of working here.



Employee Well-being

We use many tools, programs, and initiatives to support all team members to help them be as happy and healthy as possible, mentally and physically.

There's no magic potion, no "one size fits all" for employee well-being. A choice is important, so each person is empowered to create their own well-being plan.

We also believe a proactive approach is best, which is why, when we develop a well-being policy, we look at an entire employee lifecycle instead of a list of stand-alone initiatives. This means not only must our culture meet well-being needs, but senior management and team leads should lead by example.

SUPPORTING OUR SPOONERS



MENTAL WELL-BEING

Free stress management and resilience workshops

24/7 support Employer Assistance Program (EAP), including for family members

Annual mental health day introduced in 2020



PHYSICAL WELL-BEING

Sports club membership discounts (including online classes)

Internal HIIT, yoga classes, and massages

Free cooking boxes (12-26 boxes per year per employee)



SOCIAL WELL-BEING

Mental health aiders

Community service day

Online team events



FINANCIAL WELL-BEING

Free training on personal finances, taxes, pensions

Financial support for remote working

Diversity and Inclusion

The variety in our meals and products reflects the diversity and passion of all our teams. And that diversity has been at the heart of Marley Spoon since we started this journey back in 2014. We employ and promote people of all ages and consider ability, not disability. We aim to create an inclusive environment that supports people with disabilities and removes artificial barriers from the workplace. Our commitment to it is driven by:

1. Ensuring accessibility
2. Driving awareness & inclusion
3. Measuring progress

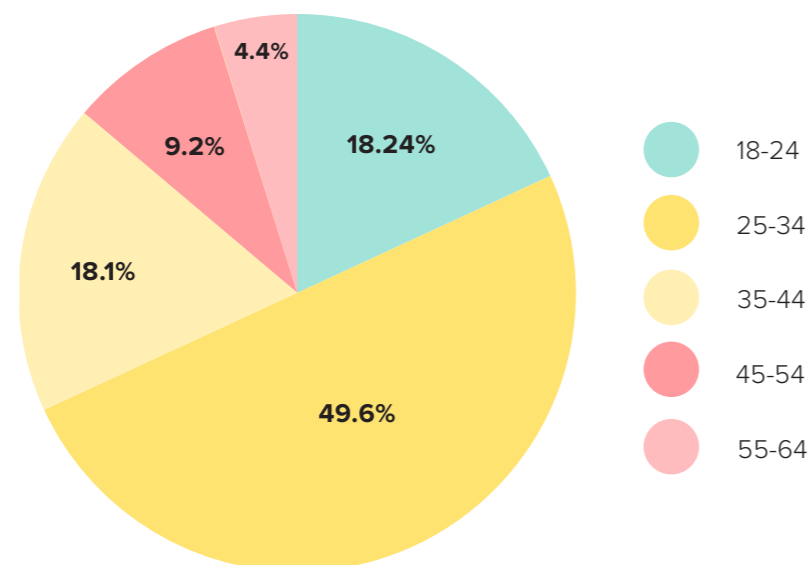
ENSURING ACCESSIBILITY

For our teams across the world - representing over 75 different nationalities and cultural backgrounds - we have:

- ✓ Recruitment initiatives that focus on unbiased decisions
- ✓ A hybrid working culture to accommodate team members' needs
- ✓ Created a diversity and inclusion committee to celebrate diversity and raise further awareness
- ✓ Implemented our Aboriginal Employment Strategy (Australia)

75+ nationalities represented across our teams

AGE BREAKDOWN



DRIVING AWARENESS AND INCLUSION

Our efforts to help drive awareness and inclusion include:

- ✓ Regular unconscious bias training
- ✓ Online diversity and inclusion workshops
- ✓ Mental health support and workshops
- ✓ Domestic violence support

MEASURING PROGRESS

Key metrics and signs of success so far are:

46:54 female/male gender ratio³¹

Roles filled by women:

- ✓ **56.6%** management roles
- ✓ **59.5%** of senior executive roles
- ✓ **75%** supervisory board roles
- ✓ **42%** of our vendors support women in leadership

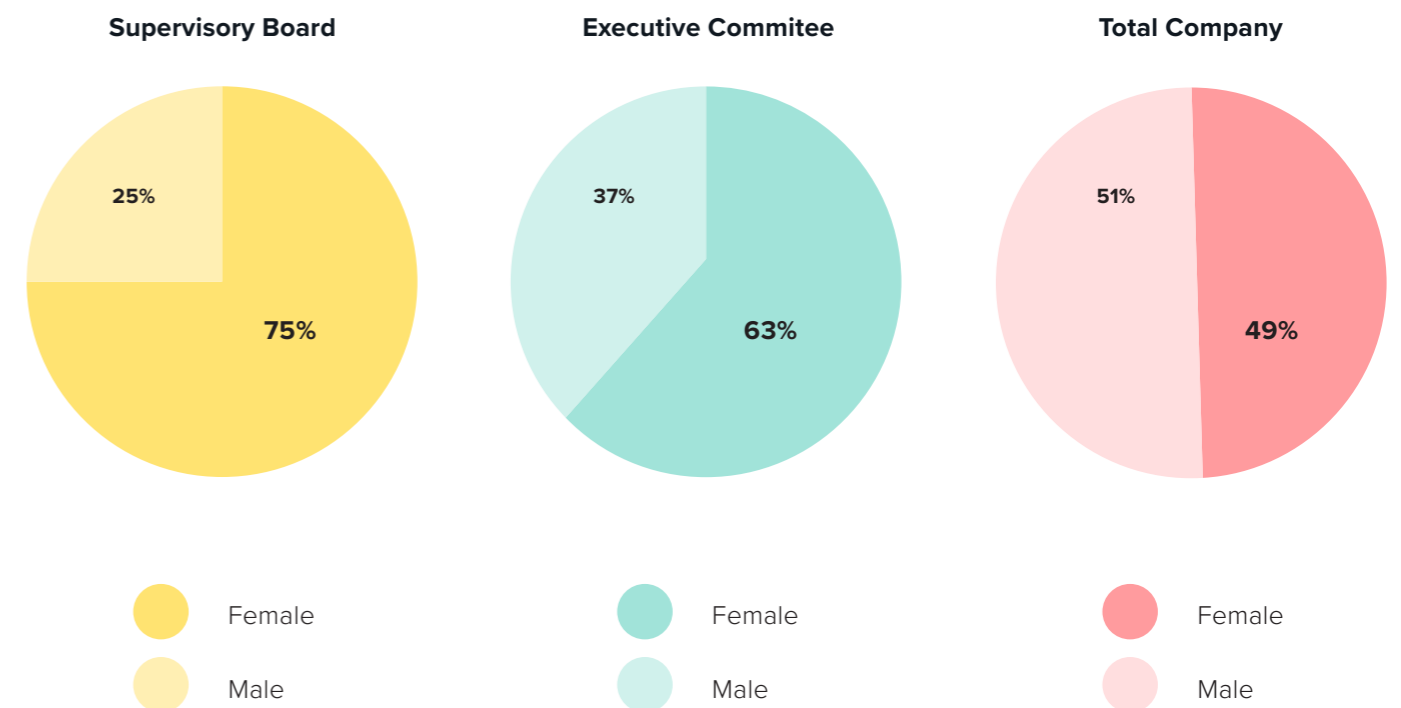
Additionally, we conduct an international standard diversity and inclusion gap analysis periodically to identify any discrepancies between team members, including compensation analysis by gender.

Diversity and inclusion is no “top-down” initiative. Every team member plays their part to create a culture of diversity and openness across three continents and over 1700 team members. We value the multitude of unique skills, perspectives, and experiences every team member can offer to provide an inclusive, fair, respectful, and equal opportunity environment.

Not only is diversity embedded in our organization, but it also leads growth and innovation to provide new, rich, and rewarding experiences to both team members and customers alike.

Our culture of diversity and inclusion also made us more flexible and able to adapt quickly when the disruption caused by COVID arrived in 2020. Existing or new policies such as remote working and parental leave flexibility demonstrated this well.

DIVERSITY AT MARLEY SPOON



³¹ Excluding contractors.

GOVERNANCE

We're committed to making sure our corporate governance framework meets (and exceeds) the requirements set out in the ASX Corporate Governance Council's Principles and Recommendations 4th Edition (Governance Principles).

See our 2020 Corporate Governance statement³² for more information about our corporate governance practices.

Sustainability Governance

We are striving to continuously improve our approach to sustainability governance. In 2020, we hired a dedicated sustainability team that reports directly to our CEO. The team, which has 7 regional experts, was formed to drive accountability, localize practices in regions, and test new initiatives and strategies. We will also form a sustainability committee that will include members of our supervisory board (in 2021) to consult on the sustainability strategy, targets and progress.

While this 2020 sustainability report does not follow a specific reporting standard, the report's framework has been structured to reflect the materiality assessment, stakeholder input, United Nations Sustainable Development Goals (UNSDGs), and relevant sustainability topics in 2020.

As we continue to enhance our management and disclosures, we will integrate more reporting standards to advance our environmental, social, and governance (ESG) practices. Our enhanced disclosures will include Task Force on Climate-related Financial Disclosures (TCFD), which is a globally recognized standard for managing climate-related financial disclosures and risk management. We aim to have our disclosures aligned with the TCFD requirements by 2022.

Carbon emissions calculations were completed with the support of an external partner as per the GHG protocol following the recommended boundaries and emissions by the partner (for both 2019 and 2020).

RISK MANAGEMENT

Our dedicated Audit and Risk Committee (ARC) identifies and assesses risks to our business operations and performance. The ARC is responsible for ensuring that we have an effective risk management system in place and for reviewing this system at least once a year. The ARC ensures that the risk management system continues to be sound and determines whether there have been any changes in the key risks to the company, and if those key risks remain within the risk appetite considered appropriate by the company.

The Corporate Governance Statement includes the current membership and details of the committee in 2020. The ARC Charter as well as the 2020 Corporate Governance Statement are available on our website.³³

Board Diversity

Since the beginning, we've been lucky to have a gender-diverse board support our company. It began with a 50/50 split between women and men and now has 75% female board members. We believe the diversity of our board not only helps us to achieve our goals, but it also helps foster a strong culture of equality and inclusivity.

Ethics and Compliance

We're focused on developing an internal mindset which means the way we work with stakeholders - including suppliers and partners - embodies our company's core values and what matters to us.

Our global Code of Conduct applies to all team members and sets out the expected standards throughout the company regarding:

- ✓ Conflicts of interest
- ✓ Anti-bribery and gifts
- ✓ Privacy
- ✓ Fair dealing
- ✓ Discrimination, bullying, harassment, and vilification
- ✓ Health and safety
- ✓ Compliance with laws and regulations

Our whistleblower process also allows team members to anonymously call out what may be unlawful behavior - or not at the standards we expect of ourselves and stakeholders - without the fear of retaliation. Finally, we are working on our first Modern Slavery Statement, to be published in 2021 for our Australian operations.

LABOR AND CHILD LABOR PRACTICES

Our labor practices adhere strictly to all applicable labor laws and regulations in each market we operate in, including with respect to safety, wages, and other employee entitlements. More information can be found in our Code of Conduct.

We also expect all of our suppliers and partners to act in line with the core values and commitments set out in our Code of Conduct. If we became aware of unethical work

practices such as child labor, forced labor, or human trafficking within our supply chains, we would terminate the relevant supplier relationship and report these activities to the appropriate authorities.

DATA PRIVACY AND CYBERSECURITY

Both technical and organizational measures are in place to allow us to securely handle personal data.

We've rolled out a data security policy to all teams, including a separate data security policy for specialized engineering teams.

We are subject to data privacy laws and are continually reviewing and adapting our processes accordingly, including the EU General Data Protection Regulation (GDPR) and the Australian Privacy Principles (APPs). Our customer communications experts handle customer data protection requests, and data protection complaints are handled by the Legal team working with our external data protection officer.

Our security systems are tested regularly and we have measures in place which alert us to any potential security threats in our software apps. Our partners' data security and privacy documentation is also reviewed to ensure they meet our expected high standards.

³² https://ir.marleyspoon.com/FormBuilder/_Resource/_module/x91qtE9bFE6TuvW_Y5gYjQ/files/Marley_Spoon_Corporate_Governance_Statement.pdf

³³ Investor Relations documents are available on our website: <https://ir.marleyspoon.com/>

END

MARLEY SPOON