

MARLEY SPOON

*Finding the Right Recipe  
for a Sustainable Future*

2021 Sustainability Report





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# Introduction

## Welcome to our second Sustainability Report!

This report documents our path towards our mission of building a more transparent, responsible, and sustainable everyday for you, our community, and our planet.

So we have set out to tackle the various and ever-evolving challenges we face and are committed to sustainability. We invite you to read this report, whether you're a customer, shareholder, team member, supplier, or another stakeholder.



# A message from Fabian, our CEO and founder



Since our beginnings in 2014, we have been on a mission to help millions of people to cook better and radically reduce food waste. Our close relationship with our customers allows us to continuously improve our service offering to each and every one of them. With our customers at the heart of everything we do, we aim to continue to innovate and create a sustainable company that balances profitability with a long-term focus on sustainability. This ambition is reflected in our vision:

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

2021 was a challenging year in which our teams had to demonstrate their capabilities to deliver on our promise to our customers in a volatile operating environment. The year tested us with weather disruptions and supply chain challenges while we continued to work under difficult and ever-changing lockdown regulations due to the ongoing pandemic. Committed to a shared vision, we at Marley Spoon responded by keeping our heads down and focusing on what we care about: helping to provide home-cooked meals to our customers’ families. But we have also continued our journey to make Marley Spoon more sustainable.

I am excited to share the latest results of our efforts and our future ambitions in our 2021 Sustainability Report. We have strengthened our dedicated sustainability team, and to ensure accountability and progress in our corporate sustainability efforts, I see myself personally responsible for economic, environmental, and social topics at Marley Spoon.

We are particularly proud to continue to operate as a carbon-neutral company. We have also doubled our renewable energy consumption and, since the beginning of 2022, have matched our electricity with renewable sources across all of our European and American manufacturing centers.<sup>1</sup> We have also continued to build a more inclusive and diverse team and are pleased to have a very balanced team member gender ratio.

We aim to further improve our management and sustainability governance and will align our climate assessment with the Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD). Our goal is to align our disclosures with the TCFD recommendations for our 2022 report.

I would like to thank all our customers, stakeholders, and especially our team members, whom we like to call “Spooners”. Thank you for your hard work and support in 2021 and in the years to come to create a more sustainable company that helps our customers lead easier, smarter, and more sustainable lives.

**Fabian Siegel**  
Founder & CEO

1. Most of our Australian facilities through credits and energy suppliers





Our vision is simple:

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

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

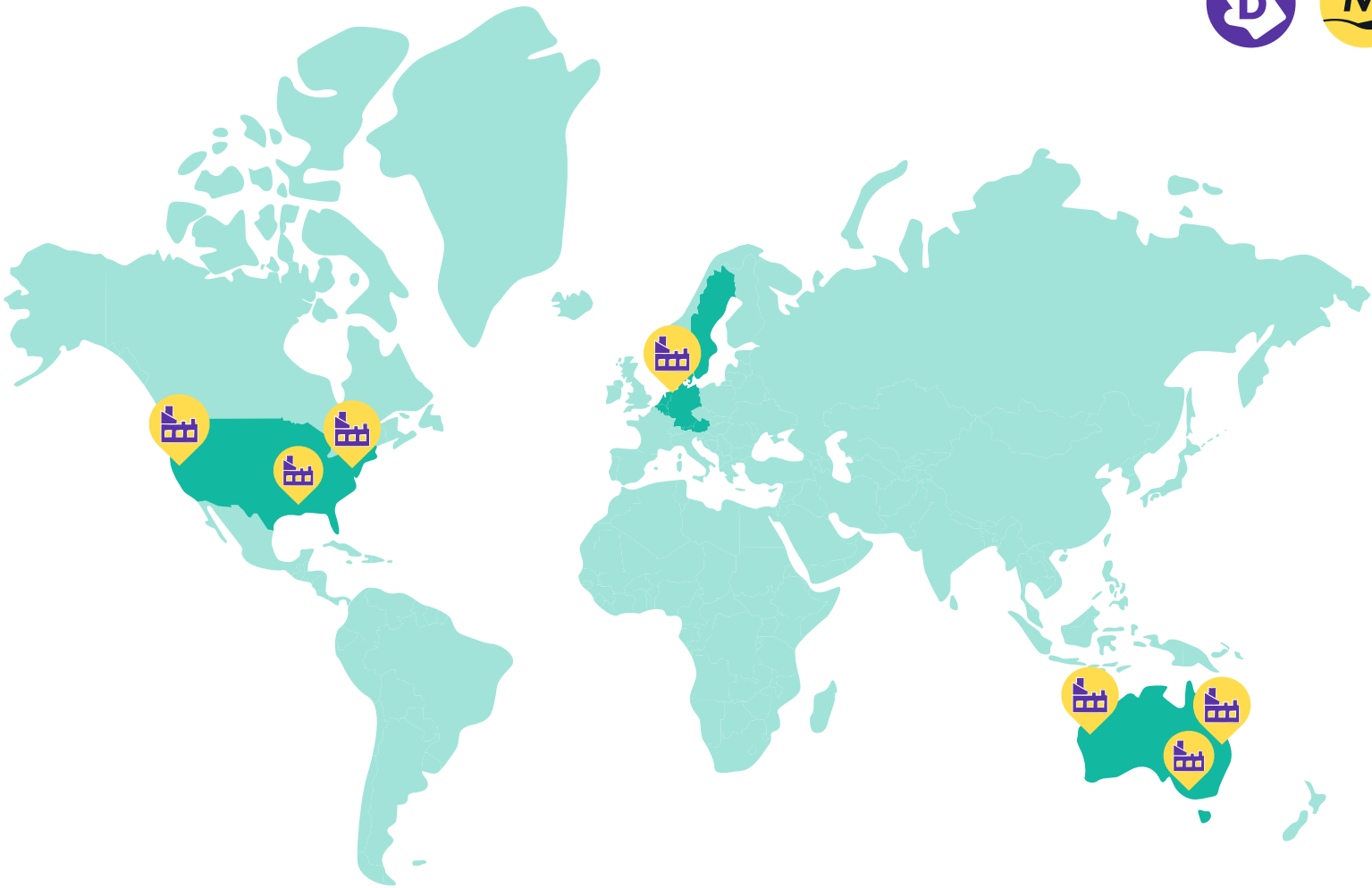
# About us

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

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

Marley Spoon is a German stock corporation (Aktiengesellschaft, AG), 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 further offices in Amsterdam, Sydney, Lisbon, and New York, and currently have one manufacturing center in Europe, three in Australia, and three in the US.



A map showing the countries in which we operate and where our manufacturing centers are located



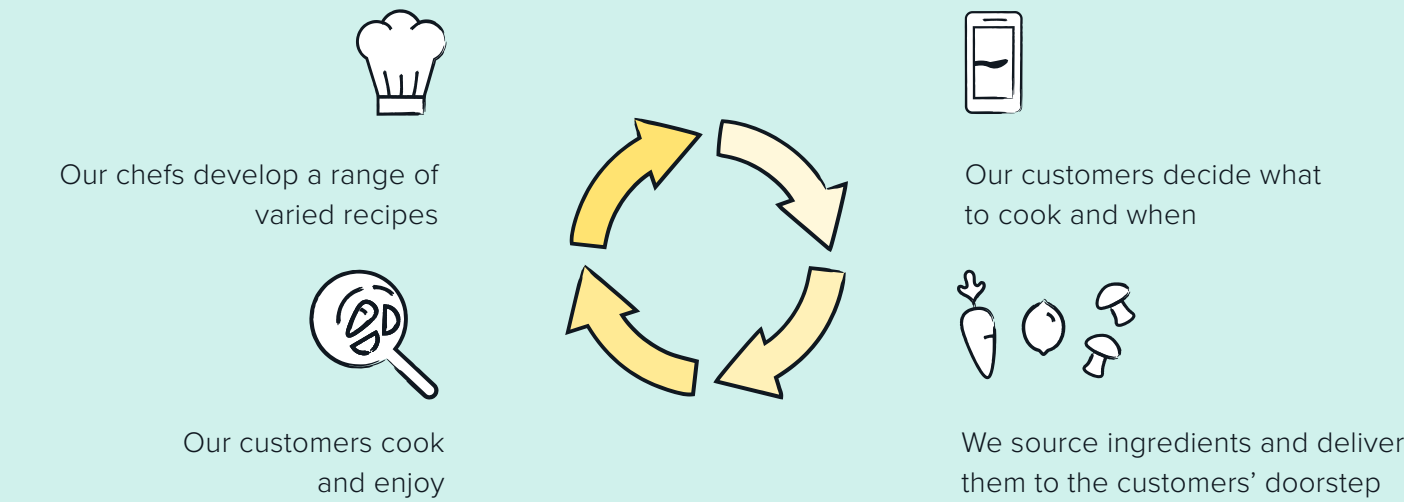
# Our meal kits

Simple step-by-step recipes and pre-portioned seasonal 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. 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.

## What we offer



## We make life easier and solve everyday problems



# Financial performance

In 2021, we successfully shipped nearly 60 million meals across three continents as we delighted our loyal customers and welcomed many new ones. After doubling our business in 2020, we delivered more growth in 2021. But it was also a challenging year that required our teams to stretch their capabilities in order to fulfill our promise to our customers in a volatile operating environment.

The year tested our global operations with weather disruptions, supply chain challenges, and price inflation while we continued to work under difficult and ever-changing lock-down regimes due to the ongoing pandemic. Despite those headwinds, our teams were able to keep contribution margin stable because of efficiency improvements and selective price increases.

We believe this is still day one for our company, and we remain committed to solve recurring, everyday consumer problems in a sustainable and personalized way. Please see further details of our financial performance in our [2021 Annual Report](#).<sup>2</sup>

€322m  
net revenue

27%  
YoY net revenue growth

2. <https://ir.marleyspoon.com/investor-centre/>





# Our choices

Providing our customers with ample choices is a top priority. We have launched our taste profile algorithm, which ranks recipes individually based on our customers’ taste profiles. We want them to be able to cook what excites them and have something for everyone at home, so we offer a wide selection of meals.

Our choices: kid-friendly dishes, quick ones, healthy eats, low-carb recipes, vegan and vegetarian choices, various meat protein types, and many different cuisines. Our meal-type choice expanded throughout the years and currently includes:



Breakfast



Lunches



Appetizers



Ready-To-Heat Meals



Dessert and Baked Goods



Protein Packs



Smoothies



Seasonal Specials



Jennifer Aaronson

Culinary & Brand Director US

"Our culinary process continually adjusts to our customers' needs and desires. A big part of that is listening to the types of recipes our customers want. Having a large variety of options to suit all customer preferences makes us the most versatile meal kit on the market. In recent years, we have greatly expanded the number of meat, fish, and vegetarian offerings on our menus and focused on the dietary needs our customers have mentioned most often in surveys and feedback. We have added low carb, low calorie, keto, low fat, and even vegan meals to our menus, offering enough choices each week so our customers can find the recipes that suit them best. Our goal is always to surprise and delight our customers in the most delicious way possible."

## MARLEY SPOON

We offer 30+ recipes in the EU and AU, and have increased our selection to 40 in the US.

## DINNERLY

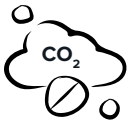
We offer 20 in the EU, and 30+ recipes in the US and AU.



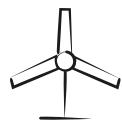
# 2021 Achievements

## Our planet

Marley Spoon continues to operate as a carbon-neutral company



Marley Spoon more than doubled the amount of renewable energy we use<sup>4</sup>



27%

emissions reduction per Euro revenue (Scope 1 & 2)



From 2022, we have switched our electricity consumption to renewable energy across all of our European and American offices and manufacturing centers<sup>5</sup>



6 Green Star

rating for world leadership in sustainable building design for our newest manufacturing center in Sydney<sup>6</sup>



1% food

wasted<sup>7</sup>



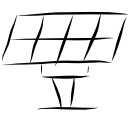
95 tons

of paper waste eliminated<sup>8</sup>



1 000 solar panels

installed at our Sydney manufacturing center



## Our relationships

83%

vendor participation in sustainability assessment



64%

alignment with Better Chicken Commitment (BCC) in all regions<sup>9</sup>



Launched our own logistics solution, “Spoons on Wheels”, and delivered boxes using electric vehicles



\$1 million

provided in food to local charities around our manufacturing centers



## Our people

1 500+

team members worldwide<sup>10</sup>



84 nationalities

worldwide (up from 75 in 2020)



≈ 55%

female to 45% male gender ratio



60%

senior executive roles female<sup>11</sup>



50+

trained trainers in our Spoon Academy<sup>12</sup>



3 000+

online business courses taken



Online training

courses for our production associates



4. Increase to 45% in 2021, up from 22% in 2020

5. Most of our Australian manufacturing centers through credits and energy suppliers

6. By the Green Building Council of Australia (GBCA) for our manufacturing center in Sydney

7. 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).

8. The total includes the impact of manufacturing upgrades, the amount of dish bags eliminated due to the Better Box Project, and the introduction of the opt-out feature of recipe cards in Europe.

9. 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

10. 540+ in Australia, 380+ in the US, and 570+ in Europe. Excluding temp workers and contractors (data from December 21, 2021)

11. Senior executive roles include the company's management team, for example, the management board, the other members of the executive team, and the general counsel.

12. Average of 15 internal trainings per month offered. 18 hours of live training per month



# Sustainability at Marley Spoon

A recipe for success! We at Marley Spoon believe sustainability is a precondition for success - creating shared value for all stakeholders. Sustainability is not separate from our business strategy or ambitions; rather, it is integrated into our existing management and decision-making processes. To be a sustainable company, we must carefully assess the economic, environmental, and social impacts of our business model so that we can create positive change and adopt solutions to today's environmental and social challenges.

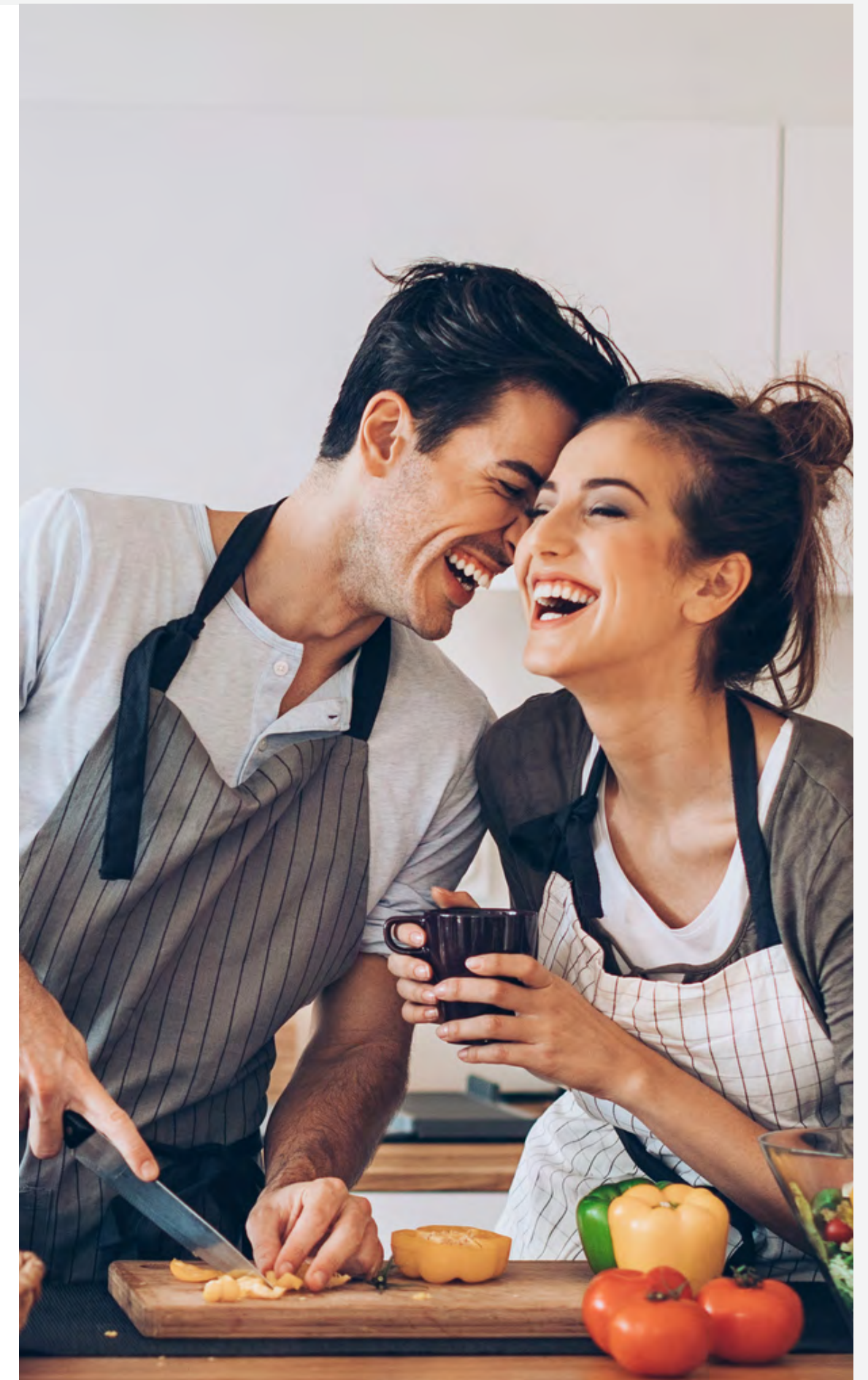
We are passionate about providing our customers with fresh, high-quality food they can cook at home with family and friends. Preparing, cooking, and eating together creates the right environment to strengthen social bonds, talk, laugh, and enjoy each other's company. Our customers often tell us that the simple process of cooking has a positive impact on their mental and physical health. What more can you ask for? Creating positive, fun, social engagement and healthy eating habits is what drives us to get better every day. We constantly strive to delight our customers with choice, variety, quality, and convenience.

When it comes to environmental impact, households throw away a staggering 30%<sup>13</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>14</sup> This is not only important to us because it reduces waste streams but also because it significantly reduces greenhouse gases associated with food production. Marley Spoon's made-to-order supply chain and pre-portioned ingredients eliminate most food waste.

**Our motto is simple: We only buy what our customers and we need!**

13. [eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAiAsNKQBhAPEiwAB-I5zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp\\_rI0Emn-jNUmpiwOq1FbbxoCFwkQAvD\\_BwE](https://eufic.org/en/food-safety/article/food-waste-in-europe-statistics-and-facts-about-the-problem?gclid=CjwKCAiAsNKQBhAPEiwAB-I5zZtMUtFco6Jis7ZBqXM8BEeeF0NV1psBp_rI0Emn-jNUmpiwOq1FbbxoCFwkQAvD_BwE)

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





# Commitment to the United Nations' Sustainable Development Goals

The United Nations' Sustainable Development Goals (UN SDGs) 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 and are to be achieved by 2030.<sup>15</sup>

We are playing our part with our work, passion, and responsibility for a waste-free, sustainable world, and we align particularly with three of the UN SDGs.



## THE THREE UN SDGs WE ALIGN WITH



### Climate Action

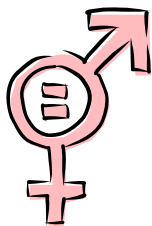
is one of our key UN SDGs and we share more about our performance and initiatives on [page 13](#). We monitor greenhouse gas emissions across our value chain from food production to operations and logistics. We are successfully reducing our own operational emissions by transitioning to renewable energy and cutting fugitive emissions.



### Responsible consumption and production

is another important UN SDG. Responsible use of resources — for example, energy, packaging, land, and water — from farm to fork is a key focus for us. In section, [Fostering our relationships](#), you can read about how we work with carefully selected suppliers to source seasonal and responsibly produced ingredients for our range of meals.

We also offer vegan and vegetarian meals to our customers. None of this would be possible without our “Spooners”. Our dedicated and passionate team is committed to delighting our customers with the very best culinary experiences.



### Gender Equality

is a fundamental value for us. We have made significant progress in the areas of diversity, equity, and inclusion (DEI), as evidenced by the strong presence of female leaders throughout our organization and the implementation of an updated DEI strategy.

This strategy across our company aims to establish guiding principles and practices for developing and maintaining a diverse workplace across our company.

You can read more about this in section, [Building the best team](#).

15. You can find the UN Sustainable Development Goals (SDGs) on the UN's website: [sdgs.un.org/goals](https://sdgs.un.org/goals)





## Governance

In 2021, we strengthened our dedicated sustainability team at the global and regional level, led by a newly appointed Head of Sustainability who reports directly to our CEO. The Supervisory Board and Executive Management team receive regular reports on our sustainability strategy, initiatives, and progress towards our goals.

We also work with external consultants and experts to further develop our initiatives, align with best practices, and set ambitious targets.

## Materiality assessment

In 2021, we again conducted a comprehensive materiality assessment to better understand stakeholder expectations and define our sustainability strategy. This analysis helps us identify the economic, social, and environmental concerns that are the highest priority for our company and its stakeholders. The study not only helps determine issues that should be addressed in our reports but also helps us decide where to direct our internal resources.

We surveyed more than 11,000 stakeholders, including customers, suppliers, team members, and investors. The final results show that food safety for our customers, health and safety for our team members, packaging and waste and food waste are the key topics for us at Marley Spoon.

## About this report

This is Marley Spoon's second annual Sustainability Report and covers the calendar year 2021. Sustainability reporting is becoming increasingly complex and standards (GRI, SASB, etc.) are constantly evolving. But that is not a problem for us. We are committed to providing our stakeholders with a clear and concise picture of our performance in 2021 and our future ambitions.

In this year's report, we are focusing on the issues that matter to both the business and stakeholders, and where Marley Spoon can influence outcomes to have a significant positive impact. As always, we welcome your feedback on this report ([sustainability@marleyspoon.com](mailto:sustainability@marleyspoon.com)) and look forward to continually developing and improving it in the years to come.

This report contains forward-looking statements based on assumptions and estimates of Marley Spoon AG. Although we assume the expectations in these forward-looking statements are realistic, we cannot guarantee they will prove to be correct. The assumptions may harbor risks and uncertainties that may cause the actual 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, 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.







## *Our planet*

At Marley Spoon, we are committed to providing our customers with high-quality, healthy, and sustainably sourced meals. Our goal is to achieve this while protecting and potentially restoring the health of our planet.

In this section, we report on initiatives to reduce greenhouse gas emissions, waste, and packaging. We also highlight the areas in our value chain where the greatest positive impact can be achieved - working in partnership with food suppliers and customers.



# Implementing climate action

In 2021, extreme weather events brought the climate crisis into sharper focus<sup>16</sup>, increasing the demand for action by all global stakeholders. Food systems account for more than one-third of global greenhouse gas emissions<sup>17</sup>. **At Marley Spoon, we are changing the way food is produced and consumed. We are committed to carbon neutrality and provide a lean supply chain that reduces food waste, thus lowering carbon emissions related to food production.**

Marley Spoon has already achieved carbon neutrality since 2020, but as a global company, we know carbon neutrality is just the beginning of our journey to a more sustainable world. We recognize that long-term, sustainable progress toward a carbon-neutral future is only possible if we leverage our scale and reach to make a long-term impact on reducing Greenhouse gases (GHG)<sup>18</sup> emissions throughout our value chain together with our suppliers, customers, and team members.

We are committed to reducing our carbon emissions per euro of revenue in Scope 1 and 2 by 50% in 2022 and 70% by 2025<sup>19</sup>.

## Climate risk management

For Marley Spoon, the climate crisis has always been a major concern. This is why we are working on a comprehensive review of the TCFD recommendations. We intend to adopt the TCFD recommendations within our next 2022 report. This review will highlight the opportunities available for Marley Spoon to improve and strengthen how we manage climate risks and opportunities within our business.

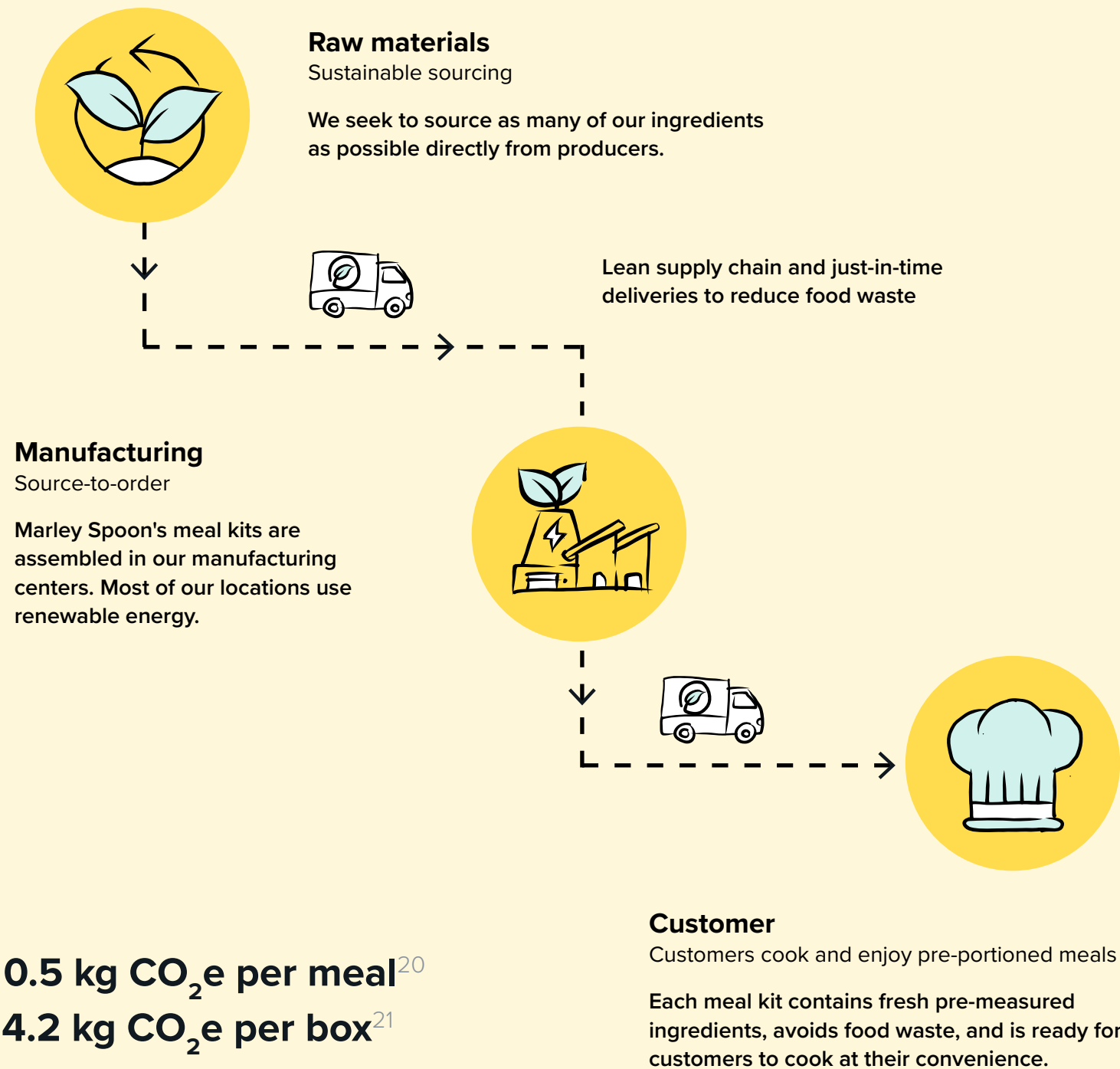
16. Kwon K, Barthe-Dejean G, Scott J, Smith-Bingham R, Riddel G. The global risks report 2021. 16th edition. Geneva: World Economic Forum (2021): 7-14.

17. UN News. Food systems account for over one-third of global greenhouse gas emissions. [news.un.org/en/story/2021/03/1086822](https://news.un.org/en/story/2021/03/1086822)

18. GHGs refer to greenhouse gases that contribute to the natural greenhouse effect: [eea.europa.eu/help/glossary/eea-glossary/greenhouse-gas](https://eea.europa.eu/help/glossary/eea-glossary/greenhouse-gas)

19. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. The target reduction uses 2020 as a base year. The carbon intensity methodology is used to calculate our carbon emissions per euro revenue, which is the sum of our Scope 1 + 2 emissions divided by total euro revenue. Carbon intensity methodology's reference: Schoenmaker, Dirk. "Greening monetary policy." Climate Policy 21.4 (2021): 584.

## Marley Spoon supply chain



20. Scope 1 + Scope 2 emissions by total meals

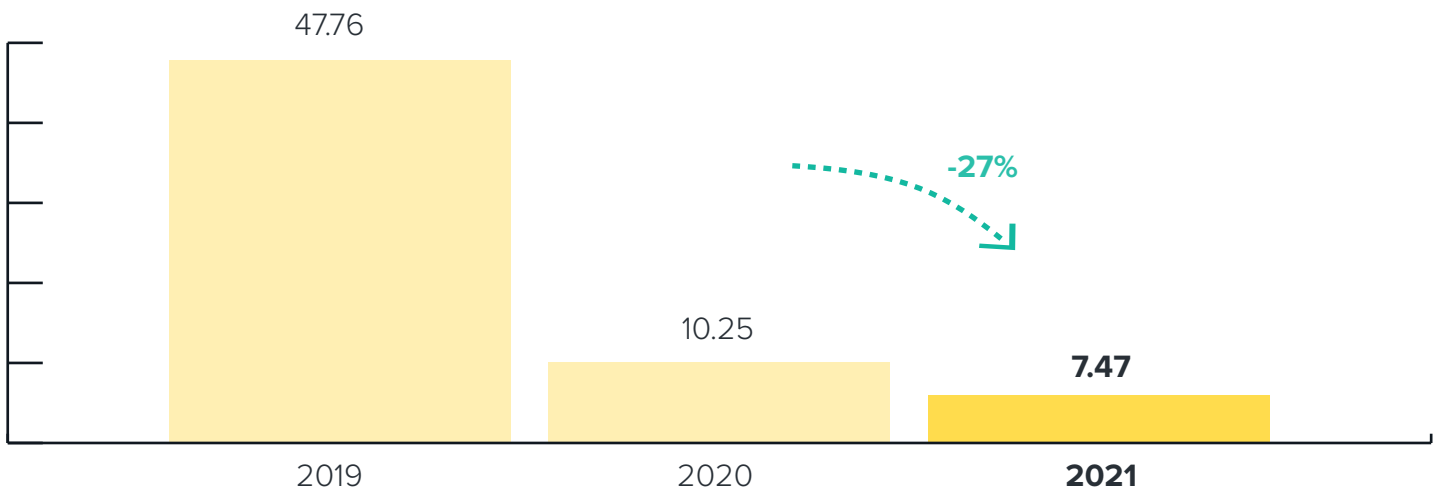
21. Scope 1 + Scope 2 emissions by total orders



# Finding our footprint

We have set ourselves the goal to reduce Scope 1 and 2 GHGs emissions by 50% per euro of revenue by 2022<sup>22</sup>. We made great progress here in 2021 by effectively reducing GHGs emissions from our manufacturing centers by 27% per euro of revenue from 2020 to 2021—an important milestone in our work for a sustainable future.

Carbon Emissions Per Euro Of Revenue<sup>23</sup> (T CO<sub>2</sub>e/M euro revenue)



At Marley Spoon, our GHG emissions were measured and reported in accordance with the GHG Protocol, defined by the World Resources Institute. The reporting period for the calculation is the calendar year and reporting is in metric tons of CO<sub>2</sub>e equivalent (CO<sub>2</sub>e).

Scope 1 emissions are company-owned or controlled emissions, such as heating our buildings and fuel for our own vehicles. They also include air conditioning and refrigerant gases used in our manufacturing centers to provide a cool and compliant environment. We strictly maintain our cooling systems and have invested in high-quality refrigerators to improve cooling and prevent leaks. In 2021, our absolute Scope 1 emissions increased by 5% as we heat our buildings more as we grow (see table carbon emissions in tons by scope).

Scope 2 includes indirect emissions from the generation of purchased electricity. We are constantly working to reduce CO<sub>2</sub>e consumption at our manufacturing centers. In 2021, we reduced CO<sub>2</sub>e emissions by 225 tons by

increasing our global share of renewable energy by 104% versus the previous year, meaning that 45% of the electricity we use comes from renewable sources. These achievements are also reflected in an 11% reduction in absolute Scope 2 emissions.

As our business continues to grow and we open new manufacturing centers to better serve our customers, operational energy demand is expected to increase. By using renewable energy sources, investing in energy-efficient technologies, and accelerating operational improvements, the carbon per euro revenue of Scope 1 and 2 emissions will continue to decrease every year.

Scope 3 emissions are defined as value chain emissions that are not caused or controlled by the organization. At Marley Spoon, these emissions include the purchase of packaging, travel, and energy-related activities and transportation. In 2021, Marley Spoon’s supply chain emitted 26,283 tons of CO<sub>2</sub>e emissions, a decrease of 13% compared to the previous year.

## Carbon emissions in tons by scope

Performance indicator	T CO <sub>2</sub> e <sup>24</sup>		% Change
	2020	2021	
Scope 1	580	611	5%
Scope 2 (market-based)	2,020	1,795	-11%
Scope 1 + Scope 2	2,600	2,407	-7%
Scope 3 <sup>25</sup>	30,728	26,823	-13%
Total S1+S2+S3	35,928	31,636	-12%

In 2021, we were able to reduce our GHGs emissions by 12%.<sup>26</sup>

## Carbon emissions by scope per euro revenue

Performance indicator	T CO <sub>2</sub> e/M euro revenue <sup>27</sup>		% Change
	2020	2021	
Scope 1	2.29	1.90	17%
Scope 2 (market-based)	7.97	5.58	-30%
Scope 1 + Scope 2	10.25	7.47	-27%
Scope 3 <sup>28</sup>	121.18	83.30	-31%
Total S1+S2+S3	141.7	98.2	-31%

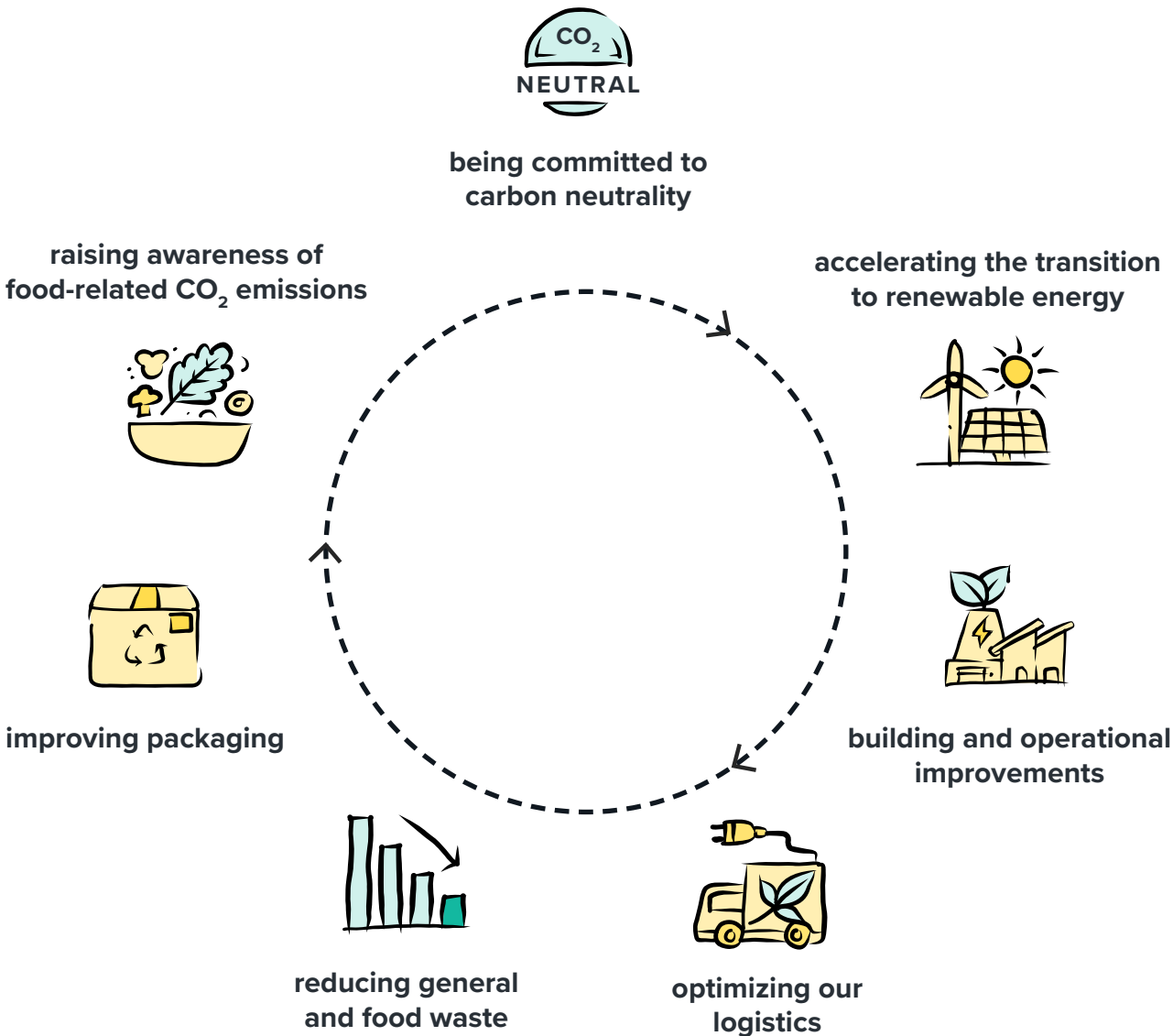
22. 2020 base year  
23. Emissions in tons of CO<sub>2</sub> equivalent per million EUR of scope 1 and and scope 2.  
24. T CO<sub>2</sub>e: GHG emissions in metric tons.  
25. Scope 3 emissions include Category 1: Purchased packaging, Category 3: Fuel and energy-related activities not included in Scope 1 and 2, Category 4: Upstream transport and distribution, Category 6: Business travel, Category 7: Employee commuting  
26. 2020 base year. The reduction includes Scope 1, Scope 2, and Scope 3: categories 1 (packaging), 3, 4, 6 and 7.  
27. T CO<sub>2</sub>e/M euro revenue: GHG emissions in metric tons by total revenue in Euro.  
28. Scope 3 emissions include Category 1: Purchased 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.



# Reducing our output

Reducing our carbon footprint is an important part of our efforts to combat climate change. This starts with our own activities. In 2021, we made further progress toward our goal of reducing emissions throughout our value chain. We have achieved a reduction in carbon emissions per euro revenue and are on track to achieve even more by innovating and ensuring that our global direct-to-consumer portfolio is always a good fit for the future.

We are reducing our footprint in a number of ways, such as:



29. RECs are certificates purchased to offset the amount of renewable energy generated.  
30. 45% of the energy we consume is sourced as renewable energy, excluding RECs (data as of December 2021).

## Using renewable energy

A big milestone for us at Marley Spoon—we achieved carbon neutrality in 2020. However, we continue to embrace sustainability in our daily operations with an eye on what energy we use and how we can continue our transition to sourcing only renewable energy.

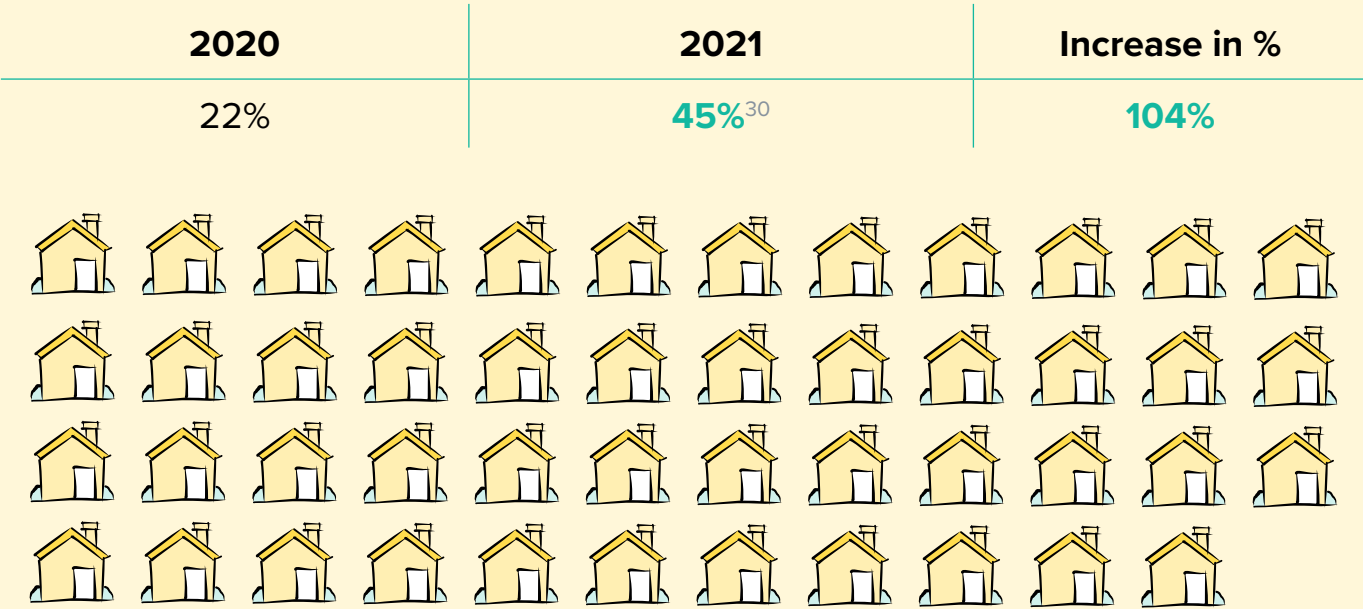
In 2021, we moved closer to our goal of getting 90% of our energy from renewable sources by the end of 2022. Our strategy was to prioritize sourcing renewable energy, and purchase renewable energy credits (RECs)<sup>29</sup> only when needed.

We were able to achieve our goal by increasing the number of manufacturing centers and offices powered exclusively on renewable energy from four in 2020 to nine in 2021.

At our Netherlands manufacturing center, for example, we get all our energy from wind power. We have even generated clean energy ourselves. In 2021, we installed more than 1,000 solar panels at our Sydney Manufacturing Center. In 2022, we will install solar panels on our New Jersey Manufacturing Center.

Whenever we cannot source or generate renewable energy, we turn to programs that support its development. In 2022, we will match any electricity used from non-renewable sources with purchased renewable energy credits across all of our European and US manufacturing centers and at most of our Australian manufacturing centers. This helps to increase renewable energy generation, and supports our transition to source only renewable energy.

Percentage of energy powered exclusively on renewable energy



Sydney’s rooftop solar panel system generated enough electricity to power 47 homes in its first 6 months.



## Visiting our manufacturing centers

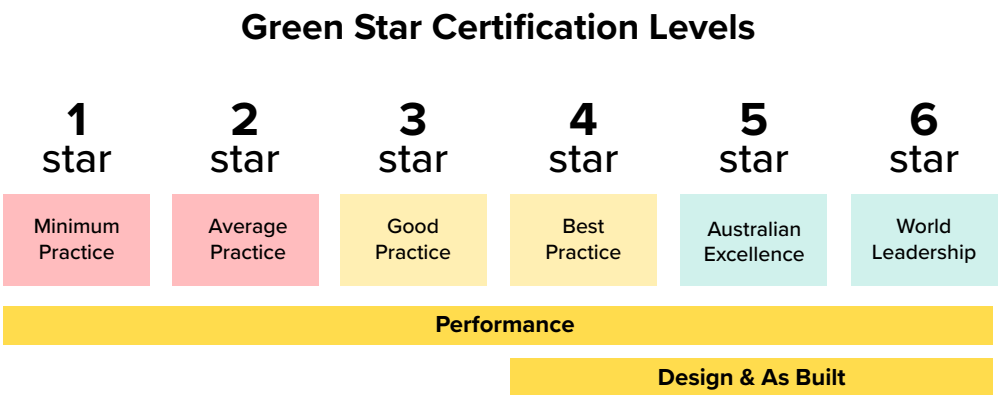
We opened a new manufacturing center in California since we outgrew our previous location. As mentioned in our last report, this manufacturing center has great, environmentally friendly upgrades. For refrigeration, we chose the greenest refrigerant option, CO<sub>2</sub><sup>31</sup>. Refrigeration and refrigerant leaks are a common sources of greenhouse gas emissions in the food industry, so we ensured our choice was the most sustainable option. The new building in California is also equipped with a refrigerant leak sensor so that we identify and address problems as soon as they occur. In addition, this CO<sub>2</sub> refrigeration system uses nearly 17%<sup>32</sup> less energy than the Freon systems typically used.<sup>33</sup> The new site also has a heat exchanger that pulls heat from the cooling system and provides heat for all of our hot water needs. This reduces the need for electronically operated water heaters and boilers. Further, the building is equipped with LED motion sensor lighting to reduce our overall energy consumption.

Another exciting addition will be introduced in the US in 2022 when solar panels are installed on the roof of our New Jersey manufacturing center. In 2021, Marley Spoon’s manufacturing center in Sydney received a 6 Green Star rating for world leadership in sustainable building design by the Green Building Council of Australia (GBCA).

31. <https://blog.isa.org/why-co2-is-the-most-promising-refrigerant-in-the-cooling-industry>  
32. Quoted estimate from refrigeration service  
33. According to the refrigeration company

This rating is the highest awarded by the GBCA and is reserved for high-efficiency buildings that use renewable energy to offset traditional energy use and address a variety of environmental and social concerns. The Sydney manufacturing center features a 500kW-solar panel system on the building’s roof and LED lighting throughout the building to improve energy efficiency and create a pleasant visual environment for our team. The manufacturing center is strategically located just a minute’s walk from a major bus stop that connects to a local Sydney transit hub.

This gives our team additional transport options, reducing reliance on private vehicles. Additionally, the site has two charging stations for electric vehicles, and there are plans to build more in the near future.



## Involving our customers

Beef, poultry, and dairy products make up 74% of our food CO<sub>2</sub>e emissions. To support our efforts to reduce carbon emissions, we want to help our customers by offering more environmentally friendly options. Additionally, we want to encourage our customers to evaluate the impact their diet has on the environment, and educate them on the small steps each of us can take to reduce our individual carbon footprint. We will continue to work on solutions to help our customers make more informed choices when selecting their meals.

Our vegetarian and plant-based options also help reduce our food carbon emissions. In the US and Australia, we have expanded our menu offerings in these categories by up to four recipes at both Marley Spoon and Dinnerly.

For more information on our vegetarian and plant-based options, see [page 28](#).

Scope 3 emissions for food are not just about reducing Marley Spoon’s carbon footprint. It is about working with suppliers and engaging with our customers to reduce carbon emissions. Food supply chains are a collaborative process connecting producers, distributors, and consumers. By fostering global collaboration to reduce carbon emissions, we can accelerate the transition to a more sustainable food system. How? By raising awareness among our customers and making our climate impact transparent. It is no wonder that at Marley Spoon, we take our commitment to our customers and key stakeholders quite seriously, working towards a better future together.





# Optimizing logistics

We are building a supply chain that seeks to source locally from farmer to customer. It is a faster and fresher supply chain that aims to reduce food waste and minimize the emissions that are associated with unconsumed food in conventional supply chains that often travel long distances.

By leveraging our made-to-order business model with efficient logistics, we reduce the number of transportation trips and minimize the impact of carbon emissions throughout our logistics. **In 2021, we reduced 28% of our total logistics carbon emissions per euro revenue.**

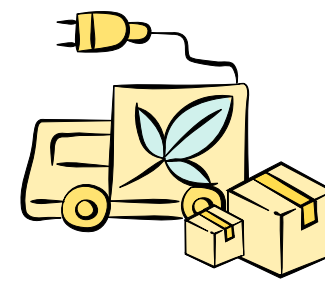
## Spoons on Wheels, our own logistics company

In 2021, we officially launched our own logistics service, Spoons on Wheels (SoW). Our goal is to continue to delight our customers by offering more efficient time delivery windows and minimizing our environmental impact. We began operations in the Netherlands, and as a result of our success, we expanded to Germany and the United States.

With SoW, we have direct control over route design while increasing route efficiency, allowing us to optimize routes and reduce carbon emissions. Also, we deliver our boxes to customers with electric bikes in key inner-city neighborhoods in Amsterdam. **In 2021, on average we delivered 1,659 orders per month with electric vehicles and aim to reach at least 6,000 per month by the end of 2022.** While we strive to increase the number of orders delivered by electric and refrigerated vehicles, we are reducing the use of diesel, insulation bags, and ice packs.

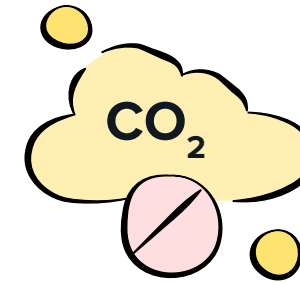


## Spoons on Wheels milestones



# 71%

less packaging using  
refrigerated vehicles<sup>34</sup>



# ZERO

carbon emissions in last-mile  
deliveries in Amsterdam

In the Nordics, our logistics partner delivered a portion of our boxes with electric vehicles in 2021. They have also set an ambitious target to deliver 60% of orders with electric vehicles in cities by 2025.

In Vienna, the majority of our boxes in 2021 were delivered by electric cargo scooters. A tiny scooter that can carry a cargo volume of 2m<sup>3</sup> and is shorter than a truck.

To read about how we reduce the environmental impact of packaging and combat food waste and waste, see pages [19](#) and [22](#).

<sup>34</sup>. Calculated by total weight of chilled and ambient packaging setups in Europe




# Offsetting and carbon-neutrality

Marley Spoon is committed to reducing carbon emissions and addressing climate change. That is why we believe cutting emissions is the best strategy to decarbonize and limit global warming to 1.5°C, as the IPCC recommended. Our approach to decarbonization is straightforward: avoid first, then reduce. When that is not possible, we consider using offset programs. We continue to operate as a carbon-neutral company, with our offsetting contribution<sup>35</sup> decreasing each year in line with our total emissions reductions.

For our offsetting program, we teamed up with ClimatePartner to ensure that our carbon offsets fulfill strict requirements. Projects are assessed and follow high-quality standards. They must be audited by third parties.

In 2022, we will offset 9,018 tons of carbon from our operations based on the CO<sub>2</sub>e produced in 2021. This offset will cover Scopes 1, 2, and 3<sup>36</sup>. The 2021 offset amount was based on the 2020 results.



## Our commitment

As part of our commitment to reducing global warming and securing future energy sources, in 2021, we continue to invest in programs that provide efficient cooking methods to Zambian homes and aim to increase renewable energy production in India. These projects are certified and audited in accordance with the Verified Carbon Standard (VCS).



## The importance of carbon offsetting

Demonstrably reducing greenhouse gas emissions combats the global climate crisis. These initiatives can take the form of forest protection, renewable energy development, and a variety of other activities that help to sequester or save carbon emissions from the atmosphere. In addition, carbon offset projects promote sustainable development in the project countries.



## Our support

You may be wondering why we are offsetting emissions in clean cooking methods. Spooners love to cook! It's great to support projects that align with what we love while supporting cooking methods for families in poor areas to reduce dangerous chemicals from non environmentally friendly methods that harm both communities and our planet. We have also chosen to offset emissions in renewable energy projects because the energy transition is a crucial enabler toward a net-zero economy, sustainable development, and climate resilience. Renewable energy cuts down the emissions that are rapidly warming our planet.

35. In 2021, total amount to offset included Scope 1, Scope 2, and Scope 3. Scope 3 emissions included here are the categories 1, 3, 4, 6, and 7.  
36. Scope 3 emissions include packaging, commuting, and business travel

## Efficient cooking in Zambia

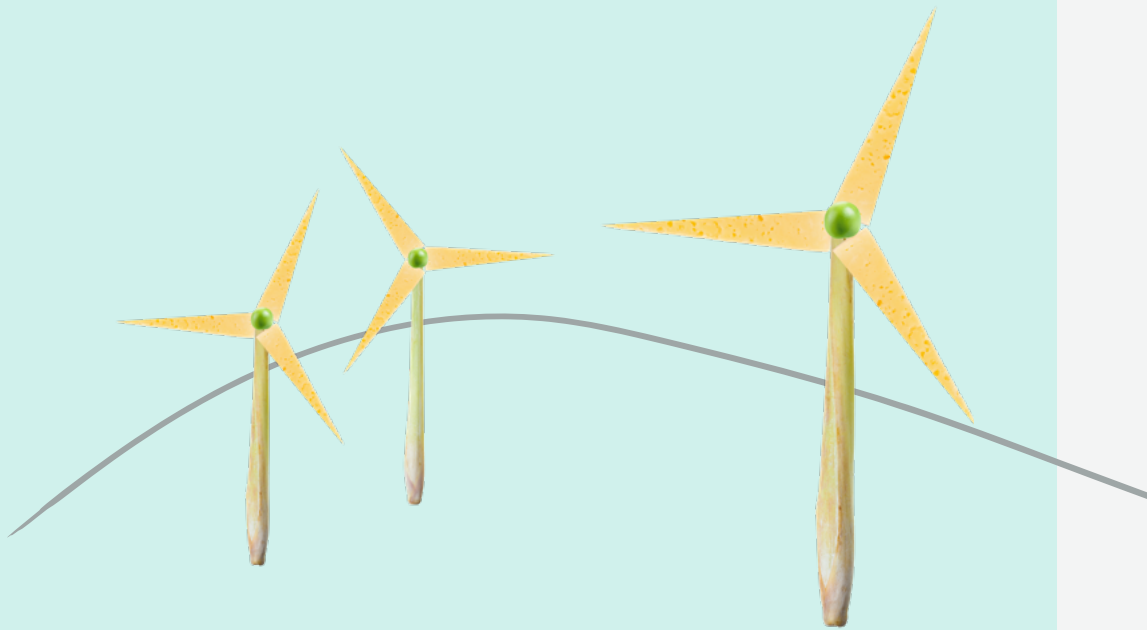


In many of the world's poorest areas, families cook over open fires, usually in small spaces. But this method of cooking is not energy efficient, as large amounts of heat are lost. It also results in harmful pollutant emissions and burn accidents. With clean stoves, families can reduce carbon emissions. On average, they use 50% less firewood, saving time and money. To date, our offset of 18,645 tons of CO<sub>2</sub> is equivalent to providing 7,450 clean-burning cookstoves to Zambian families.

## Reducing anthropogenic emissions through wind power in Indian states

Ensuring growth in renewable energy production is essential to limiting global warming and securing energy supplies in the future. We supported the Indian states of Tamil Nadu and Karnataka in supplying electricity from renewable energy sources through wind power, where fossil fuels are currently predominantly used for power generation. 52 wind turbines with a total installed capacity of 38,275 MW supply the regional Southern grid with an average of 75,231 MWh per year.

By generating emission-free electricity from wind power, the project saves an average of 69,732 tons of CO<sub>2</sub> emissions per year while promoting the sustainable use of resources.



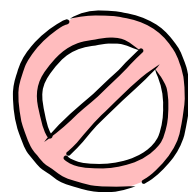


# Managing our resources

Managing resources is a crucial step for any business. We must make sure that we handle the resources we use responsibly to guarantee future generations can thrive and have access to the same materials. We are committed to looking to the future, sourcing materials correctly, and disposing of them in a proper manner.

## Improving packaging

Packaging plays a critical role in ensuring the safety, freshness, and quality of ingredients throughout the supply chain. But it also presents challenges regarding logistics, packaging technology, and waste. The good news? We are actively working to reduce the environmental impact of packaging by increasing our use of recycled and reusable packaging materials while collaborating with our suppliers to develop more sustainable solutions. **In 2021, 71% of our Marley Spoon exclusive packaging<sup>37</sup> globally was recyclable or reusable. In Australia, we have already achieved the goal of 100% of all Marley Spoon exclusive packaging being recyclable or reusable.**



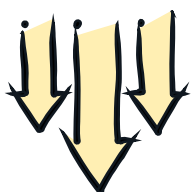
### Avoid

At Marley Spoon, we are committed to supporting the global shift away from unnecessary packaging and towards sustainable packaging. Making this shift requires commitment throughout the value chain and investment in research and development. The launch of our “Better Box” project, in which we are phasing out dish bags in the United States and Europe, was the first step in advancing our efforts to avoid waste and use resources efficiently **The Better Box project eliminated 88 tons of paper waste compared to 2020.**



### Reuse

We also support a circular economy practice known as “packaging pools”<sup>38</sup> based on sharing and reusing pallets and boxes in our global supply chain. Instead of using cardboard boxes for vegetables or single-use pallets, we work with logistics and material suppliers to receive some of our vegetables in reusable crates and packaging materials in returnable pallets. **Reusing crates and pallets reduces the need for new (or primary) materials while reducing the environmental impact of material use.** In addition, pallets that previously would have been sent to landfills or burned as wood chips for heating now have a much longer life cycle because they are reused five to ten times.



### Reduce

Changing consumer behavior is critical when it comes to sustainable packaging. We have made it possible to **opt-out of recipe cards, so our customers can go paperless altogether** and rely on the app or website to find recipe instructions. **In Europe, we reduced the use of recipe cards by 8% compared to 2020.** We also intend to communicate more about recycling instructions for packaging on our social media channels to help customers decide what to do with the packaging after they have enjoyed their meal.

37. Dinnerly and Marley Spoon labeled packaging and repackaged food from our manufacturing facilities.

38. Hekkert, Marko P., Louis AJ Joosten, and Ernst Worrell. “Reduction of CO2 emissions by improved management of material and product use: the case of transport packaging.” Resources, Conservation and Recycling 30:1 (2000): page 7



# 2021 Packaging achievements

In order to offer our customers a sustainable packaging portfolio, our experts and suppliers have to navigate a challenging environment. The way different packaging materials and formats interact with recycling systems varies by market and product.



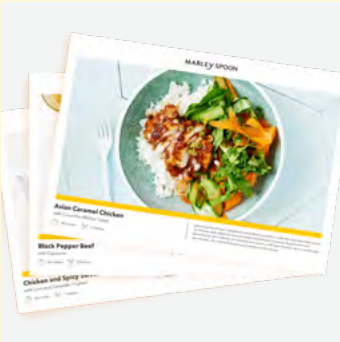
In the US, we introduced ready-to-heat meals in 2021. We designed white plastic packaging because it is more likely to go through the recycling process. The sleeve on these meals is also made of cardboard so the end user can easily recycle it.



In Europe, we have expanded the proportion of FSC-certified cardboard from boxes to dividers, fruit crates, and egg packs. Additionally, all of our marketing flyers are made from a compostable material that is a blend of agricultural waste and FSC-certified material.



In Australia, we have removed aluminum-laminated packing film from all branded repackaged items. We transitioned to nylon-based soft plastic for these repackaged items that can be recycled through the REDcycle recycling program.

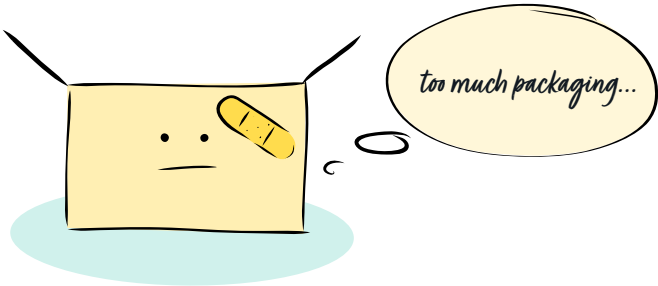


In 2021, we avoided 95 tons of paper waste,<sup>42</sup> a major milestone achieved through the introduction of the Better Box, the elimination of recipe cards by customers, and manufacturing upgrades that allowed production to stop printing sales orders. These reductions are reflected in a 32% decrease in packaging CO<sub>2</sub>e compared to the previous year.

# Unwrapping the future of our boxes

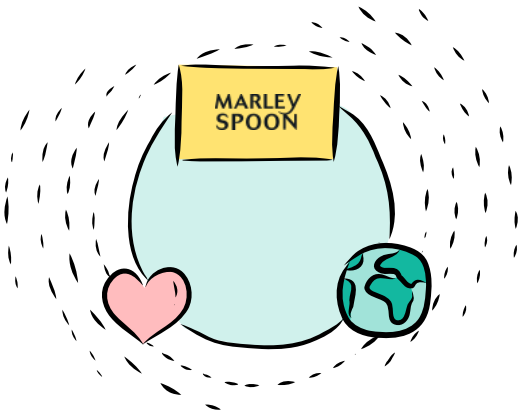
## Better Box Project: The United States and Europe

After receiving feedback from our customers about “too much packaging” and damaged ingredients, we explored how we could improve the unboxing experience to delight our customers—by reducing the risk of damaging ingredients while improving sustainability performance throughout our value chain.



We introduced a box with a new divider concept that separates hard ingredients from softer ingredients to protect them from damage. In addition to eliminating dish bags, we introduced new smaller boxes in Europe that help reduce the movement of items in the box during shipping. **As a result, we have been able to avoid the consumption of approximately 3 million dish bags, equivalent to 88 tons of paper in 2021, and reduce CO<sub>2</sub> emissions during transportation by optimizing the number of boxes transported per truck.**<sup>39</sup>

As part of the Better Box upgrade, we added a new feature to our ERP<sup>40</sup> system called “Dynamic Box Selection”, which calculates the volume of each item and groups them by category, allowing us to maximize space within the box. **In Europe, we were able to downsize 23% of our customer orders into smaller boxes.**<sup>41</sup> **The project will be rolled out in the US and Australia in 2022.**



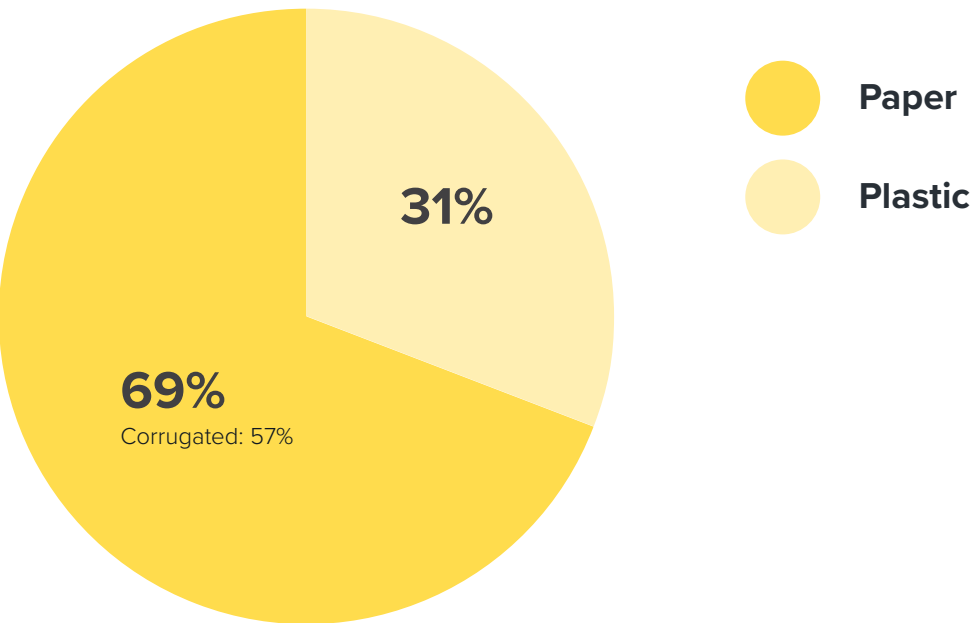
39. The total includes the amount of dish bags avoided compared to 2020 with The Better Box Project in the EU.  
40. Enterprise-Resource-Planning  
41. The comparative analysis was performed with the total sales orders assigned in the ERP in quarter four.  
42. The total includes the impact of manufacturing upgrades, the amount of dish bags eliminated due to the Better Box Project, and the introduction of the opt-out feature of recipe cards in Europe.



# Our packaging portfolio

Since 2020, we have assessed to understand the carbon impact of all packaged food in our manufacturing centers. We have also undertaken the same assessment for non-food packaging materials, such as cardboard boxes, ice packs, and insulation bags.

The chart below shows the amount of packaging we purchased in 2021 (in kg):<sup>43</sup>



As the chart shows, non-plastic packaging makes up the majority of our packaging, about 69%. Corrugated boxes have the greatest impact on our packaging materials, making up 57% of our packaging. All of our cardboard boxes are made of paper and are 100% recyclable.

Our packaging portfolio does an excellent job of protecting our items for our customers and keeping them safe and fresh for an extended period of time. This is an important factor in reducing the risk of food waste and consequently reducing the carbon impact.

43. The calculation is based on total orders in 2021, which includes boxes, ice packs, insulation bags, dish bags, labels, tape, recipe cards, and repacked food items in all markets.

# Staying cool

We aim to use water ice packs instead of gel packs in our meal boxes during transport for local areas at certain locations. We have already started pilot testing water ice packs in Europe in 2021 and are continuing with our testing in 2022. In most of our global manufacturing centers, we have rolled out our own production of gel ice packs. Producing our own ice has also led to a significant reduction in our logistical CO<sub>2</sub> emissions, as we now buy and inbound fewer external gel packs.

We also introduced our “Dynamic Ice” model at the end of 2021, which allows us to optimize the amount of ice needed for each order based on the customer's zip code. Our goal is to reduce the average amount of ice required per customer by 500 grams. The project has been successfully implemented in Europe and will be extended to Australia and the United States in 2022 to reduce the amount of packaging required per order.

**Our packaging goal:**  
increase our percentage of  
recyclable and reusable  
Marley Spoon exclusive packaging





# Reducing waste and food waste

According to the USDA, "at the retail level, equipment malfunction (such as faulty cold storage), over-ordering, and culling of blemished produce can result in food loss. Consumers also contribute to food loss when they buy or cook more than they need and choose to throw out the extras." <sup>44</sup>

In 2010, the USDA reported that food loss between retailers and consumers was around 31% of the US supply chain<sup>45</sup>. How do we avoid this at Marley Spoon? The answer: perfectly pre-portioned ingredients. Through an order intelligence system, we are able to use innovative data to predict exactly what our consumers will be cooking that week. Avoiding waste is one of our core company values. **Our food waste<sup>46</sup> is only 1%** of the total amount of food we buy.

We care deeply about reducing the amount of waste we produce. That is why we started tracking our waste diversion rate this year. This is another step toward our previously announced **goal** of becoming a **zero waste-certified company by 2025**.

## Our goal: zero waste certification by 2025

44. [www.usda.gov/foodwaste/faqs](http://www.usda.gov/foodwaste/faqs)

45. [www.usda.gov/foodwaste/faqs#:~:text=USDA%20estimates%3A%20amount%20of%20food,pounds%20and%20almost%20%24162%20billion](http://www.usda.gov/foodwaste/faqs#:~:text=USDA%20estimates%3A%20amount%20of%20food,pounds%20and%20almost%20%24162%20billion)

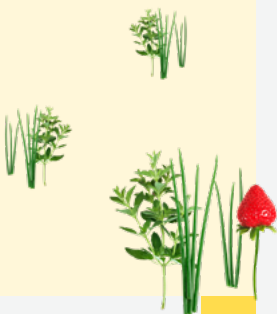
46. Food waste is the total amount of food sent to landfills compared to the total amount of food purchased for operations across all markets (calculated by revenue).

47. [www.unep.org/news-and-stories/press-release/un-17-all-food-available-consumer-levels-wasted](http://www.unep.org/news-and-stories/press-release/un-17-all-food-available-consumer-levels-wasted)



Megan Snowden  
Sustainability Manager

"An estimated 17% of food is wasted at the consumer level<sup>47</sup>. It's really exciting to see us operate with a business model to counteract this societal issue. That's why I believe food waste is one of our most important issues. You can tell the rest of the company feels the same way as it's incorporated into our values and discussed in every team."





# Food waste

Food and green waste are the most common materials disposed of in landfills<sup>48</sup>. This makes it the responsibility of the entire team to capture and divert all food that would otherwise end up in landfills. **Our teams work together cross-functionally to include ingredients that are at risk of going to waste and to leverage our current inventory levels for upcoming recipes.** By offering our customers multiple delivery windows, we are able to deliver our products shortly after they are packed, providing fresher ingredients to customers. The result? Less food is left behind and more is eaten! In the US, Marley Spoon and Dinnerly are proud members of the USDA and EPA Food Loss and Waste Champions. We have committed to reducing our food waste by 50% by 2030, and we are on track to meet this goal.

Our first step is to reduce food waste. The second is to reuse all food that does not make it into one of our boxes. This includes items we bought too many of, or could not meet our freshness guarantee for shipping. **Our first tactic to reuse food that would be wasted is to donate it.** Any food that does not make it into our boxes, we give to team members or donate to local charities. We promised to establish food donations at all locations by the end of 2021, and we met that promise. All offices and manufacturing centers that produce food have partnered with local charities. **Last year alone, we donated just over \$1 million worth of food to local charities around our manufacturing centers.**

# Waste

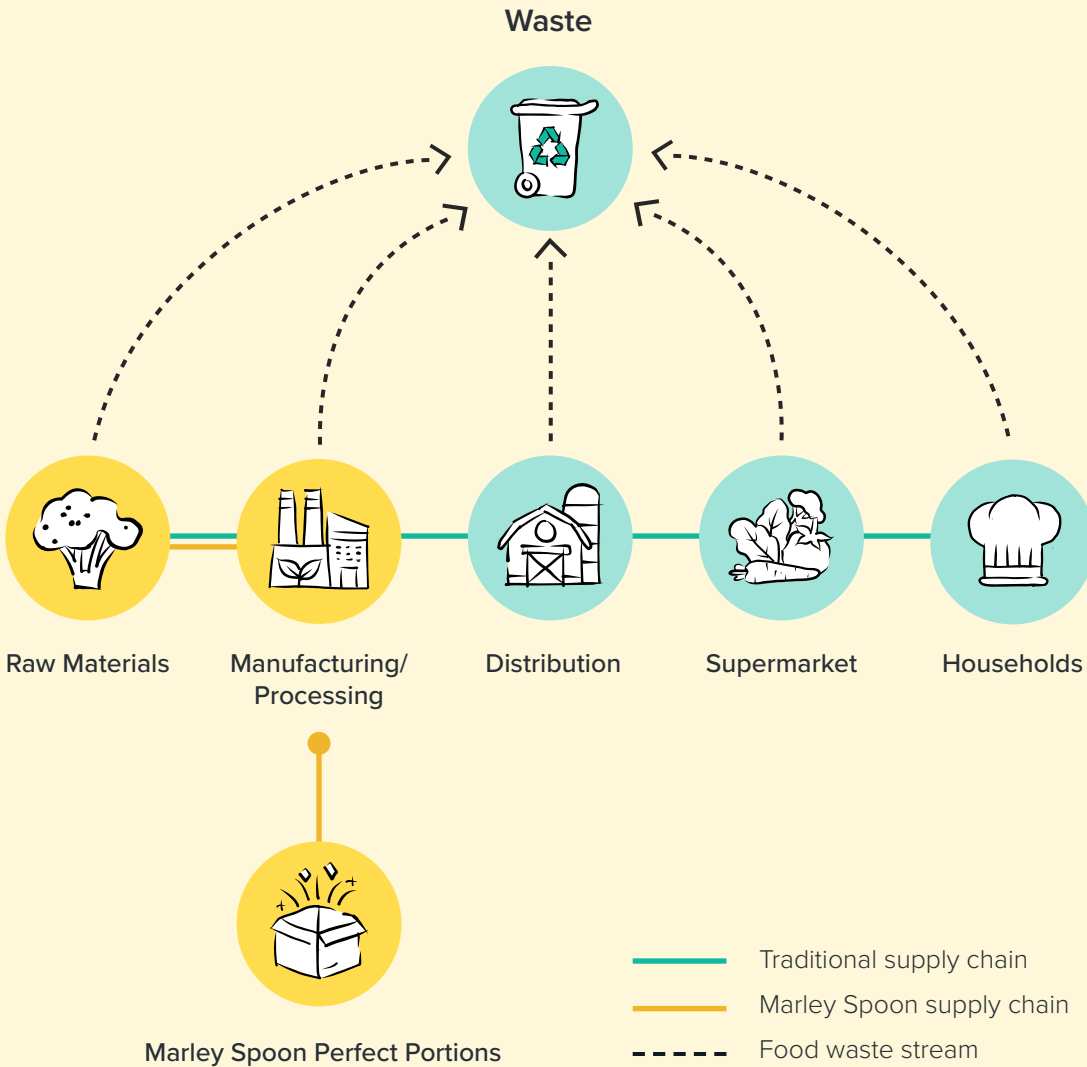
Along with our commitment to collect organic waste at all manufacturing centers where food is produced—including our test kitchens—all of our manufacturing centers have recycling programs in place: whether it is cardboard, single-stream recycling, or dual-stream recycling from the landfill.

In the US, donations went to organizations like “Table to Table” and “Grace Place”. Last year, our European market worked with “InstockMarket” to divert any food waste and make sure edible food does not end up in a landfill - “Instock” picked up the rescued food from our manufacturing center and inspected it to make sure it met quality and safety standards before it was donated or reused by chefs to prepare delicious dishes by local caterers and restaurants. In Australia, we supported “OzHarvest” by donating 972,430 meals to the community through food donations from our manufacturing centers. “OzHarvest” is Australia’s leading food rescue organization. It works with companies to rescue surplus food from going to landfills and distributes it to people in need across Australia.

But what about the food that cannot be eaten anymore? We turn it into nutrient-rich compost or a renewable energy source. Our goal is still the same as last year: all manufacturing centers that produce food should have an organics collection system. Thus far, 2/3 of our manufacturing centers have an organic collection system. By the end of 2022, all of them that produce food waste will participate in organic recycling to support our circular economy initiatives. These specific efforts enable us to waste only 1% of the total food we buy. That is a much lower number than the 31% estimated at food retail stores. And isn’t that pretty good?

This year we will continue to strengthen our proper waste disposal practices through training, increased signage, and centralized waste streams to decrease contamination.

## 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.

48. [datatopics.worldbank.org/what-a-waste/trends\\_in\\_solid\\_waste\\_management.html](https://datatopics.worldbank.org/what-a-waste/trends_in_solid_waste_management.html)





## *Fostering our relationships*

Through our meal kit brands, we send out more than a million meals<sup>49</sup> per week to help people lead easier, smarter, and more sustainable lives.

Besides our team members who are responsible for making our beloved products, we have other important relationships that are crucial to us and our business. We have a responsibility not only to our team but also to the supply chain we work with, to our loyal customers who are the reason for our existence, and to our communities. In this section, we want to highlight the connections that define us.

49. 58.7 million servings sold in 2021



# Creating a transparent and sustainable supply chain

At Marley Spoon, we believe transparency is key to building global direct-to-consumer brands that continuously delight our customers in a personalized and sustainable way. In 2021, we provided a global vendor portal to create, collaborate, manage and share real-time data with our vendors:

- supervise supply chain risks with immediate awareness
- enhance quality and minimize risks
- improve our current procurement process
- deliver awareness regarding our social responsibility initiatives to maintain goals
- provide full traceability on products

This global vendor portal will also help us to achieve our sustainability goals by allowing us to manage our ESG initiatives in one centralized place. We will be able to:

- observe material usage
- track our progression to achieving our sustainability goals
- conduct audits
- grade our suppliers on their sustainability efforts

## Sustainability survey

We not only score our suppliers on their freshness, timeliness, and food safety but also include sustainability in their profile. Since 2019, we have been sending out our sustainability survey to all confirmed food suppliers. This survey includes all aspects of sustainability with questions on social and environmental issues. **To date, our supplier response rate is 86%, and our goal is to achieve 100% by 2023.**

Currently, all new suppliers in the US are not approved to sell their products until they complete the survey. We plan to apply this strategy to our other regions as well. Our next step is to use this survey and convert it into a sustainability score for each supplier. This score will be included in the supplier scorecard, which is mentioned in Supplier and Item Management.

50. These percentages are self-reported by our vendors.  
51. Including a statement in all job postings with a commitment to diversity, equity, and inclusion





# Animal welfare

Farm animals are sentient beings and should be raised with compassion and care. As a food business, we believe we can play a positive role in improving the lives of farm animals through our sourcing standards. We collaborate with animal welfare groups who are dedicated to supporting the humane treatment of farm-raised animals to help us in this endeavor.

## Our progress

In 2020, we set out to support improving the lives of animals in our supply chain by rolling out or launching the Better Chicken Commitment (BCC) by 2024—a policy supported by numerous animal welfare organizations.

In 2021, we wanted to gain a better understanding of farm animal welfare in our supply chain. Our first step was to ask our suppliers how land animals (as opposed to aquatic animals) are being raised on their farms. We are also tracking our suppliers’ progress in compliance with the Better Chicken Commitment standards globally. We operate in three regions, with progress reported on each on the right side of this page.

## Our goal

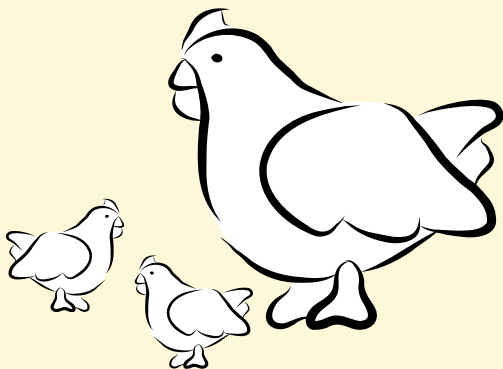
**In 2022, we will continue to work with our chicken supplies on BCC compliance. We are also developing an animal welfare policy for other land animals, including cattle, pigs, and sheep as well as aquatic species.**



## 2021 Better Chicken Commitment compliance overview

Compliance with the Better Chicken Commitment per regional policy, European Policy <sup>52</sup> and USA Version 2 <sup>53</sup> , respectively	EU	AU <sup>54</sup>	USA <sup>55</sup>
Comply with EU animal welfare laws and regulations	100%	N/A	N/A
Use a maximum stocking density of 30kg/m2. If the flock is thinned, it must only be done once per flock.	23%	0%	N/A
Use maximum stocking density of 6.0lbs/sq foot	N/A	N/A	30%
Prohibition of cages (including multi-tiered systems)	100%	100%	87%
Provide environmental enrichments	18%	0%	87%
Provide minimum lighting requirements	35%	0%	87%
Provide minimum litter requirements	N/A	N/A	87%
Meet air quality requirements	100%	100%	N/A
Adopt approved broiler breeds	23%	100%	3%
Adopt approved processing method	100%	100%	57%
Third-party audited to the requirements above	100%	100%	87%
Regional Average <sup>56</sup>	67%	63%	66%
Global Average <sup>57</sup>	64%		

52. <https://betterchickencommitment.com/en/policy/>  
53. <https://betterchickencommitment.com/policy/>  
54. We are using the European BCC for our Australian business  
55. 87% of the chicken vendors we purchased from completed the assessment  
56. Total compliance percentage by region on meeting the BCC requirements  
57. Global average of regional compliance percentage by weight or regional purchases





# Ingredient spotlight



## Mama O's Kimchi - US<sup>58</sup>

We have been using “Mama O’s Kimchi” paste since we launched Marley Spoon in the US. Kheedim Oh did not like all the additives in kimchi he found at local grocery stores and knew that driving hundreds of miles to get kimchi from his parents was not sustainable. So he started making “Mama O’s Kimchi” in his basement in New York City, which is now sold both nationwide and internationally. Kheedim grew up in a very environmentally conscious household and applied that to his business model: the company reuses cardboard boxes in which it receives its ingredients and cuts them to the right shape to ship their product to customers. This vegan kimchi paste is made with just seven ingredients: chili pepper, water, ginger juice, lime juice, salt, and organic sugar. We are proud to partner with this local company to offer their delicious kimchi to our customers.



## Biomeerwaarde Eggs - EU<sup>59</sup>

Our eggs for the European market are organic and local to our manufacturing 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.



## La Vie Est Belle Falafel - EU<sup>60</sup>

This vendor supplies us with delicious and fresh falafel. “La Vie Est Belle” is an organic family business based in Belgium.

They use fresh ingredients from farms near the production site, and they also employ people with disabilities.



## Fable - AU<sup>61</sup>

In Australia, we are excited to partner with “Fable”, a group of mushroom lovers. Fable is a meat alternative made from shiitake mushrooms. It is not only plant-based but also highly nutritious and contains many antioxidants.

This product consists of only six ingredients; Tapioca flour, shiitake mushrooms, gluten-free soy sauce, coconut oil, white pepper, and black pepper. It is free of GMOs, preservatives, and artificial ingredients, which makes its product simple and delicious.

# Sustainable and seasonal sourcing

Where food comes from and how it is grown is an exciting topic—even kids want to know. And so do we! We take great care to make sure our ingredients are safe and fresh when delivered to our customers. But we also want to provide the best quality and taste and strive to source from sustainable agriculture, fisheries, and animal farming.

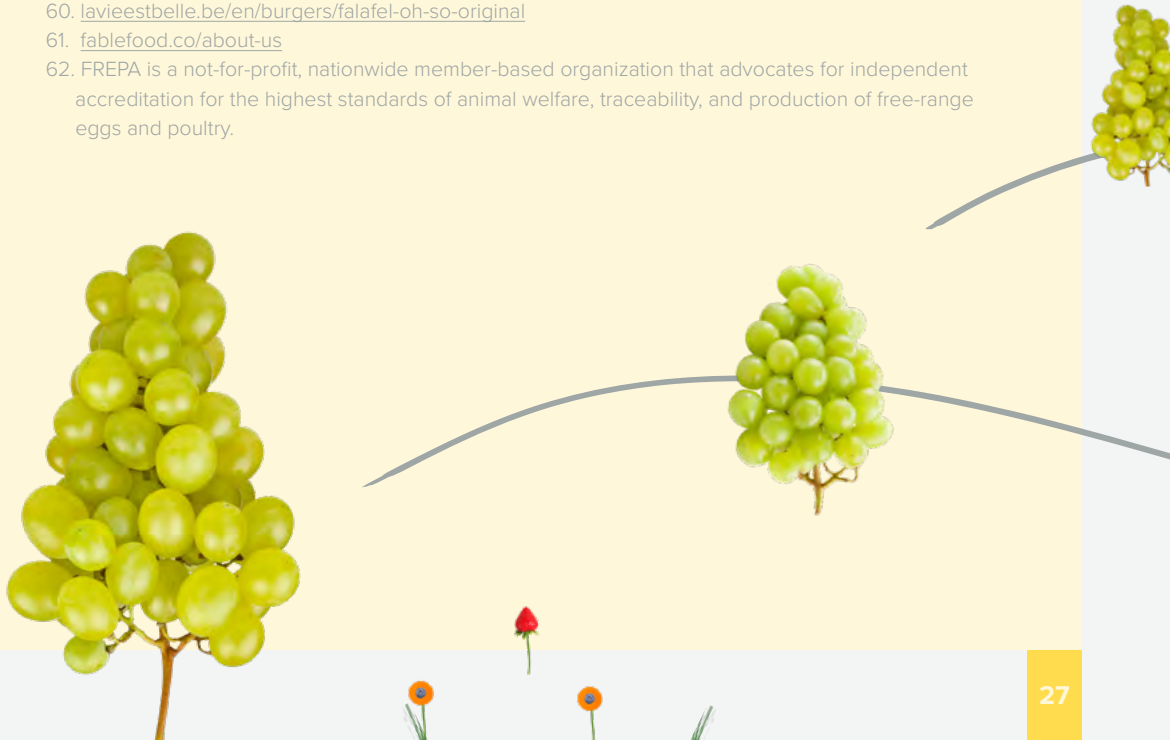
A majority of our fresh fish products in Europe and Australia are certified by ASC/MSC compliance standards. In Australia, 100% of our fresh poultry products are accredited by Free Range Egg and Poultry Australia (FREPA)<sup>62</sup>.

Since our menus change weekly, we make sure 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 key for us.



In Australia, our “Local First” policy aims to increase the percentage of ingredients sourced in Australia. Currently, 77% of our ingredients come from Australia, and we are actively working to increase this percentage year over year by switching to Australian-made/grown products and working with Australian-based companies.

58. [kimchirules.com](https://kimchirules.com)  
59. [biomeerwaarde-ei.eu/pluimveehouders/show/egg-tivity](https://biomeerwaarde-ei.eu/pluimveehouders/show/egg-tivity)  
60. [lavieestbelle.be/en/burgers/falafel-oh-so-original](https://lavieestbelle.be/en/burgers/falafel-oh-so-original)  
61. [fablefood.co/about-us](https://fablefood.co/about-us)  
62. FREPA is a not-for-profit, nationwide member-based organization that advocates for independent accreditation for the highest standards of animal welfare, traceability, and production of free-range eggs and poultry.





# Meat-free options

Over the past year, our customers have let us know that they would like to see more variety in vegetarian dishes. The popularity of our vegan recipes has increased in recent years. What could be the reason for this? One thing is clear: it is not only for health or environmental reasons—but also because our customers simply find the recipes delicious and appealing! We have listened to our customers and increased the number of meat alternatives we offer.

We carry not only the staples of tofu and falafel but also meatless chicken alternatives, plant-based ground beef, meatless beef alternatives, vegan sausages, and fava bean schnitzel, to name a few.

## Weekly meat-free menu options

		US	EU	AU
2020	Marley Spoon	8	13	9
	Dinnerly	5	4	7
		US	EU	AU
2021	Marley Spoon	12	13	11
	Dinnerly	7	4	11

63. [peta.org/blog/peta-loves-butcher/](https://peta.org/blog/peta-loves-butcher/)

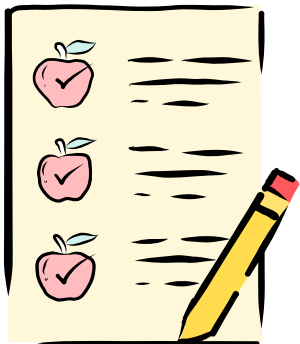
This past year, we brought on board multiple meat substitute suppliers to expand our vegetarian protein options. “The Vegetarian Butcher” is one supplier we partnered with in 2021 that has really excited our European customers. “The Vegetarian Butcher” does a great job of replicating the taste and texture we love in meat in an environmentally and animal-friendly way by making the majority of their products from legumes. PETA has given this company its seal of approval, stating they “could not be happier” with this company’s tremendous growth<sup>63</sup>. “The Vegetarian Butcher” played a crucial role in our “European Vegan Month” campaign.





# Caring about our customers

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.



100% of all of our suppliers and items are approved by our food safety and quality assurance team

## Food safety regulations and compliance risks

As our core brands sell fresh food directly to our customers, we are subject to various (local and regional) laws, regulations, and risks related to food safety, both for food and other products. Our team of food safety and quality assurance experts continuously monitors developments in these laws and regulations, as well as product risks and mitigation measures to guarantee a food-safe product.

### Incident and complaint management

- Continuous monitoring of recalls issued by suppliers and authorities that we may or may not be affected by
- Mock recall management program in place

### Logistics and insulation management

- 100% logistics partners approved
- Insulation and ice models in place
- Last-mile temperature verification with temperature sensors



### Vendor and item management

- 100% vendors approved
- 100% items approved
- Detailed item information available online for all products

### Operations management

- Hazard Analysis Critical Control Point (HACCP) compliance
- Good Manufacturing Practices compliance
- Continuous temperature control



## Vendor and item management

Compliance starts with selecting the right food and non-food suppliers. All suppliers are asked to complete our food safety and quality assurance questionnaire and provide the key parts of their HACCP<sup>64</sup> plan, as well as any food safety certificates and third-party laboratory testing results for all of their locations that supply Marley Spoon. Our team regularly audits our suppliers as part of the onboarding process and/or ongoing collaboration. Based on the information above, each supplier and product receives a food safety score from the moment of onboarding, which is included in their supplier scorecard. The supplier scorecard already contains supply chain-related metrics, and we will begin to include the sustainability scorecard metrics. A supplier will receive sustainability points if, for example, it uses renewable energy and can demonstrate environmental certifications that are in line with our company values.

The supplier scorecard can change over time due to the supplier’s performance. Various teams continuously monitor our supplier scorecards together, as well as item-specific risks based on market trends. Although there were limitations in conducting physical audits during the pandemic, the Quality & Safety team continued to audit suppliers using virtual methods. We are currently expanding this process to all of our logistics service providers as well as our on-site contractors.

**100% of all of our suppliers and items are approved by our food safety and quality assurance team.**

## Operations management

Compliance and transparency of our supply chain continues in our manufacturing centers, where we assemble ingredients and produce the boxes. All team members receive a thorough briefing on our food safety, health and security standards before entering the production floor. We continuously train our team members on our GMPs<sup>65</sup>, such as personal hygiene and the importance of personal protective equipment, building and work area sanitation, as well as waste, allergen, and pest control management.

In all regions, we have a HACCP plan in place, which is a systematic preventive approach to food safety from biological, chemical, and physical hazards in the production process that can lead to a risk to the final product and provides measures to reduce these risks to a safe level. Based on this HACCP plan, we conduct a thorough inspection of all incoming and finished products at our manufacturing centers and make sure our production processes adhere to strict food safety, temperature monitoring, and hygiene standards.

In 2022, we plan to have our manufacturing centers certified by a third party food safety certification program.

## Logistics and insulation management

We know our work isn’t done just because our boxes have been shipped. Our team carefully calculates the perfect box size based on the dimensions/weight of the ingredients and assigns an appropriate insulation method and ice quantity based on temperature and time during the last mile to guarantee a fresh and safe delivery.

We closely monitor the (temperature) conditions of our boxes during transport: this gives our customers a new level of transparency in the last mile of our supply chain and confidence in the food safety and quality of our products. As an extra precaution, we always add a buffer of ice to our boxes to compensate for logistical delays or the fact that the box is exposed to the sun. If there is a logistical delay of more than 24 hours, we check with key stakeholders to see if there is enough ice in the box to keep the food safe, or if we need to destroy the box, let our customers know and credit their orders accordingly.

## Incident and complaint management

Internal and external customer complaints and incidents around food safety are monitored and managed in real-time. Our team works closely with our suppliers and continuously screens local authority reports in order to act quickly in the event of a potential food recall in the market.

At Marley Spoon, we have established a global incident management team and trained all relevant team members in our internal escalation procedures that are activated in the event of a potential food safety incident and/or food recall. These procedures allow us to provide our customers with timely and accurate information, even if they are not directly impacted by nationwide recalls.

“THANK YOU. Huge fan of you all proactively doing this as I made the kit last night and have been nervous.”

- US Customer

Our teams are doing so-called “mock recalls” to test our escalation procedures and confirm the overall traceability of our in-house products.

64. HACCP = Hazard Analysis Critical Control Points  
65. Good Manufacturing Practices (GMPs)





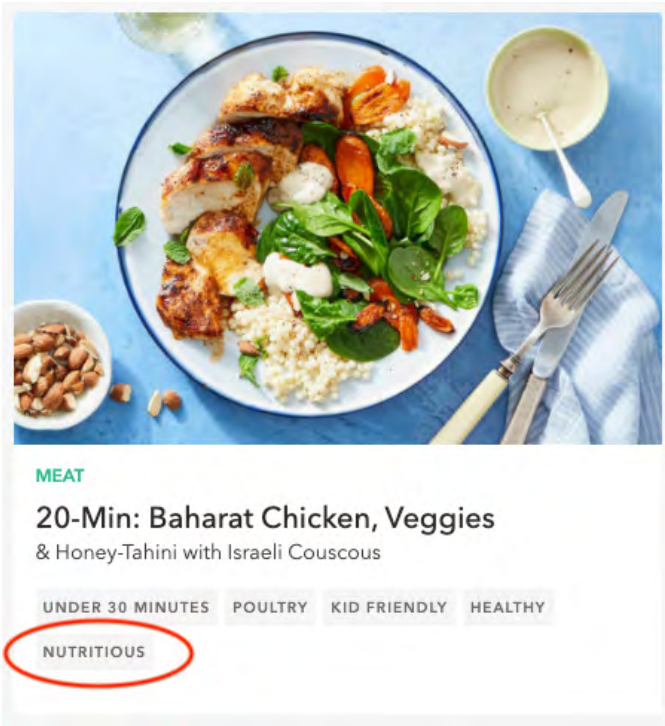
# Healthy meal options and plans for the future

All of our recipes come with a calculated nutrition profile so customers can choose which meals best fit their eating habits. This information is added to the recipe in the app, online, and on the recipe card. In all three regions, we offer a designated healthy menu that covers a range of nutritional profiles. This includes recipes listed as “low carb” and “nutritious”.

Our “low-carb recipes” have a maximum carbohydrate allowance and are suitable for those watching their carbohydrate intake or following a certain carb-conscious diet. Our “nutritious recipes” are not limited by macronutrient values and instead focus on nutrient-rich whole foods. Each region has a dedicated dietician who personally signs off on each recipe on the menu and ensures that specific nutritional aspects are met. Our dieticians also worked to expand the ready-to-heat meal offerings and created a nutritional framework for this menu expansion, including ingredient guidelines, macronutrient breakdowns, and overall nutritional considerations for these products when they were introduced in the US in July 2021.

Our Australian team brought “Kids Kitchen” to life, developing eight weeks of recipes to raise awareness of our kid-friendly meals that are suitable for the whole family, being nutrient-rich and brimming with colorful vegetables.

Our US team introduced a category of recipes subtitled “Developed by Our Registered Dietitian” to expand our health and diet offerings and highlight nutritious ingredients from our pantry.





# Listening to our customers

Feedback from our customers is extremely important to us in all areas of our business. Our customer communication team responds to every feedback from a customer. This happens both 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). All of 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 other types of customer data collection and we currently have two types of customer surveys: ongoing/transactional surveys 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 more project-driven and are used to answer specific questions to learn more about our customers and gain additional insights on a specific topic (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 CCI Outbound team—that conducts more detailed, in-depth phone interviews with our customers. This helps us to understand our customers' needs and wants even better.

66. Net Promoter Score is a widely used market research metric, usually asked in the form of a single survey asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.



# What our customers say

“

“You guys are amazing! Thank you very much!  
Hello dear Marley Spoon Team, we have been using your cooking boxes for a few weeks now and are absolutely thrilled. We would like to share this feedback with you. Your recipes are all incredibly delicious! Kudos to the chefs who put in the work here. You are super creative and make our everyday life not only easy and stress-free but also very very tasty and varied! We have had HelloFresh before, and you guys are really ahead in the quality of the recipes and ingredients. We will definitely stay loyal to you in the future and recommend you! All the best!”

Germany; Marley Spoon

“

“Hi there and happy new year! I want to thank you for the delicious and varied dishes! So far, my family and I are super pleased! I originally ordered the Dinnerly box as a transition to a mostly vegetarian diet. My idea was to convince the kids of this with professionally seasoned dishes. What can I say? It works! Sometimes more, sometimes less, but I always try! In the meantime, however, I'm so excited about the variety, the taste, and the service that I have made it a permanent part of my daily schedule (that someone goes shopping for me and also sends me the whole thing with easy-to-understand recipes makes my everyday life as a working single parent VERY much easier)!. I wanted to finally get all of this out there! So keep up the good work!”

Germany; Dinnerly

“

“Thank you very much for your assurances. I hope you and your staff remain safe and sound during this situation and you can continue to provide the great service we appreciate on an ongoing basis, and even more so at the moment.”

AU; Marley Spoon

”

“

"Oh my goodness, where do I start? I'm hooked on this. I have now had 25 meals, nearly all in the low carb range (but not all low carb). There literally isn't one meal that I wouldn't prefer over a restaurant meal or takeaway. And as an absolute bonus, I've cooked it myself, giving me an understanding of flavours and how to make very simple, delicious and nutritious meals. I've become more adventurous and just trust Marley Spoon, frequently ordering, cooking, and eating things that I don't think I like but know that I will enjoy. I feel better because I am eating low-carb, lots of vegetables. It takes little time and effort - I get two serves and keep the second for lunch the next day. It feels like magic when it all comes together, and the meals also are so colourful and visually delightful. I do not feel like I am missing out because they are so damn delicious. They're very cost-effective. I feel better because I'm eating well. I've given up worrying about dieting/weight because these are low-calorie, nutritious and so filling I don't need anything else. I actually don't know why anyone who knew this existed would ever use a pre-prepared food delivery service again. I can't wait to cook! So to sum it up - simple, easy, convenient, educational, satisfying, enjoyable, delicious, nutritious, and inspiring."

AU; Marley Spoon

”



# Investing in our communities

**One thing is clear: we could never operate this company alone! We rely on the communities in which our operations are located. These communities support us with team members, and often the residents of the area are our first customers. We show our appreciation for the communities that have helped us so much through volunteering, partnerships, and donations.**

## Volunteering

Among Marley Spoon's benefits to the US, salaried team members receive training days. In the US, these days can be used to volunteer in the local community. The New York City office has also helped organize these volunteer events to make it easier for team members to participate. Last year, one volunteer event was a visit of the NYC team to an urban farm run by "The Campaign Against Hunger", whose mission is "to end hunger by distributing food and empowering families through information and support, which will give both strength and dignity to the community".

Participating team members spent the day weeding, helping to make compost, and moving supplies. Due to COVID, we were not able to schedule as many volunteer outings in all regions as we would have liked. But we hope to offer more volunteer opportunities for our team members everywhere in 2022.

## Partnerships

At Marley Spoon, we value close partnerships. Our US team has joined a partnership with schools across the country to distribute Dinnerly meal vouchers. These schools participate in a voucher program where they purchase a large number of vouchers at a discounted price to hand out to their students whose families are food insecure. This way, these schools provide families with several months' regular meals.

In Europe, our team worked with "The Vegetarian Butcher" during World Vegan Day. We developed limited-edition meal kits consisting of three recipes featuring "The Vegetarian Butcher" to make World Vegan Day as tasty as possible for home cooks.

## Donations

In 2021, we at Marley Spoon gave back to the community in many ways, and one of those ways was through donations. The New York City office hosted a holiday clothing drive fundraiser to give items to "New Alternatives", a New York-based nonprofit that helps at-risk LGBTQIA+ youth without housing. In Australia, the team felt that recent lockdowns had significantly impacted children in their local communities, with many unable to attend school for extended periods of time. In response, our team organized a toy drive with contributions to be donated and distributed to the Salvation Army. We also encourage our team members to provide positive feedback to their peers by linking donations to feedback, with each positive feedback converting into a donation of one euro.

In total, our Marley Spoon offices donated to four different charities local to our manufacturing centers: Feeding America, Tafel Berlin, Voedselbank Utrecht and Banco Alimentar. We also donated a monthly amount as part of our "Engagement Calendar", which focuses on a different cause each month. At Marley Spoon and Dinnerly, we also participated in raising awareness and funds through a social media campaign during Black History Month—donating \$40,000 to "The National Association for the Advancement of Colored People" (NAACP).

## Future commitments

We want to continue to serve our community at Marley Spoon, so we plan to offer more volunteer events in the future. We also have special engagement months internally in all regions, which help to raise awareness amongst our team members. They include sustainability, diversity and inclusion, mental health, Pride (LGBTQI+), moving spoons (sports), and hungry spoons (food). Every month, we donate 500€ to organizations that align with the engagement theme of the month. The AU team hopes to deepen our relationship with "OzHarvest" in the coming year by creating opportunities for our team members to participate in volunteer days and support their education program "Nourish", which provides invaluable hospitality training and skills to at-risk youth.







## Building the best team

Our team members, their development, and growth is a top priority for us at Marley Spoon. “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.

What’s more, we are striving to become an **“Employer of Choice” by 2025!** And we are taking concrete steps toward that goal: We have developed and refined our Employer Value Proposition (EVP) to not only attract the best talent but also make sure that working at Marley Spoon is a great environment to grow and develop a career. This section is dedicated to all those who inspire us to constantly strive for a better world out there.

## Our 5 core values are:

Our core values and principles are central to how we operate and embody who we are and how we act.

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





# Keeping our people safe

## Investing in health and safety

At Marley Spoon, we are committed to the health, safety, and well-being of everyone in the workplace. This commitment remained strong in 2021, when staying safe and healthy was critical. We continue to focus on fostering a positive company culture that places a high priority on health, safety, and well-being and gives our team members the right tools to act safely.

Our safety performance is driven by our dedicated team members in every region. We provide ongoing training and awareness programs to enable our team members to proactively manage safety at work.

In 2021, this included completed training such as

- first aid training
- mental health first aid training
- working at heights
- fall protection
- certification and training for electrical equipment
- chain of responsibility (supply chain)
- WHS for supervisors and managers (OSHA 10 training)

Beyond building the best team, in 2021, we invested in key safety areas such as injury management, safety reporting software, and fleet management software to improve the safety of our operations.

Safety reporting was a key focus for us at the start of 2021 to raise awareness of the importance of reporting hazards, near misses, and incidents. This is why we introduced key performance indicators for our frontline and operational management team. With these changes, we saw a significant increase in reporting worldwide, enabling faster action and closure of safety issues to prevent escalation of incidents and further recurrences. In 2021 we experienced an increase in our recordable injury frequency rate (TRIFR) of 0.99 from 2020 to 2021. This is not a trend we would like to see, and we have taken actions such as hiring more dedicated staff to make sure safe practices are followed.

### Global TRIFR per 200,000 hours worked

2020	2021	Percentage change
3.41	4.40	+29%

For additional safety at work, we installed dedicated fleet management software in our forklifts and electric pallet jacks in Australia and the US at our manufacturing centers. The software allows standardization and automation of pre-start checklists and the introduction of safety measures, including automatic interlocks that prevent forklifts from starting if pre-start checklists and seat belt fastening have not been completed. This software slows down and/or shuts down machines if an impact occurs. Impact reporting allows us to easily identify vehicles or operators of concern and address issues that require attention.

We supported the development of our injury management system by implementing our health and wellness platforms, and a preferred medical provider for each manufacturing center. We were able to leverage the nursing service and incorporate it into our injury management process to better respond to injuries. This has allowed us to provide our injured team members with the right support and services to treat their injuries immediately.



# Managing COVID

In 2021, we again focused on our ongoing response to COVID, continuing our efforts to maintain the health of our team members and not expose them to further risks at work. We invested and improved our measures to create a safe working environment. These include:

- increasing cleaning in all of our manufacturing centers, especially on surfaces that are frequently touched and between shifts and breaks
- providing additional sanitizer stations in our manufacturing centers
- providing high-quality standard masks for all of our team members
- mandatory wearing of masks in all of our manufacturing centers
- increasing the size of common areas (for example, break rooms) to allow for further physical distancing
- improving air circulation in our manufacturing centers
- reinforcing hygiene standards and ongoing communication about reducing the spread of the virus and staying home if a team member feels unwell
- introducing split shift structures to prevent overlap of team members
- conducting COVID surveillance testing on-site (PCR and rapid antigen tests)

We provided financial support to team members who tested positive or were identified as close contacts to a confirmed COVID in the workplace.

Given the emergence of new variants, COVID management remains one of our top priorities. We have provided our team members with the opportunity to get vaccinated against COVID by consistently promoting the importance of the vaccine and paying for the time it takes to be vaccinated and potentially recover. On top, we championed a new policy in our Australian region requiring team members to be fully vaccinated against COVID. This was in line with government orders to protect public health and the upcoming lifting of restrictions in various states and territories. In this way, we achieved a 100% vaccination rate at our Australian manufacturing centers.



# Ensuring team member 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 through local tools, programs, and initiatives.

## 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 at all levels to take responsibility for their own 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. Here is an overview of what we offer, which varies by region, office, and manufacturing center.



## Mental well-being

- hybrid work environment
- attractive vacation arrangements
- 24/7 support Employee Assistance Program (EAP), including for family members



## Physical well-being<sup>67</sup>

- free cooking boxes (12-23 boxes per year per team member)
- discounts on sports club
- HIIT and yoga classes
- free drinks, food or snacks in our offices and manufacturing centers



## Social well-being

- regular (online) team and company events
- community service days<sup>68</sup>
- Employee Resource Groups (ERGs) and culture clubs
- Spoon Academy (peer-to-peer learning)



## Financial well-being

- financial advice through our Employer Assistance Program (EAP)
- pension and health care benefits in line with local market practices
- five paid annual training days

In 2021, we globally introduced partnerships with different Employee Assistance Systems Programs (EAP), which means that all our team members and their immediate family members can get free, anonymous, and confidential support 24/7 in the following areas: mental health, legal, financial, and family-related topics.

67. + 68. Offer may vary per region



# Engagement calendar months in EU and AU

In 2021, we introduced engagement calendars in our European and Australian offices that had a different theme for each month. There was one month with a common global theme—a “step challenge”—, but otherwise the themes were determined locally. In some regions (for example, the EU), our team members organize some of the engagement months themselves in our so-called Employee Resource Groups (ERGs). In other regions, the People & Culture team provides input and direction. The idea is to organize activities and trainings on a specific topic each month and give team members the opportunity to get involved with some of the initiatives—which not only supports their development and learning but also, their involvement.

Some 2021 Engagement Month Highlights	Europe	Australia	USA
Mental Health Month	X		X
Pride Month	X		X
“Moving Spoons” Month	X		
“Hungry Spoons” Culinary Month	X		
STEPtember		X	
“Think safe, work safe, be safe”		X	
“Choose to Reuse”		X	

We strive to host engaging activities both in our offices and manufacturing centers. A great example is our Netherlands manufacturing center organizing a movie night, a scavenger hunt, and a festive buffet at the end of Ramadan.

# 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. Our aim is to provide attractive and competitive remuneration that rewards our team members holistically and positions us to compete for great talent in the market. In 2021, we began transitioning to this new approach.

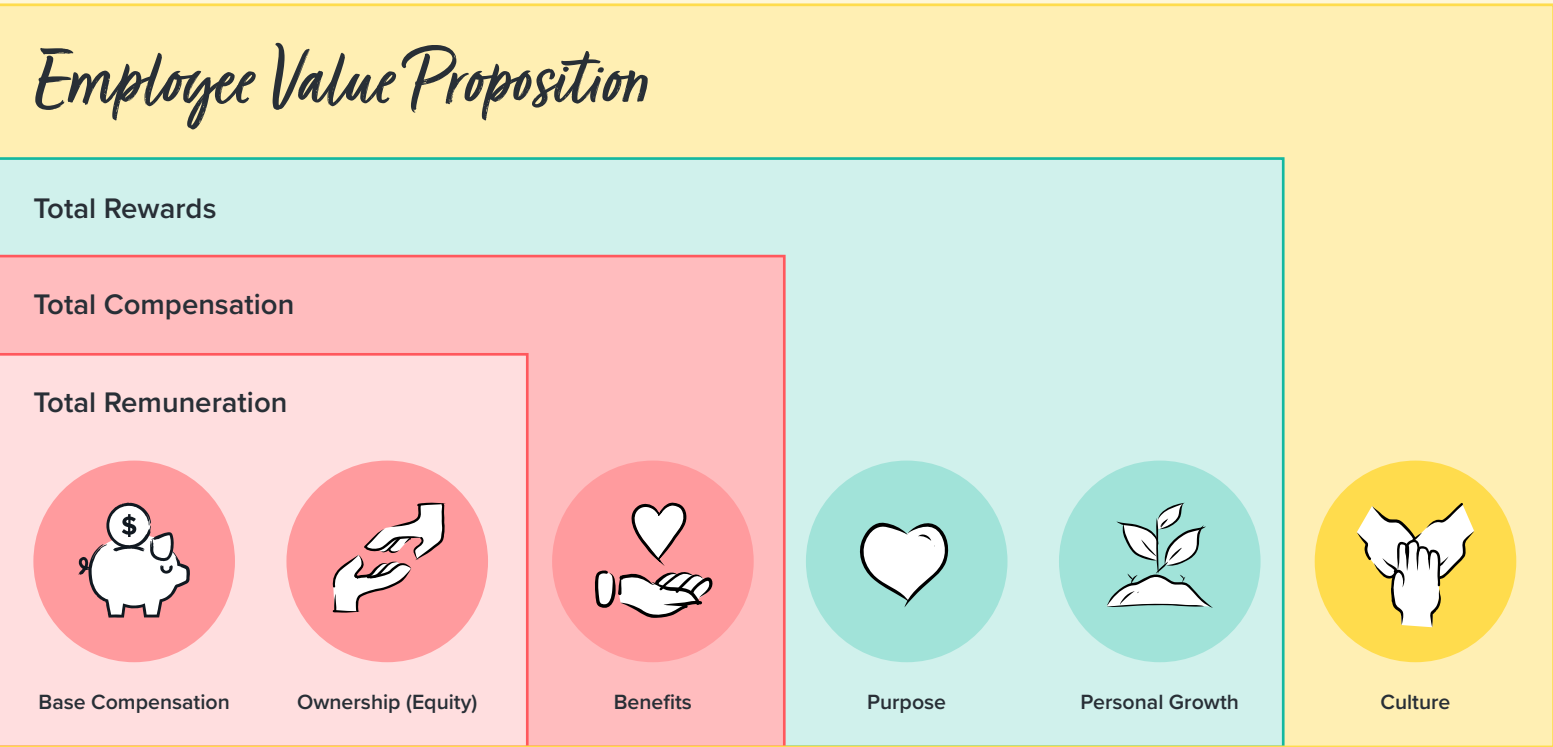
The company’s remuneration framework is designed to attract, motivate, and retain highly skilled talent.

Thanks to this framework, we can recognize and acknowledge high-level performance to advance Marley Spoon’s purpose and values, fostering an environment where team members act as owners and create value for customers and shareholders.

In 2021, we developed our new Total Rewards Strategy: We conducted local compensation benchmarks for all of our markets and started to close compensation gaps. We also aligned all hourly rates for our production team members to the market and above-market median, where this was not already the case. Our remuneration packages focus on fixed pay and variable pay through equity.

Since 2019 and especially in 2021, we want to share the company's success through a share option plan. Our share option plan<sup>69</sup> encourages team members to think and act like owners. As a shareholder, you have a personal stake in the company’s success. The stock plan’s performance goals focus on achieving sustainable, long-term business results. So we all have a stake in our team achieving this.

In 2021, 61% of our team members<sup>70</sup> were part of our share option plan.





# Promoting diversity, equity, and inclusion

In 2021, we updated our Diversity, Equity & Inclusion Policy (DEI), which was approved and endorsed by our board. You can find the policy on our website<sup>71</sup>. It forms the basis for our global DEI strategy and is a roadmap for Marley Spoon’s actions to develop and sustain a diverse workplace.

We demonstrate our commitment to DEI in the workplace by focusing on:



## Inclusion

- fostering an inclusive workplace culture where individuals can grow, thrive, and feel a sense of belonging, enabled by inclusive leadership
- flexible work culture
- creating and maintaining a safe work environment where individuals feel confident to speak up<sup>72</sup>
- strengthening our passionate, voluntary employee diversity networks
- embracing all team member differences



## Equity

- empowering our team members to take advantage of equal opportunities for a great career in our company



## Accessibility

- improving accessibility of our manufacturing centers and offices, and digital platforms for people with disabilities<sup>73</sup>



## Flexible working

- supporting team members in maintaining a healthy and holistic balance between work and life<sup>74</sup>
- providing opportunities for team members on extended parental leave to maintain their connection with Marley Spoon and help minimize career disruption



## Pride

- enabling our LGBTQI+ community to be authentic and grow with the company

Marley Spoon ranked 9th of all ASX listed companies in gender balance in executive leadership teams.<sup>75</sup>

# Our regional DEI initiatives

We have launched a DEI working group to develop our global DEI strategy for 2022 based on ISO 30415 standard. The goal is to create a three-year roadmap to make sure that we have a framework for measuring DEI. In the meantime, in 2021, we launched several initiatives and actions to move our DEI forward. These initiatives include awareness sessions, social activities, and leadership training on specific DEI topics to reduce unconscious bias where possible.

In the **United States**, we have a social impact committee that is integrated into our culture club. This committee organizes volunteer days and speakers on the topics of diversity, equity, and inclusion. In 2021, we invited a speaker to join our US team for a Juneteenth<sup>76</sup> presentation (Black Rights) where we discussed the history of Juneteenth and how we can honor this event.

In our **Europe** offices, we offer an introduction to diversity and inclusion training every quarter, with two months of the year dedicated to DEI. In March, we celebrate Diversity Month, and in June, we celebrate Pride Month. Our DEI ERG (Employee Resource Group) organizes all activities, which take place in all three European regions to cover all our offices and manufacturing centers. In 2021, we celebrated Pride Month for the first time and hosted a number of activities organized by team members, including Pride Bingo, voguing workshops, LGBTQI+ awareness training, and film screenings.

In **Australia**, we offered cultural sensitivity training to raise awareness of DEI. For example, our social calendar focused on Refugee Week in July 2021. When hiring new team members, we gave people with disabilities access to jobs by working with the government’s “jobactive” program at the Perth manufacturing center.



71. <https://ir.marleyspoon.com/investor-centre>

72. Also known as “speak-up culture”

73. Temporary or permanent

74. This includes offering flexible work practices to meet the diverse needs of our team members within the context of business demands.

75. This was reported in the Chief Executive Women (CEW) Senior Executive Census 2021 report (9 out of 300).

76. Juneteenth is a US federal holiday commemorating the emancipation of enslaved African-Americans.



# Meet the Team, EU CEO Ebony Morczinek

## What is Marley Spoon’s response to the climate crisis?

Marley Spoon reminds me of the tiny hummingbird in the inspiring story told by the late Nobel Peace Prize Laureate Professor Wangari Maathai. The hummingbird fetches water one drop at a time to extinguish a forest fire while other, much larger animals stand by and do nothing. “I may be small and insignificant, but I will do the best I can.” Marley Spoon is a small company and the climate crisis is a huge challenge for our generation. However, we are doing the best we can.

In 2017, when the company was in its early stages of growth, we began using carbon-neutral packaging for repacked items. Despite everything else happening in 2020, Marley Spoon became a carbon-neutral company. Our policy is to avoid emissions wherever possible. Where we cannot avoid them, we reduce emissions. And when that is not possible, we offset emissions through projects that help prevent the release of unnecessary greenhouse gases and empower communities, such as supporting tree-planting projects in Uruguay. For many companies our size, that would be more than enough. But we have set ourselves ambitious targets. Our goal is to reduce our emissions per euro of revenue by 50% in 2022 and by 70% by 2025. We also expect to use 90% renewable energy by 2022.

Our business is specifically set up to track and optimize circular practices to reduce and minimize waste. Our approach is simple: reduce, reuse or recycle. We have a number of initiatives in place to reduce waste, including paperless production around the world. Additionally, 1% of the food we buy is wasted. Our sourcing, supply chain, and culinary teams work closely together to make sure we only buy what’s needed for customer orders. Unused and damaged ingredients are often donated to team members, and all of our locations worldwide donate leftover produce to local charities and food banks.

At Marley Spoon, we are committed to sourcing ingredients and managing operations in the most ethical, sustainable, and socially responsible ways. I’m proud to work for a company that strives to have as little negative environmental impact as possible while providing high-quality experiences for our customers.

## Black CEOs make up less than 1% of the Fortune 500 business list. Can you tell us about your experience as a black woman in a CEO position and how your life experience does or does not play a role in how you lead?

Thasunda Brown Duckett, another black woman who is currently CEO of a Fortune 100 financial services organization, said it eloquently, “I rent my title, but I own my character.” I choose to bring all of me to every role I take. Otherwise, I act with suboptimal strength.

I’m part of a historically disadvantaged and marginalized group. And yet, my professional position affords me a significant privilege. Throughout my career, I’ve been forced to orient my behavior to other cultures in order to be effective. As a result of this training, I’m able to empathize with any person who has ever felt unseen and unheard, not just members of my own marginalized group. I believe this empathy helps me make more sustainable decisions because I include more factors into decision-making.

I once interviewed with a leader who was pleased to tell me that he had never held a position where he did not already have close relationships with most of the major stakeholders. I’ve had the opposite experience. I know what it’s like to be an outsider. It’s my daily life experience. But it also has its advantages. I have no affiliations or “political” debts other than my performance. This is liberating. I can be objective and embrace change while weighing the merits of a million arguments. I usually bring a fresh perspective to old problems. I tend to be very curious and ask lots of questions, especially when I’m new to a situation. In general, when you ask more questions, good things happen.

I also accept the marks that discrimination has left on me. As a result, I’m more resilient. I know that it’s even more important for me to build relationships. The combination of the pain I’ve experienced and the intensified empathy has made me a giver. My dissatisfaction with the status quo pushes me to use my privileged position to drive change for others.

## How do you integrate sustainability into your leadership and your company values?

Many people think of sustainability as synonymous with environmentalism. However, I embrace the broader definition of the term, which includes social justice and internationalism. For me, sustainability is about achieving a safe and just space for humanity on this planet we all call home. Economic inequality within and between countries and the rise of populism that excludes marginalized groups of people undermine sustainability. As a leader, I face the challenge to manage the tensions between being profitable, being just, and being environmentally responsible.

If COVID has taught me anything, it’s how interconnected humanity is with the natural world on which we depend. We can no longer put the economy and financial gains first. We must integrate sustainability into our business decisions.

At Marley Spoon, one of our company principles is to “achieve more with less, avoid waste and build sustainably—for us, our customers, and our planet”. Having this value helps leaders and teams to focus on more than just profits and truly embrace sustainability in every aspect of what we do. Making sustainable decisions is not always easy, especially because every decision a young company makes has a measurable impact on the company’s development. However, because sustainability is in the DNA of Marley Spoon, we can take a nuanced approach and look at a broader perspective than the short-term financial effects of our actions.



**Ebony Morczinek**  
EU CEO





## Gender diversity

At Marley Spoon, we are proud to have an international, women-led team and 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.

By bringing together people from diverse backgrounds and responsibilities, and experiences, we can think differently and foster innovation. Female team members make up 55% of our workforce, and women hold more than 50% of management positions. This demonstrates our commitment to promoting equal professional development opportunities.

84 nationalities are represented at Marley Spoon  
(up by 9 nations compared to 2020)

### Roles held by women:

52%

of management positions and professional staff are female<sup>77</sup>

60%

senior executive roles<sup>78</sup>

75%

supervisory board positions  
(the chairman of the supervisory board is female)

### Supervisory 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 has since increased to 75%. 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. We will also make women's empowerment a key strategic priority for our organization.

Approximately 55% female to 45% male gender ratio

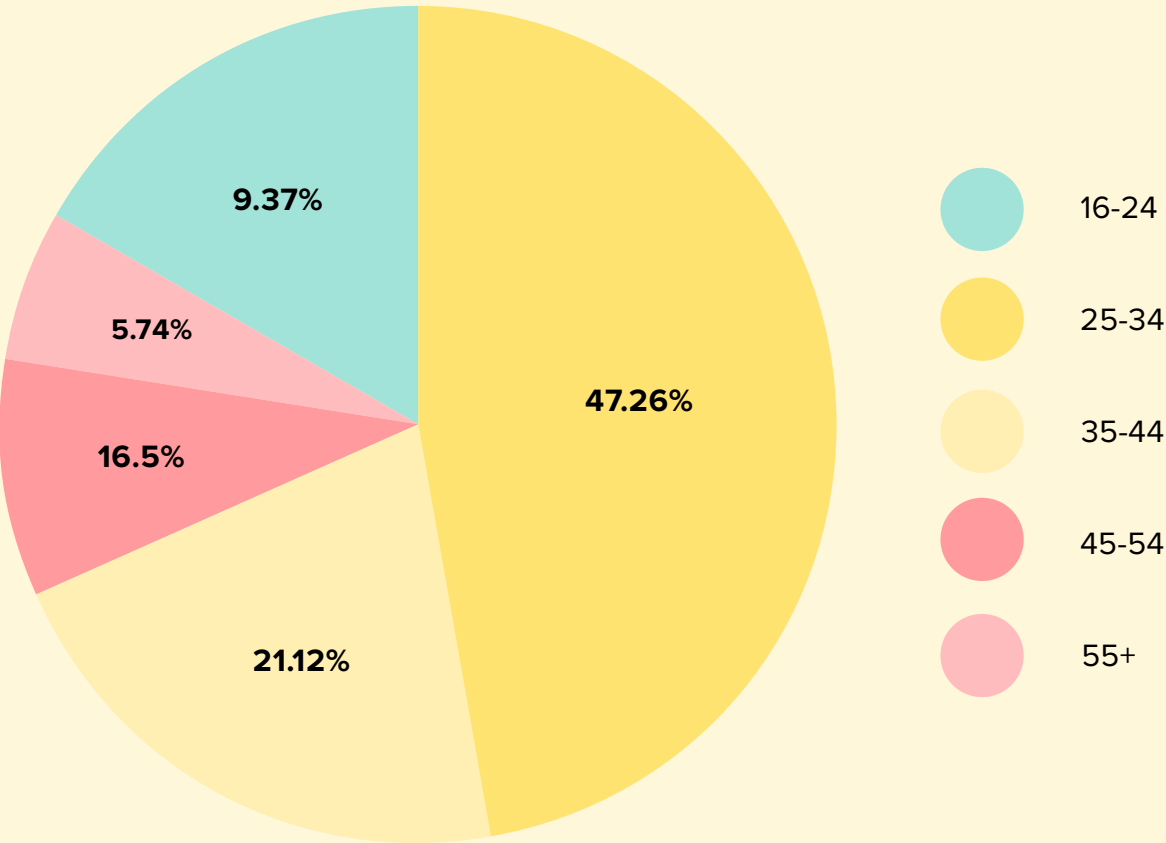
<sup>77</sup> Including all levels, excluding junior roles  
<sup>78</sup> Senior executive roles comprise the company's management team, for example, the management board, the other members of the executive team, and the general counsel.

## Demographic inclusion

We are proud to be a global employer with a total of 84 nationalities on our team. To achieve this, our recruiting tool provides anonymity across regions, and part of our interview process focuses on our principles rather than the background. Regarding demographics, the majority of our team members (63.76%) are no older than 34.

This means that at Marley Spoon, we have a young international workforce and need to be mindful of age discrimination, with 15% of team members being over the age of 45. What's more, we see the exchange of age groups and our international team as an opportunity because it allows team members to combine their experience and new ideas in a productive way.

### Age demographics





## 2021 Highlights

### 50+ Trained

trainers in our Spoon Academy

### 15 Trainings

are offered per month on average

### 18 Hours

of live training each month

### 3000+

free online business courses, with currently 250 Marley Spoon users

Online training opportunities for our production associates

## Supporting team member development

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

One example of how we encourage team members to learn is through our **Spoon Academy**: a peer-learning program we launched in Europe where anyone in the company can provide training on any topic. We believe that teaching is one of the best ways to learn. By bringing people from different teams together, we foster new social connections for cross-functional collaboration. All educators go through “train-the-trainer” sessions, so they know how to design and deliver great interactive trainings. We have over 50 trained trainers worldwide and 20+ active trainers (delivering training every 1-3 months).

We provide training on workplace misconduct globally, and in 2021, we started delivering training on inclusive leadership and unconscious bias. In 2022, we will focus on a series of courses on strategic organizational capabilities, including data-driven decision-making and presentation and public speaking skills.

We are also very focused on developing our production associate development globally. An example of this is our Netherlands manufacturing center, where in Q4 we had a real focus on health and safety training delivered by the Quality and Safety Manager, a misconduct and a conduct training provided by the People & Culture team, and the opportunity to complete mandatory online courses. We invest in leadership development in all regions. In 2021, the US started conducting training for frontline team members in our manufacturing centers.

Twice a year, we conduct an engagement survey (“Spoon Survey”) that gives us insight into the focus areas of our team members. Following the survey, we analyze the data to understand where we are doing well and where we can improve and grow. In the areas where we can improve, we work with the appropriate teams and business units to implement action plans and find an approach to address any issues identified.





**Maximo Bonilla**

## *Interview with one of our team members, Maximo Bonilla*

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

I started as a temp at the New York City location in the Bronx in February 2017. I worked as a temp for a few days until I was officially hired as a Marley Spooner on March 22, 2017, where I started as an associate on the line. Back then, operations were a little different, I actually worked in all areas of the production line, from loading boxes on the production line to loading the boxes onto the outbound truck.

After spending some time in production, I then became one of the leaders in the repack room. In May 2018, a position opened up on the Procurement team and I decided to go for it; I was hired as a regional procurement associate manager. In my new role, I supported the purchasing of products across all food categories for the Bronx site. Marley Spoon quickly outgrew the Bronx site, so in the fall of 2018, the company found a new location in Newark, NJ, and I decided to continue working for the company, even though I now had to travel to another state every day for work.

I'm glad I made that decision because my partner started working at the new location (where we met) in May 2019 and we had our first child together, Leilani, in January 2021. Since 2020, I've been the buyer for all packaging for all three locations in the US, which includes everything from the box we package our food in, to the paper we print recipe cards on.

### **How is sustainability integrated into your role at Marley Spoon?**

Sustainability plays a huge role at Marley Spoon, especially in my role. Because I deal with packaging, everything from the box to the film we use to the paper we buy has to make sense economically. When we choose our packaging, we put a lot of thought into the product and how it impacts the global goal of Marley Spoon. We need to make sure that most of our packaging is made of easily recycled products so that the customer can just throw it in their recycling bin at home and not contribute to more waste. Lately, we have been searching for ways to make our ice packs more water-based so consumers can dispose of them more easily.

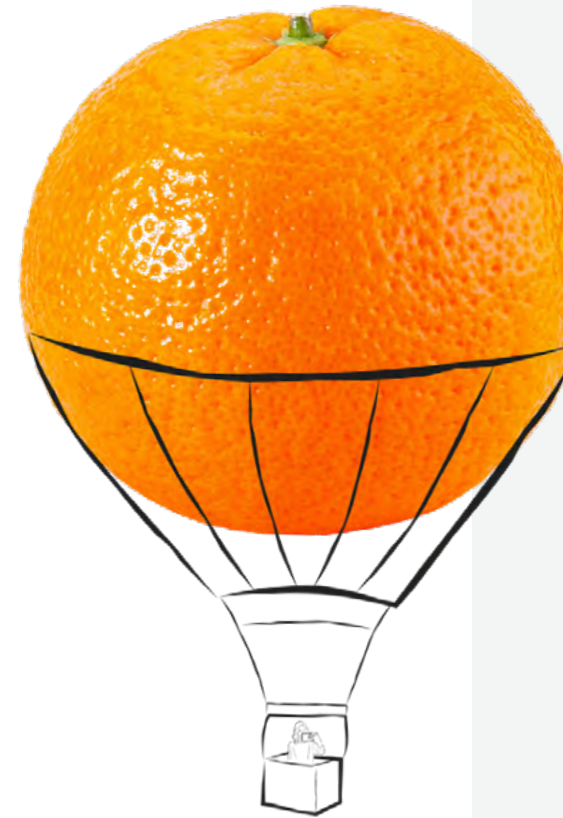
### **What do you like about the culture at Marley Spoon?**

What I like most about Marley Spoon is that there is so much collaboration between teams. Projects never seem to involve just one team or one person; we are always working on things that require input from multiple teams. Personally, I've worked with the Marketing, Culinary, Production, Digital, and the Quality, Safety & Sustainability team during my time with the company. On a daily basis, I find myself in meetings that are very cross-team and we could not get things done without each other.

### **What are you most proud of having accomplished at Marley Spoon?**

Professionally, in my time at Marley Spoon, I'm most proud of finding ways to save money without sacrificing quality. In 2021, I figured out how to save us over \$100,000 just by finding a winter solution for the XL boxes we are using. This has saved us from wasting all that product since we switched to new setups.

Personally, but still with Marley Spoon, I found the love of my life, Erica Torres, and we had the first Marley Spoon baby!







# Governance

Our corporate governance policies and practices meet (and, where possible, exceed) the requirements set out in the ASX Corporate Governance Council's Principles and Recommendations 4th Edition (Governance Principles). 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, team members, management, and board of directors.

Read more about our corporate governance statements on our website.<sup>79</sup>

79. <https://ir.marleyspoon.com/investor-centre>



# Sustainability governance

We are committed to continuously improving our strategic approach to sustainability-related governance and taking responsibility for sustainability impacts, not only in the areas of climate change and the environment but also in the area of human rights. In 2021, we strengthened our dedicated sustainability team at the global and regional level, led by a newly appointed head of sustainability who reports directly to our CEO. Fabian Siegel, CEO and Founder of Marley Spoon, is responsible for economic, environmental, and social topics at the executive level, ensuring accountability and progress. We also consult regularly with the supervisory board on our sustainability strategy, targets, and progress. Additionally, we work with various external consultants and experts to refine our sustainability practices and goals.

This 2021 Sustainability Report does not follow a specific reporting standard, but we have considered the GRI (Global Reporting Initiative) guidelines in preparing this report and have referred to input from our materiality assessment, our various stakeholders, the United Nations Sustainable Development Goals (UNSDGs), and our last 2020 Sustainability Report, as well as our goals and strategy.

We aim to further improve our management and (sustainability) governance and will align our climate assessment with the TCFD, a globally recognized standard for managing climate-related financial disclosures and risk management. Our goal is to align our disclosures with the TCFD recommendations by 2022. Our carbon emissions calculations were performed with the assistance of an external partner in accordance with the GHG protocol, in compliance with the recommended limits and emissions (for the years 2019–2021).

# Corporate governance

Our governance structure at Marley Spoon is a two-tier board system in accordance with the German Stock Corporation Act (Aktiengesetz). There is a supervisory board (consisting of non-executive directors) and a management board (consisting of executive directors). The supervisory board is responsible for advising and monitoring the management and for ensuring that management’s activities comply with the company’s constitution, the management’s rules of procedure, and legal and regulatory requirements. The management deals with the day-to-day business, strategic management, finances, resource allocation, risk management, and control of the company.

So far, the board has established two standing committees to assist it in the performance of its responsibilities. Our dedicated Audit & 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 it at least twice a year. Our Nomination & Remuneration Committee (NRC) is tasked with establishing a clear distinction between the remuneration structure for members of the board and members of the management. The NRC is responsible for developing, reviewing, and making recommendations to the board on management remuneration and the company’s remuneration framework.

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.<sup>80</sup>

# Ethics and compliance

We at Marley Spoon are committed to honest, ethical, and responsible interactions with all of our stakeholders, including our suppliers and partners. Our Global Code of Conduct defines the values, commitments, ethical standards, and policies of our company. It applies to all team members, the management, and the board, and outlines the standards of conduct expected of our business and team members:

- conflicts of Interest
- anti-bribery and gifts
- discrimination, bullying, harassment, and disparagement
- health and safety
- compliance with laws and regulations
- responsibility to shareholders and the financial community
- insider trading

We also expect all our suppliers and partners to act in accordance with the core values and commitments set out in our Global Code of Conduct. If we become aware of unethical labor 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.

## Whistleblower policy

At Marley Spoon, we have a strong values-based culture that encourages open communication, integrity, and accountability. Our Whistleblower Policy, updated in 2021, was developed to ensure that all team members and contractors, as well as others working closely with the company, can freely raise concerns about actual or suspected violations of our ethical standards and legal obligations. The company has informal, formal, and anonymous ways to raise concerns, and has a clear investigation and reporting process.

## Modern slavery

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. In 2021, we integrated a global supplier portal through which a comprehensive risk assessment of all suppliers will be conducted to respond to potential cases of modern slavery in our supply chains. By 2022, all members of the Quality, Sustainability & Sourcing teams will be required to complete modern slavery training. This will ensure that we at Marley Spoon can eliminate potential risks of modern slavery in our supply chains by sourcing extensively from responsible suppliers. We operate in accordance with the Modern Slavery Act 2018 (Cth). Learn more about our 2020 Modern Slavery statement online.<sup>81</sup>

80. <https://ir.marleyspoon.com/investor-centre>  
81. [stories.marleyspoon.com.au/modern-slavery-statement/](https://stories.marleyspoon.com.au/modern-slavery-statement/)



# Data privacy

In our **Global Code of Conduct**, we describe the behavior expected of our team members with respect to the protection of personal data we hold from our clients, customers, suppliers, team members, and others. We are subject to data privacy laws and review and adapt our processes accordingly, including the EU General Data Protection Regulation (GDPR) and the Australian Privacy Principles (APPs). In accordance with the GDPR, we have an externally appointed Data Privacy Officer (DPO).

The primary responsibilities of the DPO are to monitor our compliance with the GDPR and other EU data protection regulations, provide advice as needed, and act as the first point of contact for the supervisory authority. Our newly appointed CTO, together with our legal team and the external DPO, is our executive body responsible for privacy and data security. Any potential risks are also reviewed as part of our Audit & Risk Committee (ARC) with our board and management team. Internally, we have implemented technical and organizational measures that enable us to handle personal data securely, and we have extended this to all teams that deal with personal customer data.

We also conduct regular external penetration testing to review our systems, and we have measures in place to alert us to potential security threats in our software applications. Our customer communications experts handle customer and data protection requests, and data protection complaints are handled by our legal team working with our external DPO.





# MARLEY SPOON

Marley Spoon AG, a German stock corporation (Aktiengesellschaft) with its headquarters at Paul-Lincke-Str. 39/40, 10999 Berlin, Germany, registered with the Commercial Register of the local court (Amtsgericht) Berlin Charlottenburg under HRB 195994 B, is registered in Australia as a foreign company under the Corporations Act 2001 (Cth) (ARBN 625 684 068).