

GENDER PAY GAP 2019 - 2021

Driving forward Inclusion, Diversity and Belonging at Just Eat UK

Our people make Just Eat the great business that it is. We are committed to building an attractive and rewarding workplace with an inclusive and diverse culture where all of our employees are provided with the right opportunities to succeed.

Ensuring gender equality in our organisation is an important part of this and is something we are taking seriously. At the beginning of 2020, Just Eat merged with Takeaway.com to create Just Eat Takeaway.com. Following the merger, diversity and inclusion continued to be of huge importance to both legacy organisations and was identified as a priority area for the combined company. We continue to work on the integration of the wider business and are building on our organisational structure, including a new team focused on Inclusion, Diversity and Belonging. The team is responsible for putting in place measures to ensure we fully reflect a truly inclusive culture for all of our people. This includes driving forward initiatives that tackle the gender pay gap, building on some of the fantastic work already undertaken by Just Eat in the UK. However, we know we have more to do and one of our focus areas will be to ensure that we continue to have a pipeline of talented women entering the business, paid fairly for the work they do, and staying at Just Eat to develop their careers. We look forward to providing further updates for all our stakeholders as this work progresses.

Andrew Kenny
JUST EAT UK Managing Director



Global Inclusion, Diversity and Belonging Mission Statement

'We are committed to living our values to create an inclusive culture, encouraging diversity of people and thinking, in which all employees and stakeholders feel they truly belong.

We want to encourage each other to step into each other's world and to embrace new perspectives, continue to inspire innovation and to ultimately gain valuable insights that drive business results.'

Diversity and Inclusion at Just Eat UK

Just Eat is committed to building an inclusive culture for all of our people and we're proud of the steps we've taken so far. This year, we have launched a new job family and reward framework to ensure we have the right people in the right jobs with the right reward. Equal pay and providing equal opportunities is key for the business and this framework allows us to monitor and ensure employees in the same or similar roles are being paid fairly.

Separately, we have already put in place a number of measures to help drive inclusion and diversity across the business. This includes reviewing our hiring practices across product and tech. In the UK in 2020 for example, 43% of our hires across tech & product were from diverse backgrounds (race/gender).

In December last year, we were delighted to launch our brand new family leave policy, a key initiative which tripled paternity leave to 6 weeks in the UK.

This has already had a tremendous take up and fantastic feedback, with all eligible employees taking the 6 weeks within 6 months. Alongside this, we also have our shared parental leave policy, which gives up to 26 weeks full pay for eligible employees. This policy enables partners to share the responsibility of childcare in the early months.

We also have a number of networks and mentoring programmes across the business in the UK which work together to drive a culture of inclusivity from Neurodiversity, BAME, Women in Tech, STEM and LGBTQ+.

We know more can be done and we will build on this work to ensure we have a pipeline of talented people in the UK entering the business and developing their careers at Just Eat Takeaway.com.

Our Inclusion, Diversity and Belonging roadmap across Just Eat Takeaway.com

As a responsible employer, we understand the important role Inclusion, Diversity and Belonging plays in the success of our business. As part of this, we want to make sure we're implementing and advocating key Inclusion, Diversity & Belonging principles throughout our organisation in everything we do. To achieve this, we have outlined a strategic roadmap which highlights key

actions we will take to ensure all of our employees have the opportunity to flourish. This includes empowering employees to share their stories across our various platforms and implementing transparent, equal and inclusive processes such as our new job family and reward framework. These actions aim to create a safe and inclusive culture for all of our people at Just Eat Takeaway.com.

Statutory report

This report includes information relating to both our UK based companies (Just Eat Holdings & Just-Eat.co.uk Ltd). We are required to report these separately on the government website. The information contained in this report was collected on the 5th April 2019, 2020 and 2021 in line with the report requirements. Just Eat Takeaway.com N.V. has other UK based subsidiaries that do not meet the requirements for Gender Pay Gap Reporting.

The gender pay gap is not the same as an equal pay gap. Equal pay means men and women are paid the same for the same work or work of equal value. We do not believe we have any equal pay concerns. We monitor this annually as part of our annual salary review process internationally. We believe in, and are committed to, equal pay for equal work.

Equal pay vs. gender pay



Gender Pay

Shows the difference in average pay between men and women across all roles.



Equal Pay

Compares the pay of a man and a woman doing the same role.

Mean pay gap

YEAR	HOLDINGS	UK
2019	Women's pay is 17.1% lower	Women's pay is 20.8% lower
2020	Women's pay is 18.3% lower	Women's pay is 4.0% lower
2021	Women's pay is 13.1% lower	Women's pay is 7.8% lower

Median pay gap

YEAR	HOLDINGS	UK
2019	Women's pay is 19.8% lower	Women's pay is 13.2% lower
2020	Women's pay is 19.7% lower	Women's pay is 3.3% lower
2021	Women's pay is 21.2% lower	Women's pay is 3.7% lower

Bonus proportion

COMPANY	YEAR	FEMALE	MALE
HOLDINGS	2019	81.5%	80.0%
	2020	91.3%	92.9%
	2021	97.7%	97.2%
UK	2019	84.5%	89.5%
	2020	87.8%	88%
	2021	99.6%	99.7%

Mean bonus pay gap

YEAR	HOLDINGS	UK
2019	Women's bonus pay is 34.9% lower	Women's bonus pay is 70.1% lower
2020	Women's bonus pay is 19.4% lower	Women's bonus pay is 30.6% lower
2021	Women's bonus pay is 12.6% lower	Women's bonus pay is 22.8% lower

Median bonus pay gap

YEAR	HOLDINGS	UK
2019	Women's bonus pay is 32.7% lower	Women's bonus pay is 32.5% lower
2020	Women's bonus pay is 22.8% lower	Women's bonus pay is 27.4% lower
2021	Women's bonus pay is 10.3% lower	Women's bonus pay is 21.7% lower

Women in each Pay Quartile

QUARTILE	HOLDINGS			UK		
	2019	2020	2021	2019	2020	2021
LOWER	46.0%	47.7%	53.2%	48.6%	46.9%	47.8%
LOWER MIDDLE	26.8%	30.5%	33.8%	58.0%	51.0%	53.7%
UPPER MIDDLE	24.5%	26.1%	18.6%	52.7%	46.9%	47.8%
UPPER	25.0%	19.8%	28.1%	37.5%	40.6%	43.3%

