

FY23 Sustainability Report

FISCAL YEAR FROM APRIL/2022 TO MARCH/2023



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Letter from the President

(GRI 2-22)

I feel very proud to tell the story of iFood, which is also my own story, and is marked by a very powerful thought: **it is possible to create large, innovative companies in Brazil that have a huge positive impact on society**. In a timeline of only 13 years, being a reference in online delivery in Latin America and one of the first unicorns in the country makes us realise how much this thought has become a reality.

We are now an ecosystem with **75 million orders per month** made through our platform, connecting more than **250 thousand delivery professionals** and more than **330 thousand partner establishments** distributed across Brazil. In 2022, according

to data from the 2023 survey by Fipe – Fundação Instituto de Pesquisas Econômicas – the iFood ecosystem **turned over R\$ 97 billion** in gross production value, which is equivalent to 0.53% of GDP, and has directly and indirectly generated more than 870 thousand jobs.

In recent years, we have grown rapidly and began operating in other business models, such as iFood Mercado, which was scaled during the Covid-19 pandemic; iFood Benefícios, with a number of advantages that companies can offer their employees; and iFood Fintech, which includes a credit and payment account front for restaurants. Now, we are working intensely on efficiency as part of our culture and we were only able to take this step because we have an exceptional team: our more than 5 thousand FoodLovers.

To continue making so many transformations, the purpose of **Feeding the Future of the World** guides our efforts for generating a positive impact on the economy, the environment, and society. In 2021, knowing that we can contribute to the lives of thousands of people also led us to define **our cause: Education** – and we believe that it is one of the main levers for social inclusion, enabling more and better choices.



Among the responsibilities I undertook in 2023, I feel honoured to be appointed Education Spokesperson by the UN Global Compact, representing the 2030 Agenda's SDG 4 (Quality Education). The movement is completely connected to our public socio-environmental impact commitments.

I also point out the relevance of **iFood Decola** and the **Meu Diploma do Ensino Médio** programme. iFood Decola is our education and learning platform designed to offer dynamic courses aligned with the needs of delivery men and women, restaurants, and markets. There are more than 100 free courses that go beyond the deliveries and sales universe on the platform, providing the development of technical and behavioural skills.

The Meu Diploma do Ensino Médio (My High School Diploma) programme, in turn, is related to our goal of encouraging basic education aiming to impacting more than 5 million people by 2025. In 2022, 950 delivery professionals graduated from High School through the programme. In 2023, we opened a new class and the number of delivery men and women registered in the Encceja (National Exam for Certifying Skills for Young People and Adults) increased threefold.

During this period, we also faced several challenges and needed to make difficult decisions to keep our business financially profitable. At the same time, we recognised our socioeconomic role and understood that, to generate genuinely satisfactory solutions, we needed to strengthen our ecosystem through social dialogue. With this premise, throughout 2022, we established continuous spaces for dialogue, giving a voice to delivery men and women and to restaurant owners. This active listening approach enabled us to constantly exchange learning and make significant advances for our business.

On the environmental agenda, our commitments involve eliminating plastic pollution in delivery and becoming neutral in carbon emissions. We prevented the production of more than 470 metric tons of plastic through the Amigos da Natureza (Friends of Nature) programme alone, which encourages our partners not to use disposables in operations. This is because we know the role we play as enablers of more sustainable businesses and we invest in solutions that connect partner restaurants to new recyclable, renewable, or biodegradable/compostable and

economically viable packaging. Still on this front, we encourage the adoption of non-polluting delivery modes such as electric motorcycles, bicycles, and electric bicycles.

Within our corporate responsibility, we are also directly linked to movements and coalitions for combatting hunger and social vulnerability, which makes us strongly engage with recognised groups and entities for contributing to a less unequal society. One example is Todos à Mesa, a coalition that we founded and is now represented by different organisations towards combatting food waste.

I present our Sustainability Report and invite you to find out a little more about iFood's challenges, achievements, and evolutions. We are happy to share this material with you!

And, over the next few years, we will continue working to learn from our ecosystem, innovate disruptively, and generate shared value. Good reading!

Fabricio Bloisi
President, iFood

1.

Summary ≡

2. Who we are

iFood

GRI

2-1, 2-6, 203-2

Our history

We are a Brazilian technology company that is a reference in online delivery in Latin America, and we are very proud to be one of the first unicorns in Brazil. We are driven by the purpose of **Feeding the Future of the World**, and, through our business, we generate a positive impact on the economy, the environment, and society. Increased sales for small merchants, more income opportunities for those who work with our platform, and our social investment in education are among the shared value paths we believe in.

As a digital platform, our role is to connect different actors through technology and our operations. We leverage an entire Brazilian ecosystem that connects hundreds of thousands of restaurants, markets, and delivery people, while benefitting our client companies, consumers, our FoodLovers (as we call our employees), and suppliers.

In addition to the connections generated directly within the app, there are many other people and industries that are indirectly impacted by this ecosystem, which works as a development vector with a real impact on the Brazilian economy. According to the Fipe (Fundação Instituto de Pesquisas Econômicas) 2023 survey, in 2022, **our ecosystem generated R\$ 97 billion in gross production value, equivalent to 0.53% of GDP, and directly and indirectly generated more than 870 thousand jobs.**



In 2022, iFood's ecosystem generated

R\$ 97 billion

in gross production value, equivalent to

0.53%

of the country's GDP (Gross Domestic Product), and we directly and indirectly generated more than

873 thousand jobs.

The information is from a 2023 survey by Fipe (Fundação Instituto de Pesquisas Econômicas).

Despite the current high scale and impact, our history is relatively recent. Our app and website began in 2012 and, in the following year, Movile, a Brazilian technology group founded by Fabricio Bloisi, decided to invest in iFood in 2013 because he believed in the potential of having a highly innovative and technological company in the food industry in Brazil. Movile currently has a 100% stake in our business.

The growth path we are building is evidenced by the 75 million orders placed through our platform monthly. We also have more than 250 thousand active delivery people every month and more than 333 thousand partner establishments (restaurants and markets) present in more than 1,486 cities spread across the country.

Our figures

**75
million**

orders per
month

**333
thousand**

partner establishments
(restaurants and
partners) in more than
1,486 cities

**250
thousand**

active delivery
people on
the platform
monthly average



More challenging than creating an innovative and technological business and making it big, is keeping it **relevant, healthy and adequately responsive to our country's different social, environmental, regulatory, and economic needs.**

As a company born and operating in Brazil, we are accountable for being relevant and generating a positive socioeconomic impact for the country. **Feeding the Future of the World through education and generating value for society is what guides our business,** following the precepts of conscious capitalism and stakeholder capitalism, which means that all the audiences that make up our ecosystem are important in our management and decision-making.

And, in the permanent quest to put our purpose into practice, we have made some public socio-environmental impact commitments:

Find out more about our activities in the chapter "Education and our impact"

Learning

We believe that quality education brings more and better choices. Providing education to those who need it generates income and improves the lives of people and society.

The Environment

We want to feed the future in an increasingly sustainable manner. We go beyond, fostering a regenerative cycle for the planet.

Inclusion

We believe that plurality and collaboration are essential ingredients to continue innovating and achieving the dream of fuelling the future of the world.

Goals

- Impact 5 million students in Basic Education by 2025,
- Train and employ 25 thousand underrepresented people in the technology area by 2025,
- Train 5 million people for the work of the future by 2025.

- Zero plastic pollution in delivery by 2025, reducing the presence of plastic in deliveries by 50%* and recycling the remainder,
- Become neutral in CO₂ emissions and achieve 50% of full service deliveries with non-polluting vehicles.

* Presence of plastic in deliveries is 27% (2021 baseline).

- **50%** women and **30%** Black people in leadership positions,
- **35%** of women in senior leadership positions,
- **40%** of Black people on iFood in general.

These goals were designed to be achieved by the end of 2023.

Where we stand

- We have already impacted **1.1 million** people in Basic Education,
- **1,703** people completed our technology training and **1,902** were employed through our employability initiatives, all belonging to underrepresented and low-income groups in the area,
- Through March 2023, we impacted **350,696** people with our training for the ecosystem (e.g.: delivery persons, couriers and restaurants) in important skills, especially to bring better results with the platform.

- 26% plastic present in deliveries,
- 21.9% full service with clean modes,
- 100% of iFood deliveries are compensated through a carbon credit portfolio.

- **45.4%** of women in leadership positions,
- **17.8%** of Black people in leadership positions,
- **36%** of women in senior leadership,
- **30.1%** of Black people in iFood in general.

The experience we gained in searching for positive socio-environmental results, with our mistakes and successes, much listening and connections built over the last few years, has increasingly addressed our materialities. This process has helped us understand which the most strategic investments are in building a sustainable business with a positive impact.

Our materialities, and sustainability as a strategy

(GRI 3-1; 3-2)

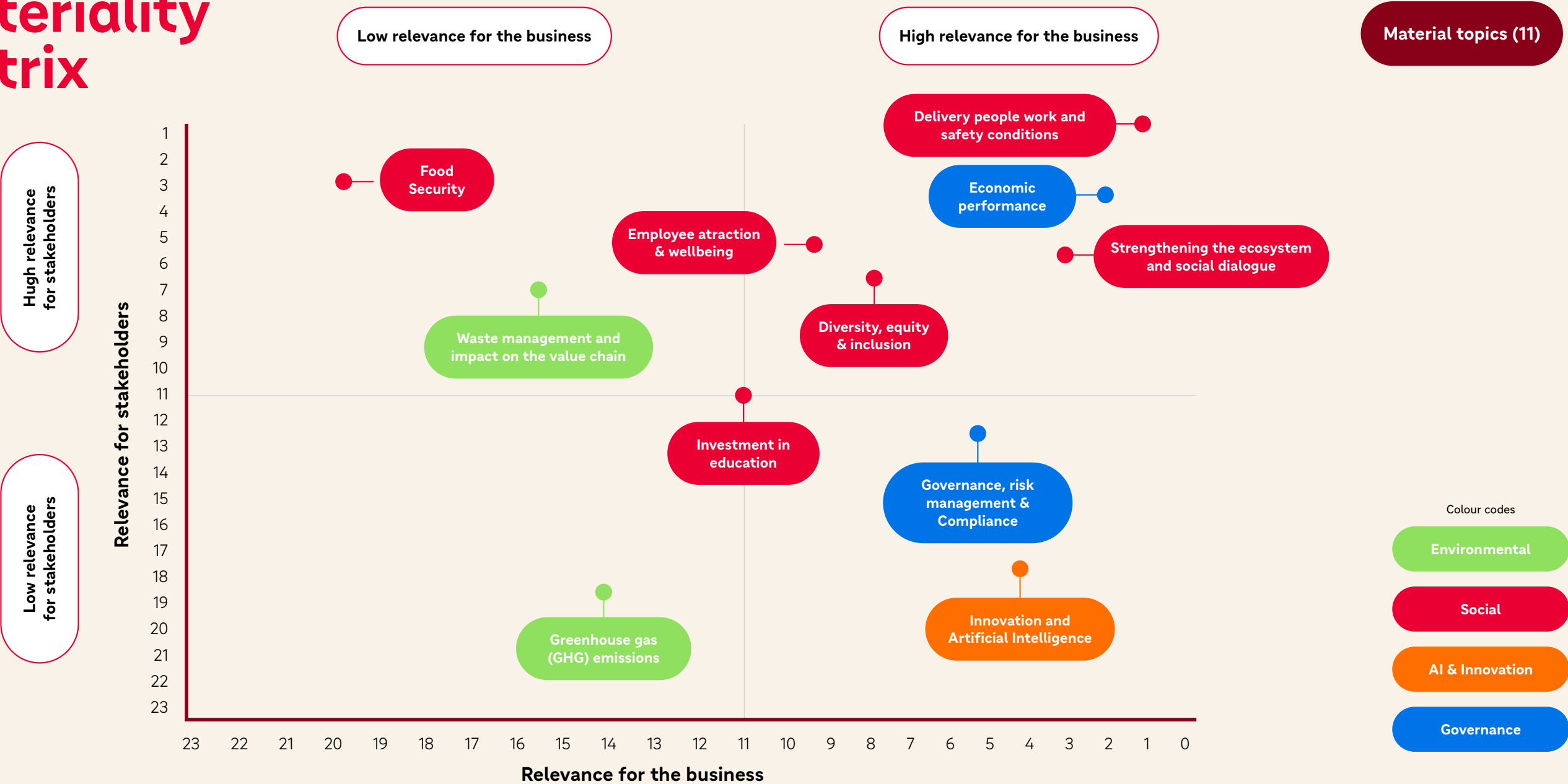
Materiality, in the context of sustainability, is the term used for addressing the most relevant environmental, social, and governance (ESG) issues that the company needs to actively manage and about which it must provide transparency to its stakeholders. There are 11 material topics guiding iFood's sustainability strategies – all of which are correlated to United Nations (UN) Sustainable Development Goals (SDGs). These themes were identified in developing our Materiality Matrix with the Beon ESG consultancy.

The content of this report seeks to contextualise the evolution of each of these aspects throughout our history, as well as the most important advances that occurred from April 2022 to March 2023, our fiscal year and reporting period.

Material topics	SDG Correlation	Capital*
Delivery people working and safety conditions		Human and Social & relationship
Financial performance		Financial
Strengthening ecosystem and social dialogue	 	Social & relationship
Governance, risk management, and Compliance		Intellectual & financial
Diversity, equity & inclusion	  	Human
Investment in education	 	Social & relationship
Innovation & artificial intelligence		Intellectual
Employee attraction wellbeing	  	Human
Waste management and impact on value chain		Natural
Food security	 	Manufactured, Human, and Social & relationship
Greenhouse Gas (GHG) Emissions		Natural

* Capital classification according to IIRC standard

Materiality Matrix



A history in the making

2011

- iFood is born

2012

- Launched the iFood website and the app for Android and iOS.
- iFood received its first investment – R\$ 3.1 million from Warehouse.

**12 THOUSAND
ORDERS PER MONTH.**

2013

- Movile's first investment.

2014

- Increased activity area after the merger with Restaurante Web.

**134 THOUSAND
ORDERS PER MONTH.**

2015

- Reached the **1 MILLION ORDERS PER MONTH MILESTONE.**

2020

- iFood Mercado, until then a pilot in a few cities, quickly gains national scale with the growth in people's need to receive grocery purchases during the Covid-19 pandemic.

2019

- Acquired Hekima and invested in artificial intelligence. Territorial expansion of iFood to more Brazilian cities.
- Fabricio Bloisi takes over as CEO.

**20 MILLION
ORDERS PER MONTH.**

2018

- Began operating with own deliveries. Until then, iFood did not manage deliveries or delivery people.
- Financial round of ~US\$ 500 million makes **iFood one of the first Brazilian unicorns.**

2017

- Reached the **6.1 MILLION ORDERS PER MONTH MILESTONE.**

2021

- Launched public commitments on learning, the environment, and inclusion.
- First Delivery Drivers Forum.
- Created iFood Benefits.
- iFood News, our news portal, is born.

**60 MILLION
ORDERS PER MONTH.**

2022

- Movile, through Prosus, acquires 33.3% of the shares of Just Eat Holding Limited and now owns 100% of iFood.
- First Restaurant Forum focused on dialogue and connection.
- First edition of *Voz dos Entregadores*, a series of social dialogue meetings with professionals in different Brazilian regions.

**65 MILLION
ORDERS PER MONTH.**

2023

(through March)

- Fabricio Bloisi is appointed spokesperson for SDG 4 – Education by the UN Global Compact in Brazil.
- Created the Social Impact VP position with a focus on improving Work Conditions and Safety for delivery drivers and expanding Equity in our ecosystem.

**75 MILLION
ORDERS PER MONTH.**



Our history is in full construction, with the **responsibilities and challenges of innovating in a disruptive way and generating shared value in all spheres in which we operate**. Our culture teaches us to dream big, to seek results despite uncertainties, and to see mistakes along the way as part of learning and the journey to becoming more sustainable every day.

We want to show Brazilian society that it is possible to be successful in business and also generate a highly positive social and environmental impact, as well as being an example for other domestic companies to do the same.

We are proud to be Brazilian and we want Brazil to also be proud to have a company like iFood. Therefore, the progress made over the last fiscal year – April 2022 to March 2023 – is presented below with the main strategic themes for our business and our stakeholders.



Our business

(GRI 2-6; 2-8)

Entrepreneurship made us start off as a small company in 2012, always dreaming big. Innovation, developing proprietary technology, and the constant search for better results have made us the reference technology company in online delivery in Latin America. New demands have emerged and, therefore, we have diversified our solutions in recent years, creating services that go beyond food delivery.

In 2018, we entered the list of the top ten Brazilian unicorns with financial support aimed especially at our expansion. In 2019, along with maintaining a high level of service in our main business, we moved to new models with iFood Mercado, which was still in its initial phase in early 2020, when it was quickly scaled due to the imminent need for delivering purchases to the homes of millions of Brazilians who were in social isolation during the Covid-19 pandemic.

During this period, we also had several initiatives in place for protecting partners and delivery people, which were essential in such a critical scenario for society as a whole. *(Protective actions are detailed in the iFood 2021 Impact Report)*

In 2020-2021, iFood Benefícios emerged and grew, a solution that began with offering food vouchers and meal vouchers on a single card. We now have new types of benefits for companies to offer their employees, such as mobility and support for remote work. The financial services business unit – iFood Fintech – also includes credit for restaurants.

Following are the main business units' outlooks regarding last year:



Food Delivery

This is our main business and involves an ecosystem with more than 330 thousand establishments in which consumers can order food, which will be taken to the delivery address by the restaurants' own logistics or by delivery professionals with services intermediated by the iFood platform. .

In addition to the sales platform for end-consumers, we have different solutions for the needs of our partners (restaurants, markets, pharmacies, pet shops and, benefit client companies), such as:

- **Ads:** an advertising platform for establishments that want to publicise their business,
- **Digital Menu:** a platform integrated with iFood. The menu is scanned and becomes a link or QR Code that the establishment can publish on its proprietary channels,
- **Anota Aí ("Write it Down"):** an artificial intelligence tool for automating responses via WhatsApp and Instagram, which is offered to assist establishments in the challenge of keeping their customers always supported with responses and sales,
- **Club:** a loyalty programme that offers benefits and discounts for those who make frequent purchases on the app.



iFood Mercado

Consumers place their orders, the establishment – which can be a market (supermarket, wholesale, wholesale retail), a pharmacy or even a pet shop – separates the consumers' purchases, which reach their final destination using the establishment's own logistics or by delivery professionals with services intermediated by the iFood platform.



iFood Shop

An online store with different utilities for restaurants, from ingredients to packaging, including sustainable options offered by our environmental initiatives.

Logistics

There are two ways in which establishments use our platform: Marketplace and Full Service.

In the Marketplace model, **which currently accounts for 59%* of orders made through the app**, delivery is made by the establishments themselves – who may have their own fleet or make use of any other logistics platform. In the Full Service mode, which accounts for the other 41%* of orders, deliveries are made by couriers connected to the iFood platform – who are hired by consumers or by commercial establishments –, with establishments being solely responsible for preparing orders.

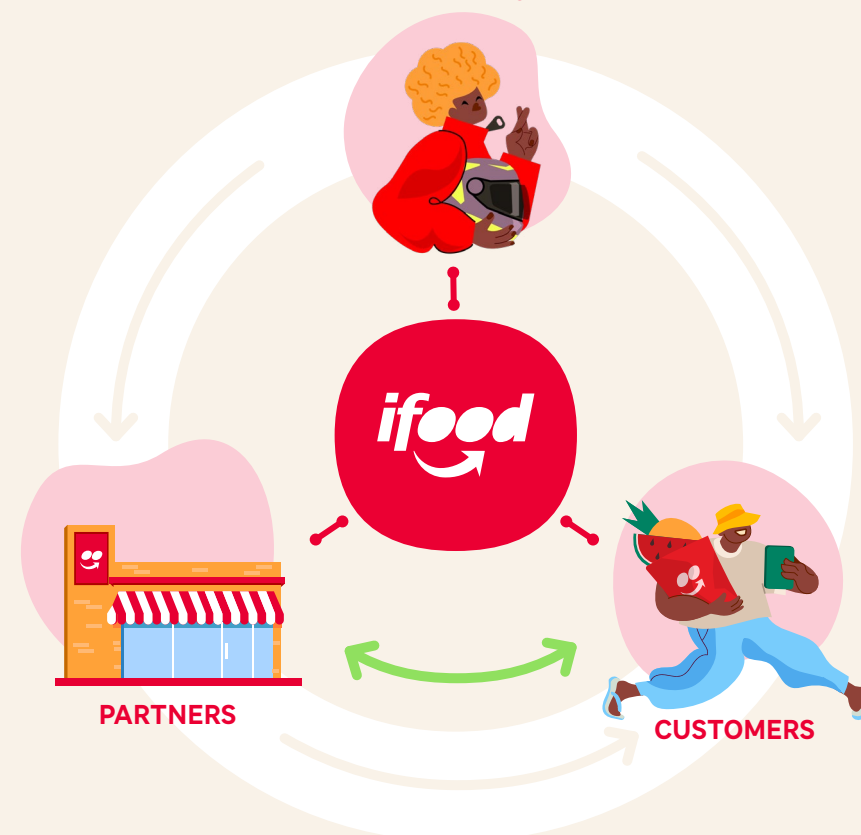
Delivery professionals can work in two formats: **Cloud**, in which people register independently directly on the iFood platform; or through a **Logistics Operator (OL)**, a company specialised in delivery activities that has a contract with iFood and has its own couriers.

The logistics vertical contains one of our most material topics: relationship with delivery drivers and their working conditions. We will go deeper into the topic later on.

*March 2023 data, only valid orders



DELIVERY PEOPLE



iFood Fintech

We started off the multi-benefit solution with flexibility for companies called iFood Benefícios in 2020, offering food vouchers and meal vouchers on a single card. The business unit is now called iFood Fintech and also offers the possibility of balances for companies to use as mobility and home office assistance, in addition to offering credit to restaurants.

Innovation and AI as strategic differentials

(GRI 3-3)

As a foodtech, we believe that developing proprietary technology and the innovation that is present in each company's culture are fundamental to a revolution that helps customers, partners, entrepreneurs, and the entire ecosystem grow and prosper. We invest so that evolution for both is agile, decentralised and ethical, as follows.

Artificial Intelligence (AI) Governance

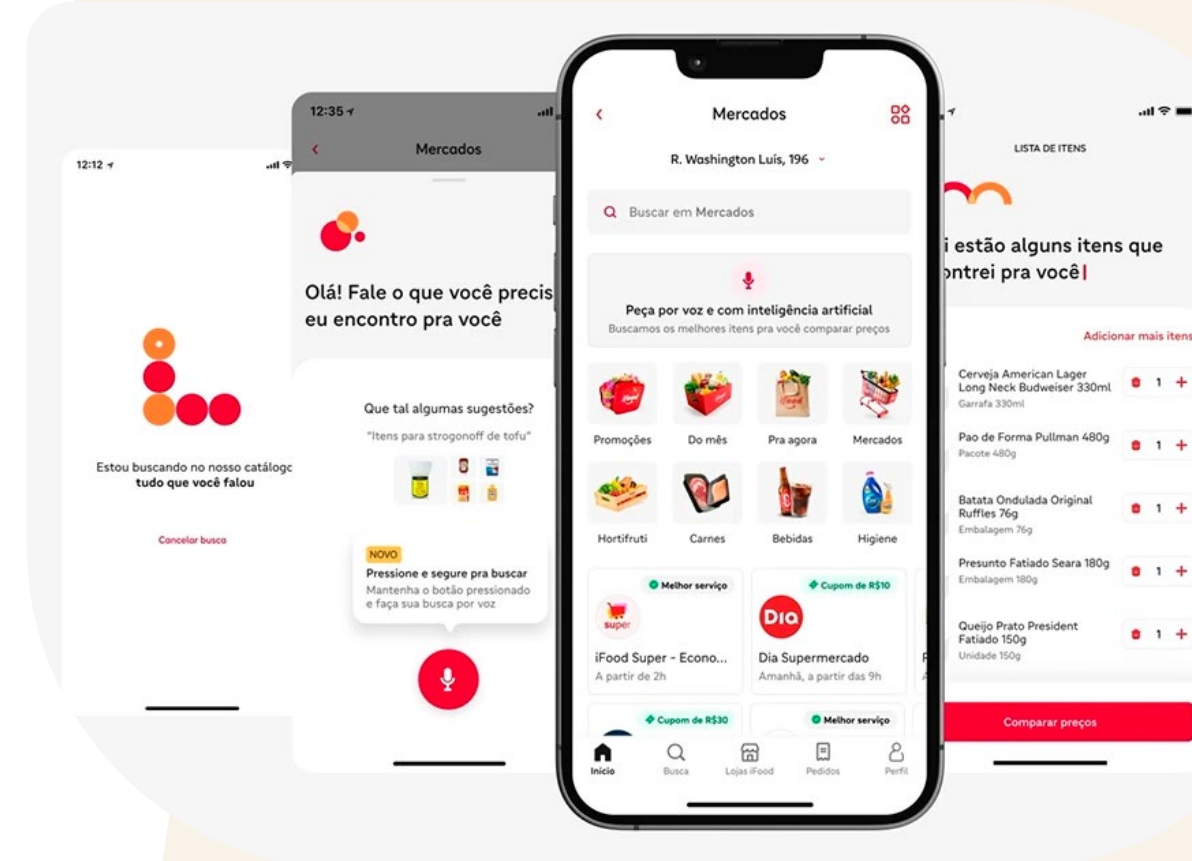
An important investment pillar for us is related to artificial intelligence (AI), which is developed by a specialised team of more than 300 people including scientists, engineers, and data analysts. There are more than 120 artificial intelligence models

spread across different points of the app, which are focused on bringing **operational efficiency and improving the experience of our partners (restaurants, markets, pharmacies, pet shops, and many others), as well as delivery people and consumers.**

In this context, we realised the need to implement an artificial intelligence governance programme to ensure that models are designed and applied in an ethical and responsible manner. We structured the programme around three pillars: **culture, guidance, and management.**

In the first pillar, **Institutional Culture**, we work with training FoodLovers and internal alignment on appropriate use of technology, bringing knowledge about the possible positive or negative impacts of AI models on society and their possible biases and risks.

In the **Guidance** pillar, we train models and algorithms based on ethical and privacy fundamentals such as transparency, explainability, non-discrimination, security, robustness, responsibility, and accountability. Using this approach, we are able to provide



AI with elements that enable us to make fairer future decisions.

And the **Management** pillar is related to our adoption of effective measures for diligent use of AI, recording its activities, formalising legal recommendations and monitoring development and application.

Disruptive Innovation

One of the pillars of our culture is innovation, which is driven by our teams' ability to reinvent themselves in an agile manner, which enables us to test new ideas and react quickly to the changes that surround us. This is a value in all our areas, and it would be no different in our Jet Ski teams, the minds behind disruptive innovation.

Jet Skis are temporary teams whose mission is to put ideas to the test. They are lean, multidisciplinary teams focused on breaking down barriers. They are responsible for selecting the most innovative ideas that emerge on iFood, and they develop a pilot project for around two months.

These squads are made up of people from business, design, technology and product – all brought together to discover what our next big bet in innovation will be. Some of these projects will have the pilot expanded and implemented, while others may serve as a learning experience on what is not suitable for our business.

The Jet Ski methodology is based on these pillars:

- Focus on strategic ideas
- Choose those who like risk
- Done is better than perfect
- Operate in short cycles



Smart Delivery: the ADA project

We are currently also working on the ADA project. Our focus is on developing and improving an electric, autonomous and safe modal that can operate both indoors and outdoors in the first and last delivery miles.

We started the smart delivery project in 2021, at the Iguatemi Ribeirão Preto shopping mall. There, the first mile delivery took place, picking up orders from restaurants that were furthest from the food court and taking them to the hub where the delivery people picked up the food.

In 2022, ADA was tested in a condominium of houses, also in Ribeirão Preto, for transporting orders in the last mile delivery between the condominium's entrance and the doors of customers' homes. In general, it is a product that meets the safety needs of the operation, it is able to act autonomously, but always with a teleoperator monitoring and following each route as an additional safety measure.

At our office in Osasco, ADA serves meeting rooms on the ground floor with drinks prepared in the cafeteria. Each delivery route is made up of two missions (round trip), with the robot unlocking to open at the collection point and the delivery point. Employees and visitors can place orders by scanning a QR Code. The ADA robot has an artificial intelligence system and more than ten cameras and sensors.



2.

Summary ≡

- 1. iFood
- 3. Driver Working Conditions and Safety

Who we are

GRI
2-7

Far beyond food and technological solutions, we are made of people – community, partners, employees.

We believe that together we will be able to achieve our purpose of Feeding the Future of the World.

Our passion for technology, culture and more than 5 thousand FoodLovers make up the recipe for success that builds iFood every day.

5,293
FoodLovers

2,459 Women **2,834** Men



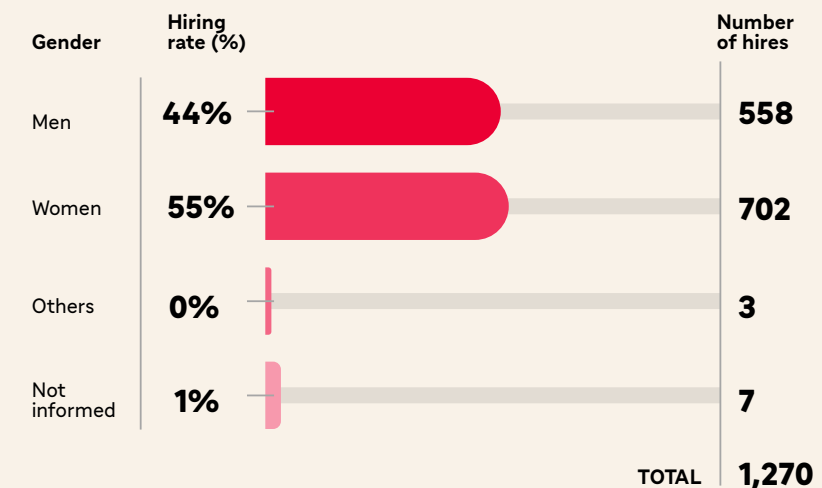
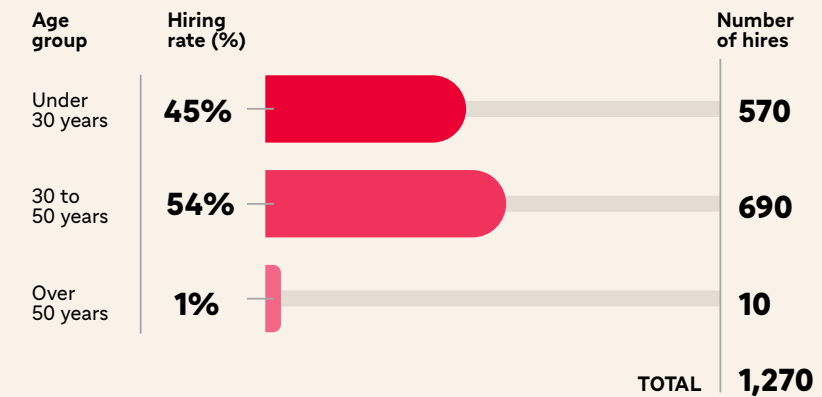
Hirings and dismissals

(GRI 401-1; SASB CG-EC-330a.2)

During the reporting period, we made 1,270 hires in almost every state in Brazil, and there were more than 1,800 dismissals in all, 747 of which were voluntary and 1,119 involuntary.

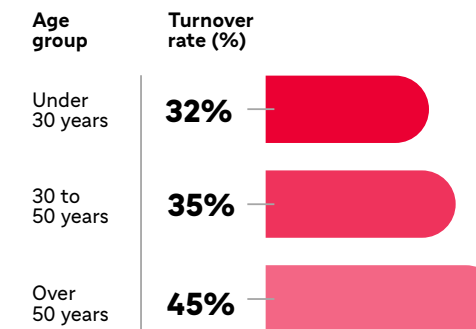
A relevant fact to be mentioned during the period was the dismissal of 355 iFood employees in March 2023, the equivalent to 6.3% of the general workforce at the time. This movement was part of our strategic decision to discontinue some new business proposals at an early stage. We worked to ensure that this difficult time was handled with the utmost respect and care.

Total number and rate of new hires during the reporting period, broken down by age group, gender and region



State	Number of hires	Hiring rate (%)
AL	3	0,2%
AM	5	0,4%
AP	1	0,1%
BA	28	2,2%
CE	12	0,9%
DF	19	1,5%
ES	17	1,3%
GO	15	1,2%
MA	4	0,3%
MG	82	6,5%
MS	4	0,3%
MT	1	0,1%
PA	7	0,6%
PB	12	0,9%
PE	25	2,0%
PI	7	0,6%
PR	54	4,3%
RJ	88	6,9%
RN	10	0,8%
RR	0	0,0%
RS	36	2,8%
SC	45	3,5%
SE	6	0,5%
SP	786	61,9%
Not informed	3	0,2%
TOTAL	1,270	

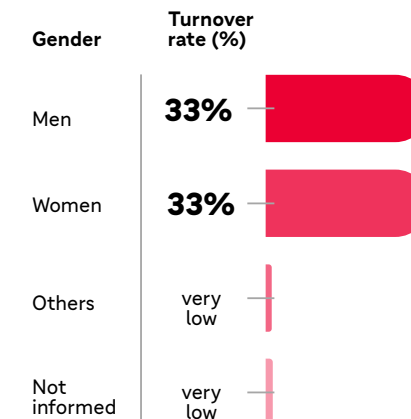
Total number and turnover rate during the reporting period, broken down by age group, gender and region



The turnover rate is associated with the absolute numbers of hires in different age groups.

More precisely, we recorded:

- **570** hires of persons under 30 years old,
- **690** hires of persons 30 to 50 years old,
- **10** hires of persons over 50 years old.



The turnover rate is associated with the absolute numbers of hires by gender.

More precisely, we recorded:

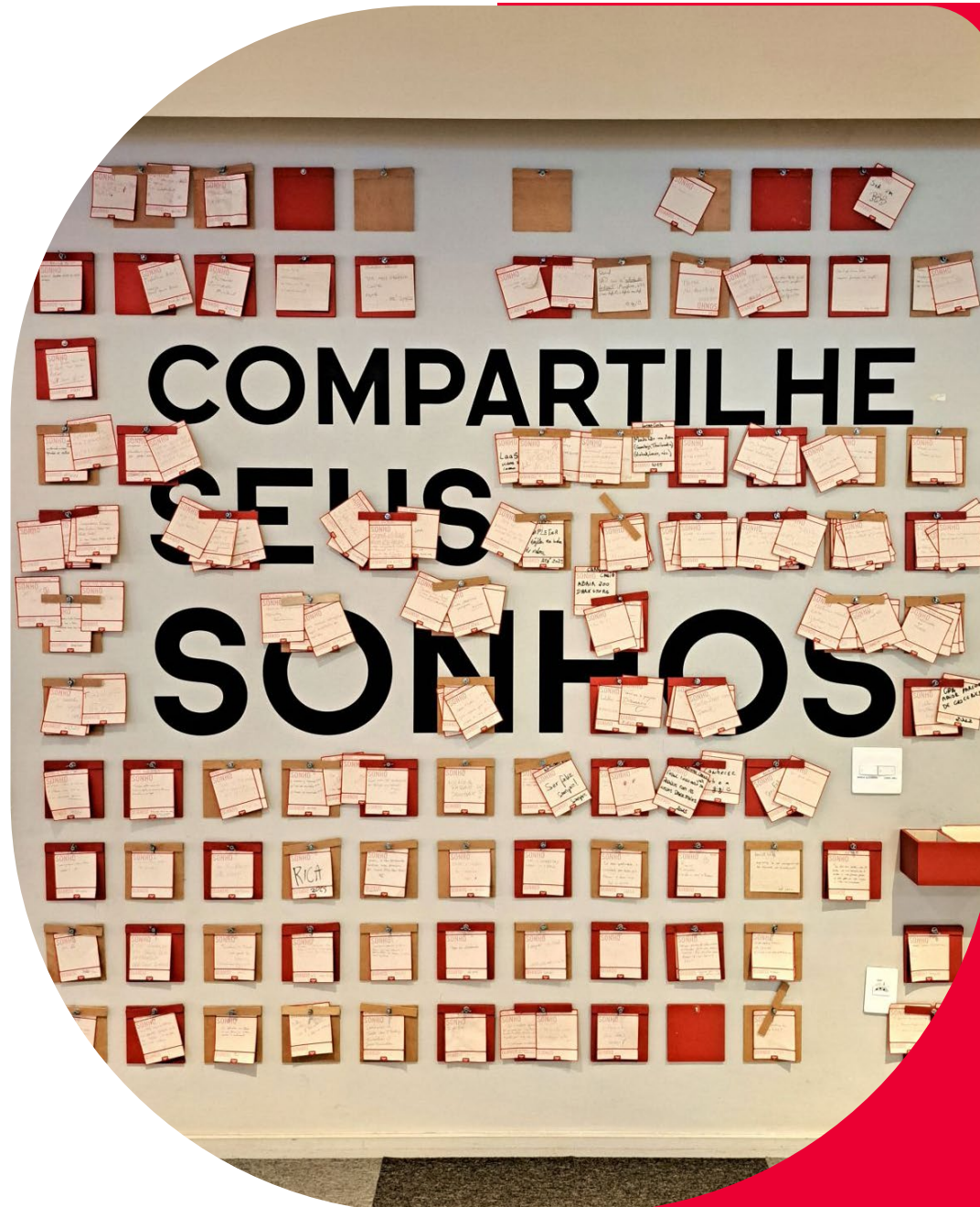
- **558** men hired,
- **702** women hired,
- **3** hires in the "Others" category,
- **7** in the "Not informed" category.

Our purpose

Every day we seek to generate positive impact inspired by our purpose of **Feeding the Future of the World.**

With an evolution path based on:

- Using the power of learning for contributing to a more prosperous world,
- Creating a positive impact on the environment, and being a reference in terms of sustainability,
- Innovating with technology to deliver not only food, but to provide special moments, in addition to bringing intelligent solutions that are capable of fostering inclusion and impacting the lives of thousands of people.



Our culture (GRI 2-26)

iFood is one of the largest companies in Brazil and Latin America. Contrary to what many people tend to think, our recipe for success is not limited to having a young founder with a bold idea, combined with a large investment. But, yes, it involves our people, a strong culture and, of course, combined with our passion for technology and the purpose of **Feeding the Future of the World.**

Every day, our people, or rather, FoodLovers, are building a culture that looks like iFood: pioneering, technological, disruptive, diverse, and exciting!

We are ENTREPRENEURS, focused on RESULTS, without losing sight of INNOVATION and with much ALL TOGETHER to achieve our big dream! Next, learn more about our values and J.i.T. (iFood Way of Working): our culture translated into ten principles with ways of thinking and acting for any FoodLover.

Entrepreneurship

We have a big dream, and we behave like owners. Our soul is entrepreneurial, and we always want to go further. For us, the sky is not the limit.

Entrepreneurship Principles

Dream big

Our purpose moves us. Challenge yourself and do the same with the team to deliver the impossible, landing ideas and making paths tangible.

Face the brutal facts

Courage and transparency are key to overcoming challenges. Face the facts to turn the impossible into reality.

Owner mentality

Be the protagonist of your actions, take responsibility, allocate resources smartly, and act with autonomy and alignment.

Results

We are people obsessed with results and always seek high performance. We recognize our team based on delivery, without bias.

Results Principles

Focus and deliver

Focus, focus, focus!
Uncomplicate, let go, and bring solutions – not obstacles.

Scalability and future

Build scalable solutions that are ready for the business to grow. Think about the future, but don't lose sight of the short term.

Constant appetite

We do not settle down and we always and quickly raise the delivery bar. We accept the fact that conditions can change dramatically, and we are well-prepared for that.





Innovation

We believe in the power of innovation for a more prosperous future. Therefore, we are eager for disruption, technology, and AI. In our culture, we have the ability to evaluate, make mistakes, and change simply and quickly.

Innovation Principles



Ambidexterity

We focus on innovating and discovering new solutions, but also on being increasingly efficient and profitable.



Agile: fail quickly, and learn

Making mistakes is part of the process, but here we learn quickly, adjust the route, and adapt even faster.

All together (Collaboration)

Together, with collaboration, equity and diversity of people, we are better! On this journey, which seems impossible, we celebrate achievements and face everything with lightness and good humour.

All together Principles



People, people and people

With a diversity of stories and experiences, count on people who inspire, who are better than you, giving them sincere feedback to help them develop.



Conflicts are essential

Conflicts are essential. Never settle for consensus. Express your points of view transparently, disagreeing, and being open to listening.

Talent management: employee attraction and wellbeing

(GRI 3-3; 403-6; 404-2; 404-3)

Talent management fosters a positive environment, facilitates connection between people, and also influences the quality of deliveries. This connection became even more relevant with the adaptation that came as a result of the Covid-19 pandemic, a period in which work style needed to be reinvented. During that time, we focused on efficiency as part of our culture, trusting our FoodLovers' autonomy and responsibility. Today, remembering that phase, we are proud of such a resilient team.

The new work style enables people to be in different places. FoodLovers, for example, are spread across 25 states in Brazil. We understand the relevance of balancing remote work and in-person exchanges, which is why we are RemoteFirst, which means that we prioritise those who are far away through digital tools, while providing in-person experiences.

Because we understand the relevance of balancing remote work and in-person exchanges, this year, we were a Remote First company, which means that we prioritised those who were physically distant through digital tools while providing in-person experiences.

Our focus is flexibility and wellbeing, giving space to aspects such as leadership and autonomy. This model is possible because we are naturally digital and have a strong culture, which strengthens the opportunity for FoodLovers to choose to work in the format that best suits their profile. With that in mind, **we are a company that happens from anywhere.**



Internal development trail

Our programmes and teams aimed at internal development are focused on the technical and behavioural evolution of our FoodLovers with an **average of 66 hours per year** dedicated to training by our employees.

They include:

- **iDream Big Programme**

Focused on developing interns in socio-emotional, personal, managerial, and behavioural skills, which are essential for the future of work.

- **Meteoro Programme**

Focused on developing young apprentices in socio-emotional, personal, managerial, and behavioural skills. Career guidance, self-knowledge, and cognitive flexibility are also part of the programme.

- **Development – Business and Technology**

Our People Development team acts as a business partner on all fronts and units. Each area also has professionals for diagnosing skills and needs and set up experiences, training, and specialised trails.

- **Individual Development Plan (PDI)**

This plan goes across the company's entire development and delivery cycle as a major result of our performance assessment. In the PDI, we provide internal knowledge and training, as well as support for purchasing external content and courses.

- **iLearn**

An online development platform with more than 58 thousand content items available on the most diverse subjects, themes, and skills. It is also possible to evaluate team members and self-evaluate with it.

- **Leadership Onboarding**

A recurrent programme for improving our leadership's skills, knowledge, and operational, technical and behavioural notions. It also fosters immersion in our culture and brings reflections on the leaders' important role as spokespersons for this culture.



Performance assessment











In searching for fairer processes, since 2021 we have performed data-based performance assessments. The goal is to reduce bias during assessments. In the first cycle we made 2,390 performance evaluations, and there were 3,618 in the second cycle.








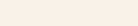
We use the ONA (Organisational Network Analysis) technique to map each employee's evaluators. The mapping identifies connections considering exchanged emails, meetings, and interactions via internal tools. Furthermore, we added some criteria such as: gender, race, area, and hierarchical position, so that it is a 360° evaluation.

We also use mechanisms to make the process more humanised and easier to perform. We prioritise combining data and empathy. Based on performance suggestions and on all the assessment data in managers' possession, there is a round of assessment calibration.

In April-September 2022, we saw a 55% participation in the performance evaluation. From October 2022 to March 2023, this number rose to 75% of the total number of employees. See more details in the following tables.

FoodLovers eligible for performance evaluation

Gender	April to September 22		October 22 to March 23	
	Total eligible	Percentage of total employees	Total eligible	Percentage of total employees
All employees	3,926	 55%	4,913	 75%
Men	2,092	 56%	2,620	 77%
Women	1,793	 55%	2,240	 75%
Not declared	26	 51%	37	 77%
Others	15	 19%	16	 22%

Categoria funcional	April to September 22		October 22 to March 23		Category definition
	Total eligible	Percentage of total employees	Total eligible	Percentage of total employees	
Executivos	208	 79%	215	 85%	head to c-level
Non-executives	1,361	 65%	1,559	 82%	spec./early to senior leadership
Ascending	1,432	 55%	1,864	 77%	seniors & full
Others	925	 44%	1,275	 66%	other levels: interns, junior analysts. and assistants

Compensation and Benefits

We invest in developing teams with solid strategies, listening to the teams' needs and pains collectively and individually. This occurs with attentive and effective talent management, which also involves elements such as benefits and compensation, **in addition to algorithms and technology that help leaders make better decisions with less bias.**

Our full-time employees are hired with a professional contract governed by the Brazilian Consolidated Labour Legislation (CLT). Young apprentices and interns are considered part-time professionals with fixed-term contracts.

Our work aimed at health and wellbeing includes flexible schedules, physical and mental health support programmes for FoodLovers and their families, medical and dental assistance, life insurance, and partnerships for purchasing medicines.

Commitment to a more equal world

As part of our commitment to inclusion, we established goals and monitor diversity and psychological safety indicators, linking progress in diversity to a sense of inclusion and belonging.

To foster a safety environment and our people's professional growth, we created programmes for developing and accelerating careers within underrepresented groups and inclusive leaders, in addition to affinity committees on racial, gender, LGBTQIA+, people with disability, and free body matters

We support transgender FoodLovers, offering **financial, legal and psychological assistance, as well as subsidies for hormonal treatment and gender reassignment surgery.** We also offer maternity and paternity leave for same-sex couples.



iFood happens from everywhere

We have a series of initiatives and benefits for enabling remote work. Highlighted among them are financial subsidy for FoodLovers to equip their workspaces and partnership with coworking spaces across Brazil.

Beneflex – Flexible benefits

Here we have flexible benefits, which means FoodLovers decide what their benefits package will be.

Our benefits are distributed in a structured points program, giving employees the opportunity to choose what and how to benefit. Some of them are medical care, dental care, meals, life insurance, travel plans, pharmacy, culture, and pet care.

In addition to Beneflex, we offer a catalogue of benefits that do not consume programme points: GymPass gym plan, daycare assistance, payroll loans, legal assistance, financial assistance, gender transition programme, medication subsidy, language assistance, and others.

Time and investment for individual development

Wednesday mornings are reserved for self-development. Through iLearn (an exclusive platform), FoodLovers can access professional qualification content. In addition, we offer a grant corresponding to the position for studying languages and a number of partnerships with educational institutions.





Smart offices

Collaborative spaces, equipped with cutting-edge technology, auditorium, court, scooters, decompression areas, pool table, table tennis, foosball, karaoke, iFood Baby room for mothers to breastfeed and care for their children, an organic vegetable garden on the terrace, as well as a garden and services.

Mobility

For face-to-face work, we offer transportation vouchers, circular transportation from the Osasco (SP) station, partner parking, fuel vouchers, and taxi coupons on iFoodFlex. In addition, we have a corporate travel agency and corporate transportation apps for FoodLovers who travel regularly for work.

Meals

In addition to meal vouchers and food vouchers for FoodLovers, our offices offer good drink and food options to everyone who visits the offices in person, including organic salad harvested from our garden, for those who choose to have lunch there.

Support for mothers and fathers

Extended maternity and paternity leaves, career coaching for pregnant mothers, support and exchange groups for fathers and mothers, daycare assistance, breastfeeding space in the office, partnership with the Play Kids app, iFamily support programme for the parents' gradual return, onboarding upon return from leave. In addition, we offer psychological and legal support for adoption.

Occupational health and safety

(GRI 403-1; 403-2; 403-3; 403-5; 403-7; 403-8)

Close monitoring of FoodLovers and outsourced professionals is fundamental in our occupational health and safety process, which has a management system comprising an occupational doctor, occupational nurse, nursing technician, safety engineer and safety technician, following the legal requirements. Our risk and control management takes place through programmes such as the Risk Management Programme (PGR) and the Occupational Health Medical Control Programme (PCMSO).

We have more than 5 thousand FoodLovers, in addition to 80 outsourced professionals who perform activities in our offices. We check documents and training for outsourced workers to perform the specific activities for which they were hired. We also offer safety integration and risk prevention training before they start to work within our facilities.

We use the risk control hierarchy as a practice for controlling and mitigating occupational risks. This way, we establish the best preventive actions and evaluate effective risk advances. There are five levels of control: **elimination** (removing what is causing occupational risk), **substitution** (replacing the risk with a safer alternative), **engineering control** (moving people away from the risk factor), **administrative control** (changing people's work method) and PPE (providing Personal Protective Equipment). This system is important for protecting the professionals' health and safety to be more robust and efficient.

In our internal channels, we monitor accidents, incidents and reports of unsafe behaviour. We encourage these reports and also work to mitigate risks involving third-party activities.



In addition, we offer **iDoc**, a free healthcare fostering program. Focusing on primary healthcare, we provide professionals for assisting remotely in different specialties: family doctors, psychologists, nutritionists, and nurses.

Support for Families

For offering support at such special and important stages in the lives of our FoodLovers and their families, we have **iFamily**, a support program for moms and dads to balance their personal lives and careers. There are three exclusive trails that meet different needs:

- **Pregnant Women's Trail:** maternity and career consultancy from discovering the pregnancy until returning from leave, with medical, nutritional, and psychological support.
- **Partner Trail for a Pregnant Woman:** greater flexibility in schedules so that partners can jointly attend consultations and exams.
- **Leadership Trail for Future Moms and Dads:** access to a booklet designed especially for facilitating support for those who are lead and a session with maternity and career coaching on how leadership can support the moms and dads on their teams.

For adoption applicants, we have a step-by-step guide to this process for supporting them with relevant information, in addition to offering them legal, financial, and social support. In the adaptation phase, we provide psychological support and, as a complement, a voucher for books and a special kit to be used by the new family.





Maternity and paternity leaves

(GRI 401-3)

Our FoodLovers have extended maternity leave and paternity leave - 180 days and 60 days, respectively. We believe that this period strengthens family ties and provides a smoother adaptation after the arrival of a child, as well as a noticeable change in the way employees perceive the company.

We also offer maternity and paternity leave to same-sex couples, which strengthens our commitment to diversity and inclusion.

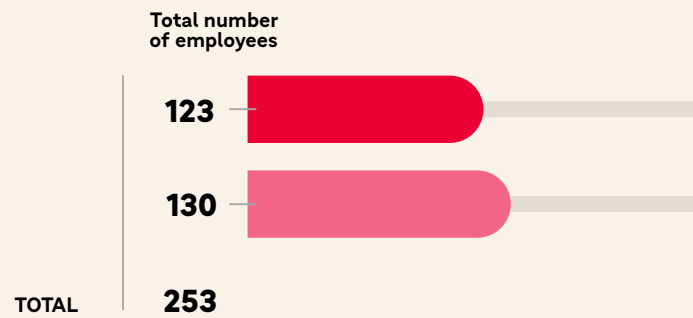
Our work involves a welcoming process for FoodLovers returning from leave.

The iFamily programme supports parents' gradual return to work with careful onboarding, and also includes sharing details about how the company is positioned and changes that have occurred during the period of absence.

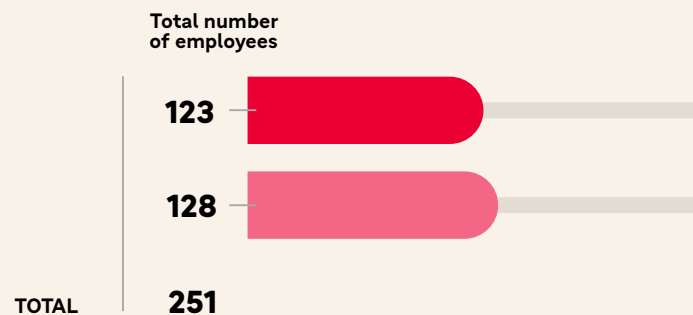
We are a dynamic and innovative company, which leads us to us constantly evolve. In this sense, the six-month period is enough for many new actions and initiatives to take place. Therefore, the reintegration process is essential for creating a welcoming environment while FoodLovers update themselves and get involved in projects.

The following tables represent the reporting period (April/2022 to March/2023).

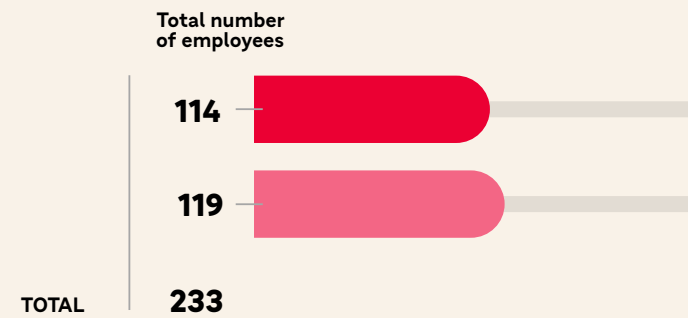
Total number of employees who took maternity/paternity leave, by gender



Total number of employees who returned to work after the end of maternity/paternity leave, by gender



Total number of employees who returned to work after the end of maternity/paternity leave and continued to be employed 12 months after returning to work



Return to work and retention ratios of employees who took maternity/paternity leave, broken down by gender



Men
Women



Diversity, equity and inclusion

(GRI 3-3; 405-1)

iFood is for all kinds of people!

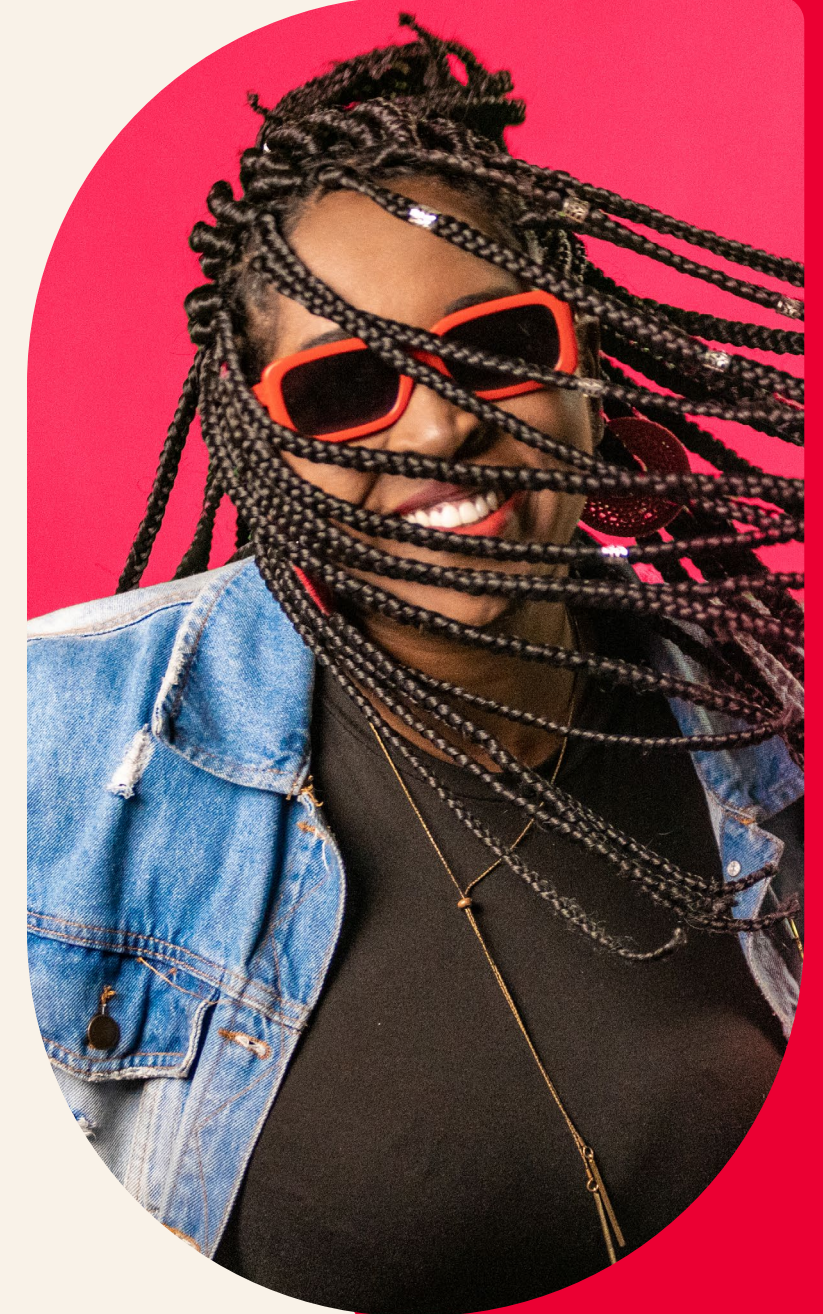
Brazil is an extremely diverse country, where the majority of the population self-declares itself as Black (Black or Brown people) according to Instituto Brasileiro de Geografia e Estatística (IBGE). However, these groups are often underrepresented in senior positions and leadership roles in businesses.

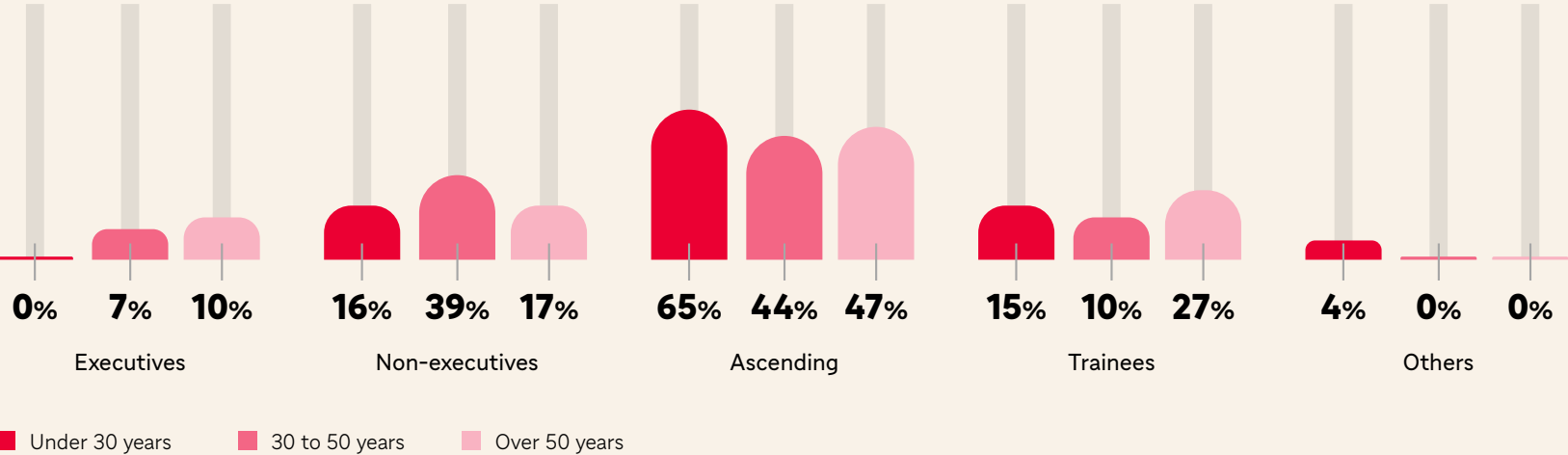
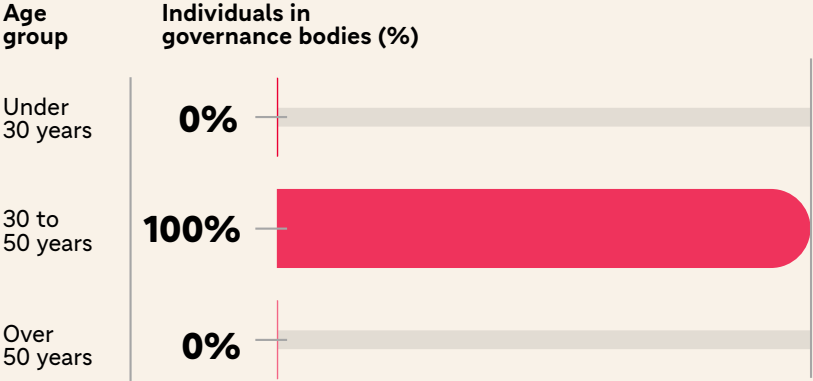
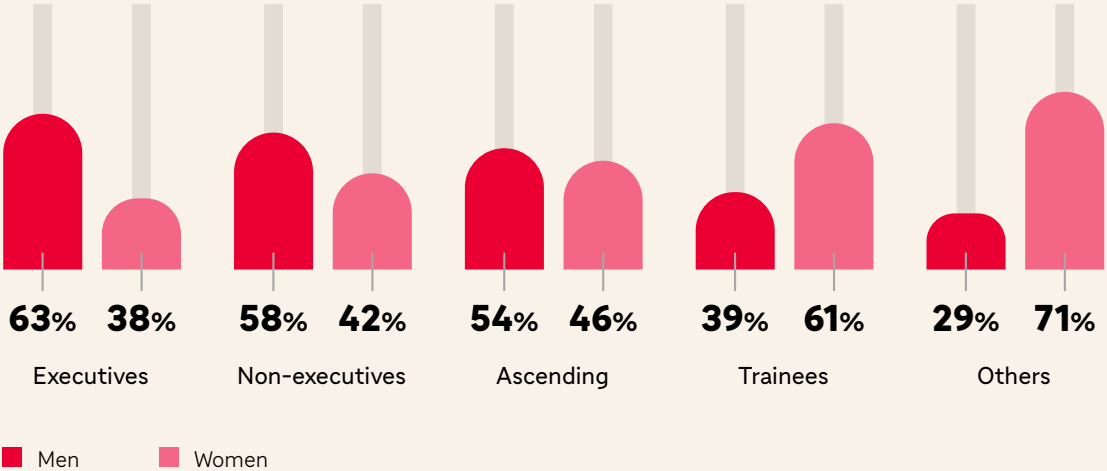
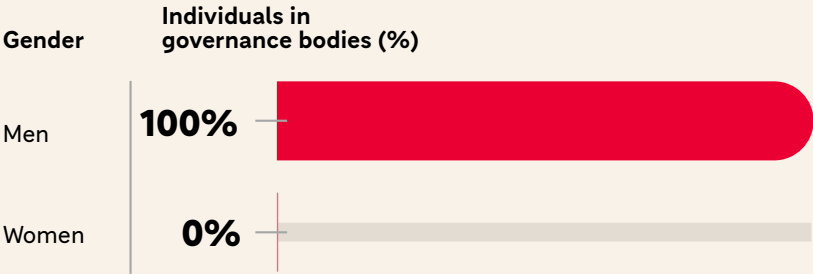
We recognise that racial and gender inequality in the labour market is a historical and structural problem in our society. Therefore, it is urgent for companies to develop complex strategies for fostering this representativity within their staff.

We are responsible for reversing these indicators in the internal environment, and we consider the diversity and inclusion agenda in our commitments that were announced in 2021. By the end of 2023, our goal is to reach leadership made up of 50% women and 30% Black people, in addition 35% of women in senior leadership

and 40% of Black people at iFood in general. Additionally, to make people from underrepresented groups feel like they belong and are included, we created and measured the Psychological Safety Index. We believe that diversity is fundamental to achieving our purpose of **Feeding the Future of the World**. In addition to bringing numerous benefits to business, such as innovation, increased productivity, and engagement, it is the right thing to do.

By March 2023, we achieved some milestones on this very important journey. We have 17.8% of Black people in leadership positions and 30.1% in the general workforce. We also have 45.4% of women holding leadership positions and 36% in senior leadership. This shows our evolution and how committed we are to continuing to advance this agenda.





Total number of employees by gender and region

GRI Gender	Midwest	Northeast	North	Southeast	South	TOTAL
Female	44	169	40	2,035	171	2,459
Male	93	234	39	2,197	271	2,834
Other						0
Not Informed						0
TOTAL	137	403	79	4,232	442	5,293

Total number of permanent employees by gender and region

GRI Gender	Midwest	Northeast	North	Southeast	South	TOTAL
Female	40	152	37	1,946	168	2,343
Male	90	216	36	2,127	268	2,737
Other						0
Not Informed						0
TOTAL	130	368	73	4,073	436	5,080

Total number of temporary workers by gender and region

GRI Gender	Midwest	Northeast	North	Southeast	South	TOTAL
Female	4	17	3	89	3	116
Male	3	18	3	70	3	97
Other						0
Not Informed						0
TOTAL	7	35	6	159	6	213

Affinity groups

Pólen

Pólen (Pollen) is what we call our five affinity groups: Empodera Elas, Orgulho Negro, LBGT+Amor, Corpo Livre, and Sem Barreiras.

These committees are made up of FoodLovers who are part of a group that is underrepresented in corporate spaces and/or who identify or position themselves as allies to the cause advocated by these groups.

The committees' initiative is fuelled by the autonomy that is a feature of our culture and is crucial for fostering a more inclusive environment. The groups are responsible for developing projects related to learning and engagement.

Agora É que São Elas ("Their Time has Come")

Pwhich is focused on boosting the careers and developing skills of women who are part of our teams. The objective is to accelerate professional growth of women who are not yet leaders or who have recently become leaders. Topics relevant to the challenges faced by women in their managerial experiences are also addressed at the meetings. elo programa.

Mentoring programme

Todo Black É Power ("All who are Black are Power")

Our acceleration programme aimed at Black people aims to improve their technical profile and behavioural skills. The content includes topics related to racial issues, and the schedule also includes mentoring with experts and leaders. In 2022, 40% of participants were promoted and 19% were recognised for their performance.



STRENGTHENING OUR ANTI-RACIST ACTIONS

In our efforts to combat racial and social inequalities in Brazil, we have been signatories to the Pact for the Promotion of Racial Equity since 2021. The commitment was signed together with other companies in the Movel group, our investor.

The pact aims to introduce an ESG (environmental, social, and governance) protocol aimed at aspects of the racial agenda in Brazil aiming to making them a priority in economic discussions. The index is also a strategic tool for measuring progress in addressing racial inequalities, both inside and outside organisations.

In 2022, we also became signatories of the UN Global Compact's Raça Prioridade and Elas Lideram 2030 movements. Thus, the commitment to achieving the goal of having 30% of Black, Indigenous, Quilombola and other underrepresented ethnic groups in leadership positions by 2025 and of having 30% of women in senior leadership positions in the same period. These are movements that underscore our efforts towards a more equitable environment.



Inclusive communication

We created a guide to good practices in diversity and inclusion to be applied in our recruitment and selection process. The material provides guidance ranging from aspects of the process such as preparing the job description, the communication channels on which the openings are advertised, to how we can communicate before, during, and after interviews.

The objective is to provide guidelines such as suggestions for questions to be avoided and recommendations for consulting other materials such as our Inclusive Communication Manual.

Leadership literacy and awareness, and employee empowerment

Developing our leaders is also part of our strategy, as we recognise the importance and the market's demand for leaders who are more aware of their own biases and prejudices and are also willing to foster a more inclusive management.

To strengthen this agenda, we invest in training and raising awareness in managers and leaders. The objective is to enable them to foster the inclusion of employees from underrepresented groups, also learning to deal with barriers that can hinder these professionals' development.

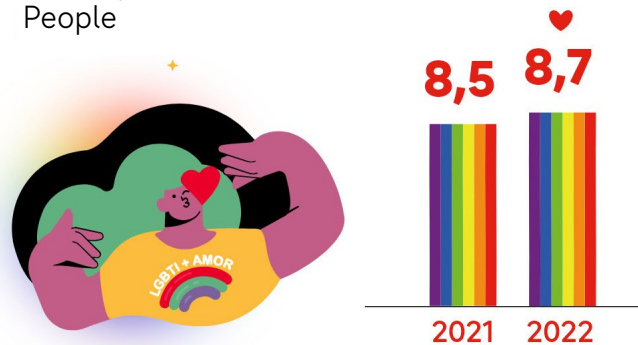


LGBTQIA+ Psychological Safety Index at iFood

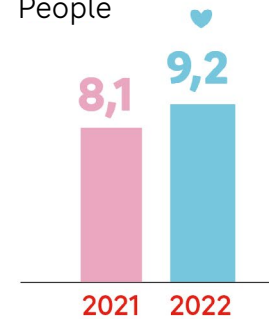
As of 2021, iFood uses the Psychological Safety Index (ISP in the Portuguese acronym) for measuring the degree of people's inclusion in the company, and their sense of belonging

See the index's evolution:

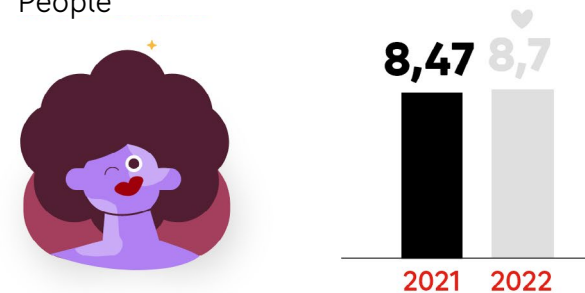
LGBTQIA+ People



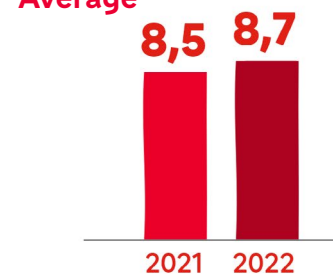
Trans People



Non LGBTQIA+ People



Average



Psychological Safety Index

In 2021, we developed the Psychological Safety Index (ISP in the Portuguese acronym), an indicator for measuring the level of inclusion of people from underrepresented groups, such as Black people, LGBTQIA+, and people with disabilities, in our teams.

The index is based on Harvard University's Dr. Amy Edmondson's methodology and points out whether employees consider the work environment to be psychologically safe in terms of freedom to express themselves, interact, learn, and belong. From this, we were able to gain valuable insights into how people from underrepresented groups feel at work and their degree of inclusion compared to that of other groups.

In 2022, the average of our Psychological Safety Index (PSI) was 8.7, an improvement compared to 2021, which saw an average of 8.5. For 2023, the goal is to continue evolving and reach a score of 9, as well as reducing the difference between the ISP of minority groups and that of other employees by at least 50%.

Managing value in the ecosystem

(GRI 3-3; 203-1; 409-1)

When we look at our broad ecosystem, with more than 330,000 establishments led by entrepreneurs with different geographical, financial, operational, and organizational realities, as well as the more than 250,000 people who deliver orders placed on our platform, each reality, history, talent, need, and aspiration, it becomes clear that only by understanding the Brazilian ecosystem in which we operate, we will be able to develop and implement solutions that address this complexity in a positive manner. We are increasingly taking on the importance of establishing a permanent connection and dialogue with the people with whom we interact.

Our journey has been marked by significant challenges and milestones. The first challenge was to overcome obstacles for scaling and operating. Soon after, in 2020, we faced the Covid-19 pandemic, with urgent needs for supporting and strengthening our ecosystem at such a critical time. This made us recognise the importance of our socioeconomic role.

And many other changes came. In addition to the habit of ordering delivery having expanded and consolidated even more among Brazilians at that time, the delivery driver profession, which already existed in Brazil long before and beyond iFood, was considered an essential activity. This movement also brought to light the challenges faced by these professionals on a daily basis. Since then, the topic has gained prominence in the public debate, increasing regulatory and social security inclusion discussions.



For us, the regulatory scenario is as positive as it is challenging. Strengthening and coordinating delivery professionals, combined with the involvement of government and society, have accelerated the discussions on regulation and social security inclusion that we have supported since 2018. The complexity of these debates provides us different points of view and challenges us to balance agility and responsibility regarding the social impact of our decisions and actions.

Opening the kitchen: the main challenges we see

Two of our material themes are **Strengthening the Ecosystem and Social Dialogue**, and **Work Conditions and Safety for Delivery Drivers**. They cover the way we relate to and impact our business units and the stakeholders involved.

The strategic relevance of partnerships with restaurants

In general, we are considered by the restaurants and establishments on the platform, as strategic business partners because we support them in adapting to new consumption patterns and in how to enhance online sales, providing access to a broad flow of consumers through our technology and app user base.

With the growth of the platform and the gain in complexity resulting from the increase in the number of restaurants listed on iFood, it was a natural thing to evolve

towards expanding **Connection and Dialogue** with our partners, aiming to generate increasingly better solutions for their different needs. Therefore, over the last year, we have embarked on a journey to strengthen the ecosystem of more than 300 thousand restaurants, establishing spaces for frequent and generative dialogue with their owners. This approach allowed for a constant exchange of learning and an enriching co-construction, resulting in significant advances not only operationally, but also in the relationship of trust.



And what are the main challenges regarding delivery people?

Our platform is a reference in online delivery in Latin America, and it manages more than 75 million orders per month, which is equivalent to around 900 orders per second.

Most of them (59%) have the logistics managed by the restaurants themselves, while the remaining portion (41%) is managed by delivery people who are on iFood. This represents almost 30 million orders delivered every month by delivery men and women connected to the platform, who, as a general rule, evaluate the experience with iFood positively. Even though cases of dissatisfaction are the exception, we are extremely demanding, and work tirelessly to increasingly raise our **operational excellence**.

Furthermore, when it comes to app-mediated work, we face complex regulatory definitions. This work format is new around the world and, like several other countries, Brazil is working on creating regulations for the Gig Economy.



It is important to highlight that, since 2021, we have publicly expressed our support for the definition of a national regulation for delivery work mediated by platforms, especially regarding defining minimum earnings and building a new model of social security inclusion for these professionals, and we continue actively collaborating with the government-led initiative on this topic.

While regulatory issues are being defined, we have significantly advanced our internal practices and policies. To this end, we deepened our understanding of relevant problems and opportunities through a broad social dialogue, especially with leaders of delivery men and women registered on the app, which began in 2020 and which had a milestone in December 2021 with the first delivery drivers' Forum was held in Brazil. Based on the results of the forum, we expanded the format of meetings across Brazil with the **Voz dos Entregadores** initiative throughout 2022. We also established Workgroups (GTs) with delivery men and

women, **aiming to identify, discuss, and prioritise together the main operational problems and necessary improvements to their experience with the platform.**

We also create solutions together and test them with the group of “Communitesters” before implementing them across the entire base.

These spaces for dialogue have generated significant operational improvements in topics related especially to **earnings** and transparency, **security**, and healthcare, as well as improvements in the experience with the app and the service, in offering advantages, and in the relationship with all parts of the ecosystem.

The three main pains raised in the first forum with delivery drivers include prejudice suffered in day-to-day work. Over the last year, we have seen an increase in the number of cases of racism and aggression against delivery men and women, and we understand the impact this has on these people’s feelings of

appreciation and respect. We have a front dedicated to this topic, which will be detailed further ahead.

In our relationship with delivery men and women, we see a great opportunity to provide social mobility for hundreds of thousands of people. This happens not only through job opportunities and income generation, but also through investment in **educational initiatives** such as the iFood Decola program, access to scholarships, and incentives for completing high school and higher education, in addition to access to technical training, especially in technology, which is our differentiator.

We know that there is still a lot that can be done, and we remain committed to consistently advancing on each of these fronts: **Earnings, Social Protection, Security, Valuation and Respect, and Education.** Below, we will tell you about the progress made from April 2022 to March 2023.



3.

Summary ≡

2. Who we are

4. iFood Restaurants:
Strengthening the Ecosystem,
and Social Dialogue

Delivery drivers' occupational safety conditions

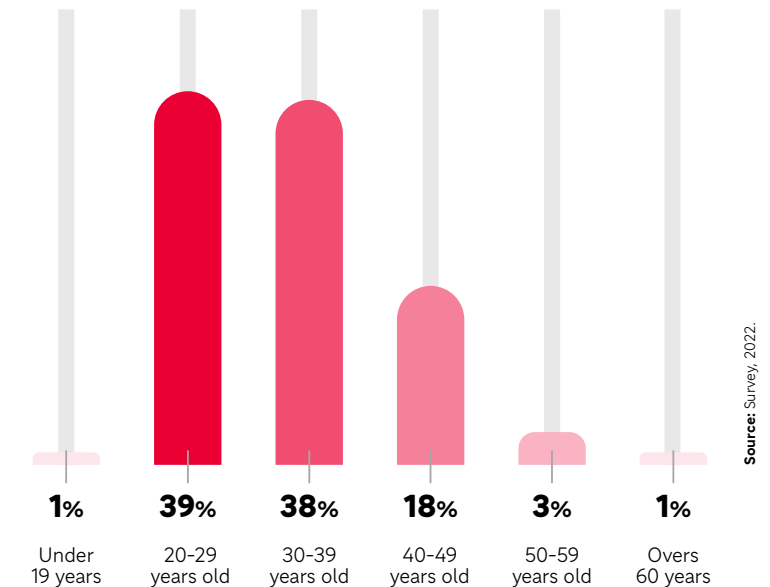
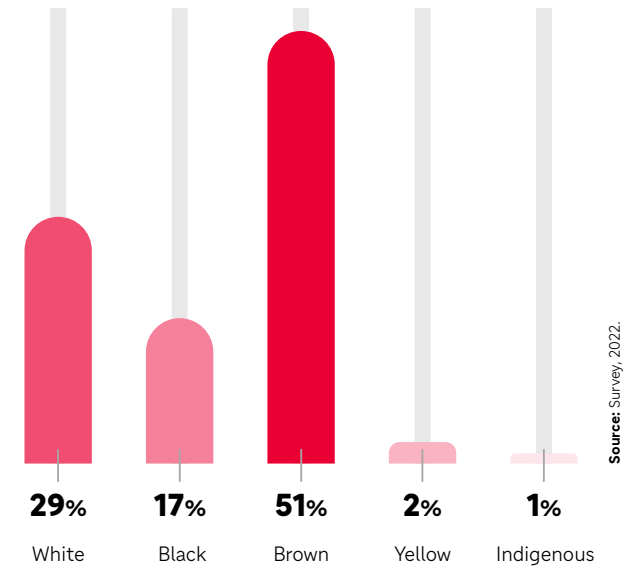
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3-3; TR-RO-320a.3

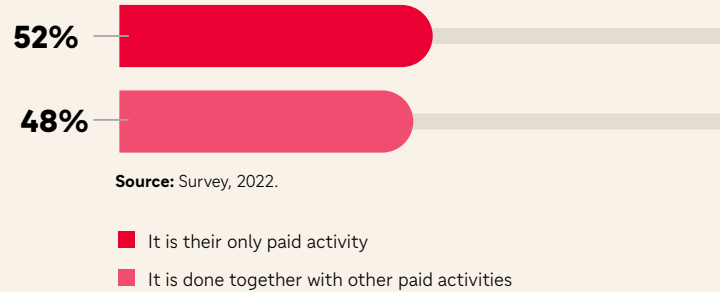
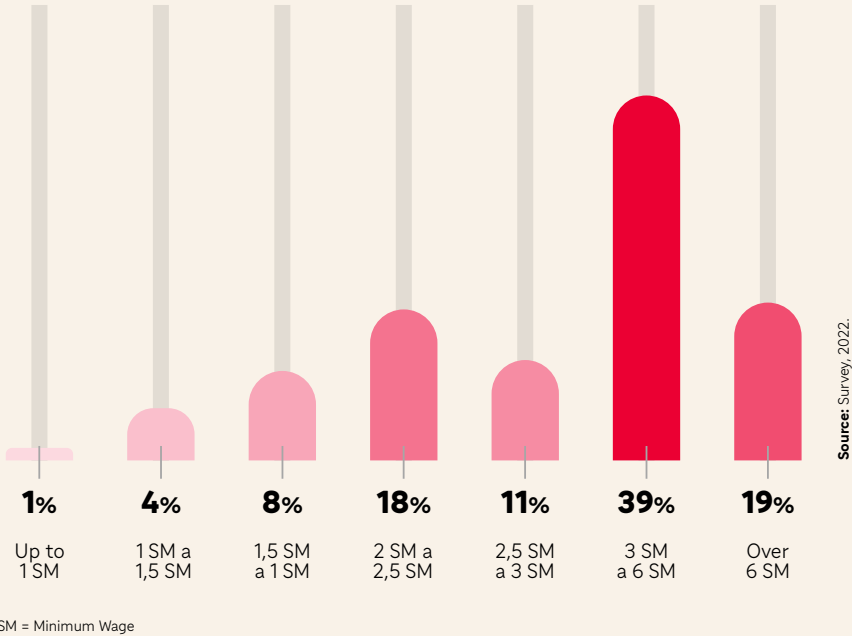
Who are the app delivery people in Brazil?

More than 60% of delivery drivers declare themselves Black and Mixed Race. More than 70% are young men (33 years old on average). For the majority, the monthly family income is no more than three minimum wages, and the level of education is concluded high school.

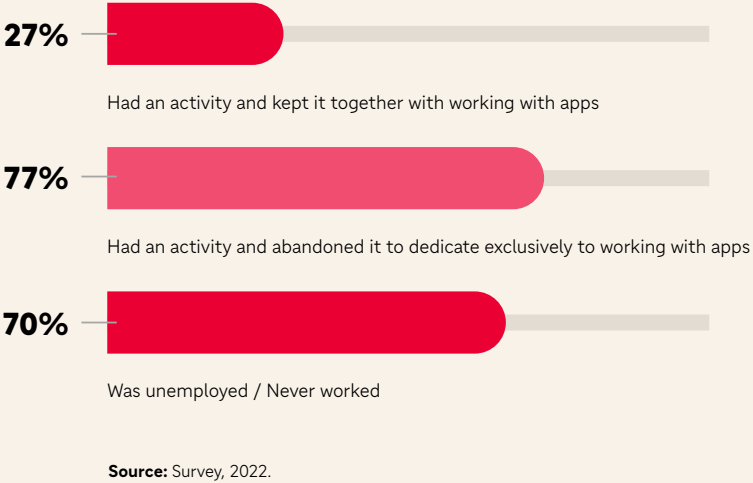
More than half (52%) of the total are dedicated exclusively to delivery work. The remainder (48%) use this work format as supplementary income.

The picture above is highlighted by the **"Urban mobility and delivery logistics: an overview of the work with apps of drivers and delivery people"** research conducted by the Brazilian Centre for Analysis and Planning (Cebap) in partnership with the Brazilian Mobility and Technology Association (Amobitec). The study is based on data from several delivery platforms in Brazil, including ours.

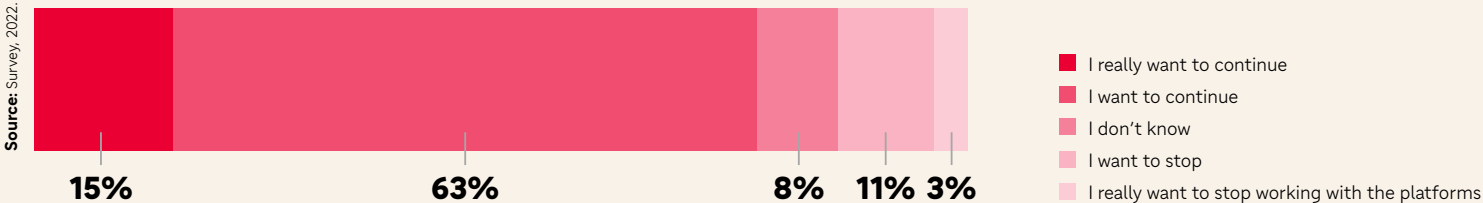




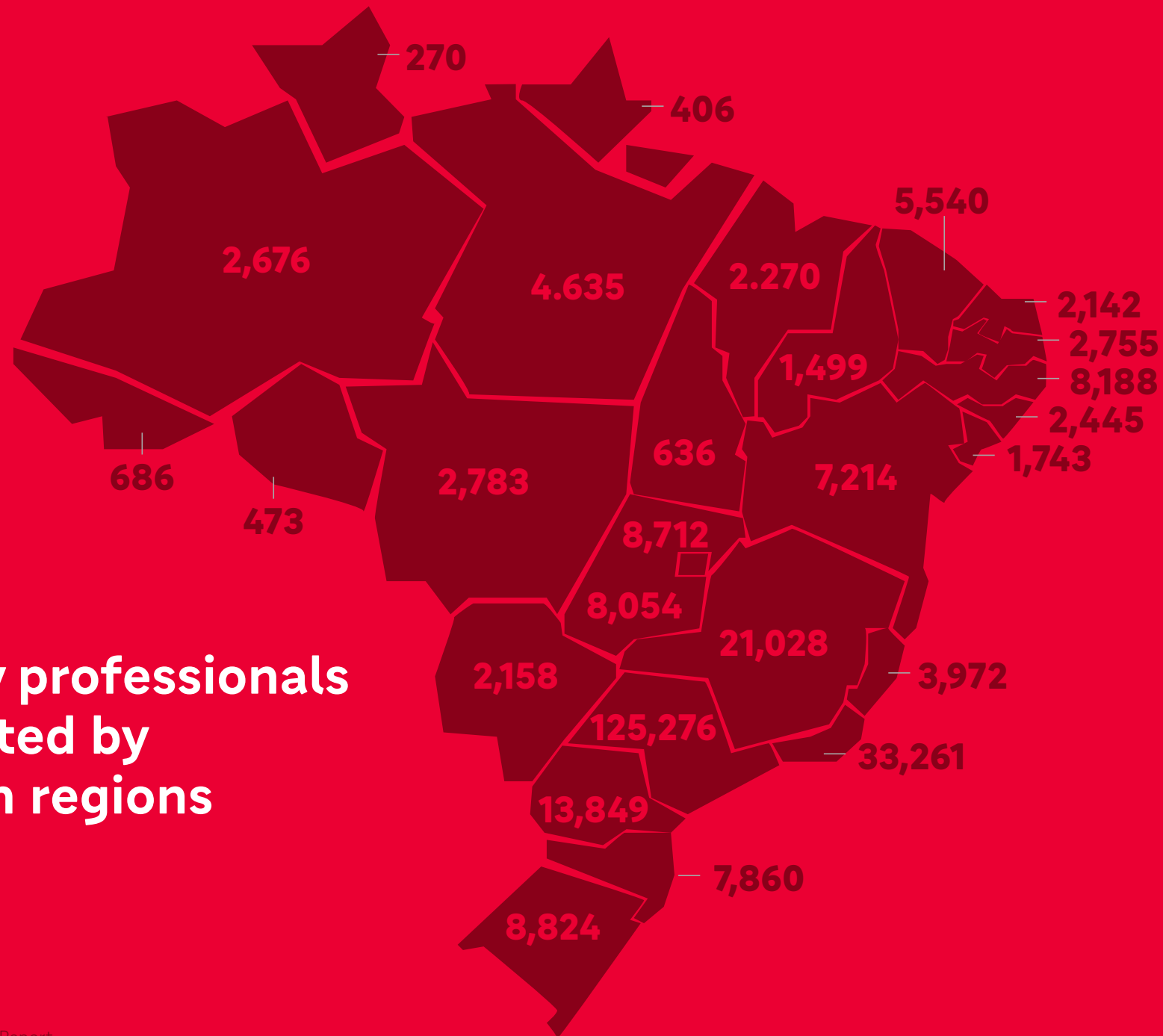
Other survey data show how much deliveries have become a complementary or priority activity over the year. More than 70% of delivery professionals were involved in some other economic activity when they started delivering on the app, and more than 20% of them decided to dedicate themselves exclusively to this modality.



Around 80% of people doing deliveries in Brazil wish to continue working with the platforms



Delivery professionals distributed by Brazilian regions



How to register on our platform

There are two ways to connect as a delivery person on the app. In the Full Service model (41%), orders can be delivered by independent professionals – a format called **Cloud** – or by companies specialised in fast delivery activities called **Logistics Operators or OL**. It is the companies that release the registration of their respective delivery professionals.

Requirements and guidelines

Registering on our platform has some requirements. Applicants must be over 18 years old and, if delivery people use a motorcycle or car to service orders, they must submit a valid driver's license in the corresponding category. Those who use a bicycle, need only to present their ID card (RG) to prove their legal age. In addition, we make periodic checks on the information provided to ensure veracity of the data, including comparing the photographs on the official document with the profile photo.

It is important to highlight that registration on our platform is completely free of charge and that iFood does not charge any fees from delivery people, that is, they receive the full amount of the earnings which is informed at ordering time.

In contracts with Logistics Operators, there are contractual clauses that require the company's proof of tax, social security, and labour regularity. Furthermore, all OLs, suppliers, and partners who sign a contract with iFood agree with the information contained in our Code of Conduct and Ethics. This document expressly prohibits child, forced, or slavery-like labour. Any violations can be reported on our integrity channel, which is managed by an independent third party. *(Find out more about our corporate governance in "Generating trust with transparency")*

We do not require any prior education, courses, or training to join the platform. We are often the first opportunity for paid employment for young people, reducing barriers to starting off their professional careers. To support people in this first

moment and throughout their entire journey, we offer them educational content on iFood Decola, online and free of charge. The objective is to provide support and develop important technical and behavioural skills for safely and effectively performing delivery work through the app.



Social Dialogue and Representativeness

Constantly listening to and sharing with delivery people is essential to improving the platform experience as a whole. To this end, we have had some milestones in recent years:

2021

NATIONAL FORUM WITH BRAZIL'S DELIVERY PEOPLE

We held the country's first Delivery Drivers Forum. The face-to-face meeting was important for us to understand delivery people's main demands and strengthen the dialogue with the category. We were also able to provide more visibility and transparency about our business model.

As a result, **together with representatives of the delivery people, a letter was signed with 18 concrete commitments for improvement.**

2022

"VOZ DOS ENTREGADORES" EVENT

The forum was expanded to the Voz dos Entregadores event, a series of regional listening meetings for understanding the pains and difficulties that delivery people go through on a daily basis.

There were more than 20 meetings in different cities, covering all the country's regions. We interviewed more than 500 delivery people, and the satisfaction rate was 90%.

As a result, **we now have a better understanding of the different realities and the main problems faced by delivery people who needed our action. It was also possible to reduce waiting time in restaurants.**

2023

WORKGROUP WITH DELIVERY PEOPLE

The next step was creating the Workgroup (GT) with Delivery people.

Objectives: identify, discuss and jointly prioritise the main problems to be solved, and create solutions.

Six priority themes: support, waiting time at restaurants, relationship with restaurants, grouped routes, restrictions and deactivations, and route distribution.

As a result, **we designed actions together focusing on excellent relationship, advantages, doing the basics well, logistics operators and franchises, restrictions and deactivations, and transparency in earnings.**

Voz dos Entregadores Event in Recife (PE)



Voz dos Entregadores Event in June/2022



"The meeting is a way for us to be heard, to have in-person contacts with people from the company, and not just over the internet. This eye-to-eye method makes a lot of difference. This presence is very important."

Gilson da Costa, iFood delivery man participating in Voz dos Entregadores that took place in Rio de Janeiro



"A lot of the doubts I had were cleared by the guys, you know? I'm seeing a more positive side, yes, regarding the problems we have on the street".

Ariane – iFood delivery person and a member of the GT

Freedom of Union

(GRI 2-27)

We maintain dialogues with a series of leaders across Brazil, including individuals, associations, unions, federations, confederations, and trade union centrals. Regional delivery leadership is important for identifying improvement needs that our operation can meet for benefitting delivery people. Establishing frequent and constructive social dialogue with worker associations and unions is essential for understanding and meeting the category's demands. In this sense, we have already approached 28 unions, three union centrals, and a confederation, with which we maintain constant and open contact.

We stress our commitment to freedom of association, the right to strike and freedom of expression for all people. The [iFood Terms and Conditions of Use](#) document for delivery people has explicit clauses about these guarantees. No delivery person is penalised for joining a union or joining, or even taking part in strikes, demonstrations, and/or criticising the platform.

In July 2023, we signed an agreement (TAC – Conduct Adjustment Term) with the Federal Public Prosecutor's Office and the Public Labour Prosecutor's Office, in which we reaffirmed the commitment to respect union freedom as a result of the mention of iFood in reports about this theme in 2022.



Pillars of action

Our **strategic direction is to improve the Delivery Drivers' Working and Safety Conditions.**

We do this based on five pillars: **Earnings; Safety; Social protection and collective voice; Valuation and respect; and Learning.**

Earnings

With regard to earnings, we noted that the engagement profile of the delivery people on our platform is highly heterogeneous. In 2022, around **40.5% of employees who delivered** in the full-service model were online on the platform for **less than 20 hours a week**, and 20.5% **worked for 20 to 40 hours in the same period**, while only 1.2% had 180 to 220 hours of monthly engagement. This data illustrates the platform's role in supplementing income for some delivery professionals.

However, it is important to highlight that heterogeneity at the engagement level is not reflected in the earnings from the activity.

Regardless of the engagement profile, the delivery people who work with us **receive, on average, more than twice the national minimum hourly wage.**

In 2021, delivery professionals recorded average net earnings 165.5% higher than workers performing similar functions in the job market. In addition, we made three adjustments to minimum earnings in 2021-2022, in accordance with our public commitment to evaluate and review tariffs at least once a year.



April/2021

- **6,2%** adjustment of the minimum amount for one delivery. It went from R\$ 5.00 to **R\$ 5.31**

November/2021

- Adjustment of the amount per kilometre driven by up to **8%**, depending on the mode used and the location

April/2022

- Minimum amount for the route went from R\$ 5.31 to **R\$ 6.00**
- Minimum amount per kilometre driven increased by **50%**, from R\$ 1.00 to **R\$ 1,50**

According to Cebrap research data, the average earnings of delivery people are notable.

When estimating the gross value received per worked hour, Cebrap reached an average of R\$ 23.00. The research also made estimates of monthly earnings, discounting the declared average costs for maintaining a motorcycle.

Considering a more common average workday for delivery people (20 hours per week), their net remuneration varies from R\$ 807.00 (with 30% idle time) to R\$ 1,325.00 (without idle time), according to the research.

When calculating for 40 hours per week, approaching the working hours defined by the CLT, delivery drivers' earnings range from R\$1,980.00 to R\$3,039.00 — with 30% and zero idleness, respectively.

In both comparative scenarios with the hours of workers with a formal contract, the monthly income is above the minimum wage, which was R\$1,212.00 at the time the research was performed.

In summary, the earnings debate in the Brazilian context shows that 90% of delivery people registered on our platform represent the 30% with the highest income per worked hour in Brazil.

HOW MUCH DO DELIVERY PEOPLE MAKE?

Per hour in deliveries

R\$ 23

(average gross amount)

73% make **R\$ 20** per hour doing deliveries

Why can this amount change?

Delivery persons' earnings depend on how much time they work and how much idle time (time spent connected to the app without making deliveries)

According to the study's estimate

Those working **20 hours a week** make
(net amount per month)

From **R\$ 807** with 30% idle time
to **R\$ 1,325** with no idle time

Those working **40 hours a week** make
(net amount per month)

From **R\$ 1,980** with 30% idle time
to **R\$ 3,039** with no idle time

R\$ 1,812 is the **average earnings** of Brazilians who **graduated in high-school**, according to the PNAD

Source: Cebrap



Safety

Since 2019, we have been offering insurance to delivery people aiming to expand risk coverage and facilitating our employees' access to benefits.

Our service currently covers from the moment the delivery person **accepts the order until they return home**.

There are seven main kinds of coverage, which have evolved over time:



2019

- **Coverage for personal accidents**
Covers R\$15,000 in emergency medical, hospital and dental expenses via reimbursement or an accredited network.
- **Coverage for permanent disability and accidental death**
Compensation for total or partial permanent disability, or accidental death is R\$100,000.

2021

- **Temporary injury coverage**
Up to R\$1,500 for leave of seven days or more.

2022

- **Coverage for funeral assistance**
The amount for covering funeral expenses in case of accidental death of the delivery person increases from R\$1,000 to R\$5,000.
- **Coverage for children's education**
R\$ 10,000 per child up to 18 years old for education (in case of accidental death of the delivery person)
- **Fresh Start Coverage for Families: emotional and financial guidance**
Financial education for the family in case of accidental death of the delivery person.
- **Protection Coverage for Women: wellbeing, maternity, and treating women's illnesses**
R\$ 10,000 coverage in case of diagnosis of breast or cervical cancer, to help with treatment and expenses; R\$ 500 maternity benefit and assistance in case of absence to care for children with R\$ 100 to cover two days' work, corresponding to 70% of daily earnings.

In our app, we created the “I had an accident” button to simplify access on the screen for those making deliveries. The objective is to contribute to top-priority care and the option of contacting Samu (Mobile Emergency Care Service) directly, if necessary. In more serious cases, the family can obtain all the information, receive support, and activate insurance through our page: <http://sinistrosifood.parceiroseguro.com.br>. In situations of death, family members can also request insurance by phone or on the insurer’s website, by simply providing the professional’s Individual Tax ID (CPF). In 2022, we started offering coverage for funeral assistance as well.

We have implemented a series of improvements to facilitate access to insurance. This included creating a specialised team dedicated to the matter and new specific service channels for this purpose. As a result of these initiatives, we reduced the average time to open a claim from 35 to five days, and the time to close a claim from 87 to 13 days. We will continue to adopt other kinds of improvement in this area.

On the road safety front, we signed cooperation terms with the municipality of São Paulo to

develop educational campaigns and actions aimed at safety on public roads. In 2018, for example, we signed one of the agreements to prohibit promotions based on productivity goals or faster deliveries, which could indirectly encourage reckless behaviour on the road.



More efficient routes

Technology is our ally to guide our delivery people’s safe driving. Currently, all routes defined by the application have real-time traffic information (via Google Maps). This way, we are able to estimate the time needed for a safe trip.

We offer Motorcycle Insurance with special conditions for delivery people, with discounts of up to 12%.

Training and partnerships are paths to awareness and safety

Investing in training and partnerships plays a fundamental role in raising delivery people's awareness and safety. One example is the **Anjos de Capacete** ("Angels in Crash Helmets") project, which is responsible for preparing delivery people to deal with emergency situations, especially in cases of accidents, while at the same time fostering awareness about the importance of safer traffic for everyone.

The initiative is deployed in the country's main capital cities through training in partnership with municipalities and the Samu. It offers a programme that involves both practical and theoretical aspects. The theoretical training sessions, totalling 40 class hours, are offered on our free course platform iFood Decola, and the practical part is made in person with the participation of Samu rescuers and municipal traffic agents, with an average duration of four to five hours.

After completing the in-person course, participants receive a certificate and a personalised project kit with a white helmet, the symbol of the Anjos de Capacete, as well as reflective jackets and basic first-aid equipment.

In March 2023, we graduated the first classes in Brasília and Fortaleza with 120 participants. In the federal capital, there was an exclusively female group. In all, there are more than 670 trained delivery people. Other cities that have already participated in the program: São Paulo, Belo Horizonte, Recife, Londrina, João Pessoa, Maceió, and Rio de Janeiro.



Social protection and collective voice

For more than three years we have been committed to promoting increased social security for delivery professionals active on our platform, considering that more than 90% of them say flexibility and autonomy are important or very important reasons for working with deliveries, according to the research “[Future of Work by Application](#)”, conducted by Datafolha in early 2023.

A very important event for the industry is in **regulating work mediated by digital platforms**, which has been debated and transformed into legislative Bills in several countries. Through our participation in Amobitec (Brazilian Mobility and Technology Association), **we advocate a balanced regulatory model that expands social protection for workers and offers legal security for this activity.**

In addition to **guaranteeing the workers’ integration into the public pension system**, the legal framework must **recognise delivery people’s autonomous and independent**

character. Relevant aspects include **ensuring a minimum compensation that is proportional to the time actually worked, establishing clear criteria for the work performed and ensuring personal accident insurance contracting.** It is also essential to maintain fair and neutral competition among everyone involved in the industry.

We are open to dialogue and discussion of these topics with worker representatives and government authorities. We consider this movement to be very positive and transformative. As part of this effort, through Amobitec, we took part in the workgroup (GT) created by the federal government, in accordance with decree no. 11,513/2023, for discussing the regulation of activities mediated by digital platforms. Our expectation is to reach a consensus on the appropriate regulatory model for the industry. *(More details in the next report).*

In this sense, we are confident that regulation will contribute to strengthening protection mechanisms for delivery people. Furthermore, it will clarify issues related to these workers’ rights and guarantees.



Delivering Advantages

In 2019, we launched Delivery de Vantagens, a discount programme on services and products for delivery people who work with our platform. In March 2023, we expanded the programme to unify all the advantages in a single environment: the exclusive app for delivery people, aiming to facilitate access to services and discounts.

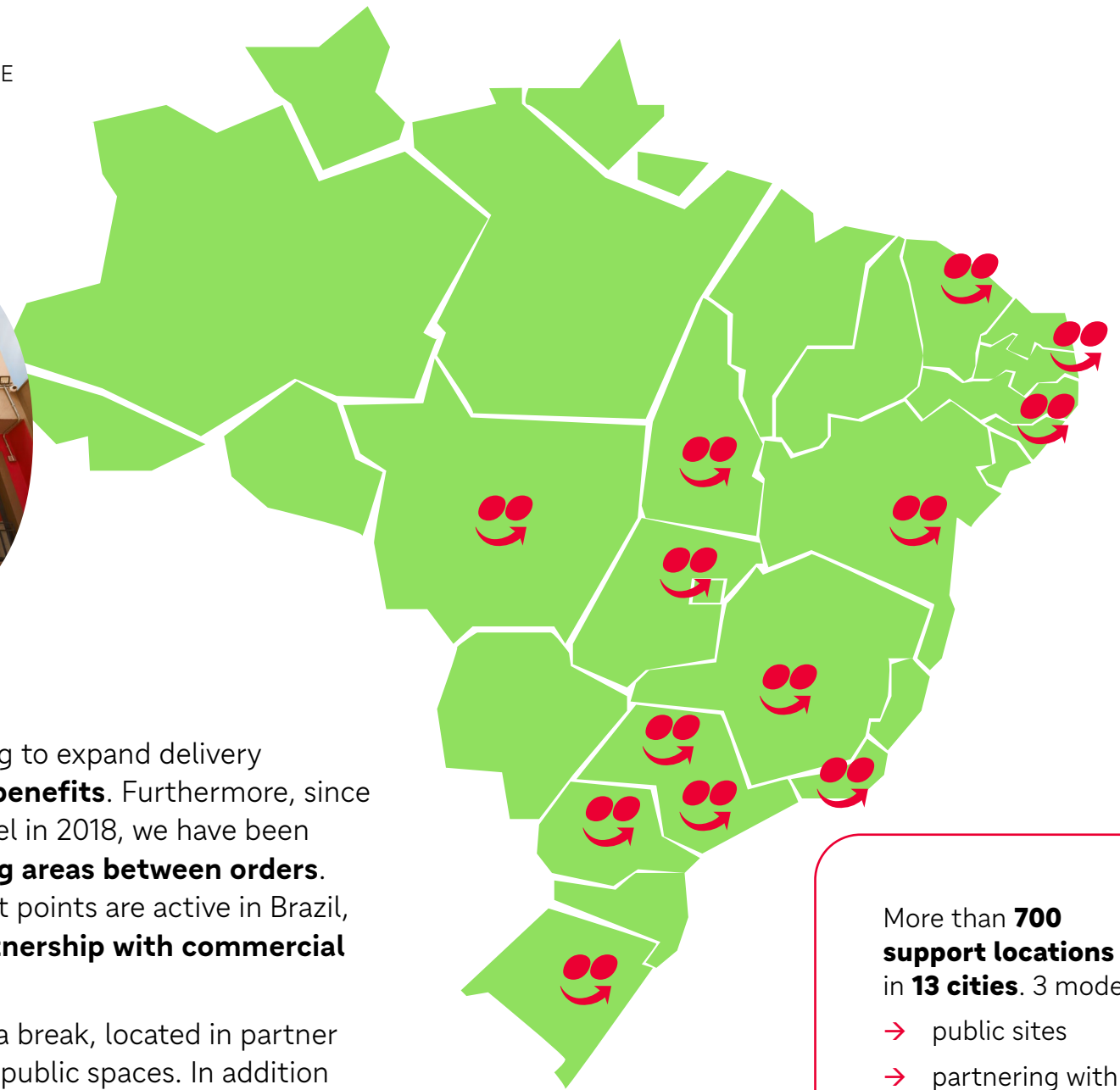
One of the main advantages is healthcare. It includes 24/7 free telemedicine service and discounts at pharmacies, allowing the inclusion of one dependent. In addition to telemedicine, there is free access to in-person consultations and exams at affordable prices. Discounts on medicines in pharmacies across the country reach 80%. Dental plans are also affordable. From R\$ 31.90, different types of services are covered, including a 20% discount for delivery people and their families.



A break for resting

We have been actively working to expand delivery people's access to **different benefits**. Furthermore, since creating the full-service model in 2018, we have been committed to offering **resting areas between orders**. Today, more than 700 support points are active in Brazil, **including or own and in partnership with commercial establishments**.

These are spaces created for a break, located in partner restaurants, delivery hubs, or public spaces. In addition to being a place to rest, the delivery people can **access restroom, drink water and recharge their mobile phones**. All of this aims to provide **more comfort and convenience for delivery people during their workdays**.



More than **700 support locations** in **13 cities**. 3 modelos:

- public sites
- partnering with restaurants
- iFood Pedal

Appreciation and respect

Valuing delivery people and respecting them is a fundamental priority for us.

Our work brings together different stakeholders representing different sectors of society, including the government, workers, civil society, and the business community. This places us in a position of opportunity for managing a portfolio of promising social solutions for addressing complex problems. **We are ready to invest in fighting any type of prejudice or bias against delivery people, in deconstructing subservience norms, in reducing conflicts, and in building trust between everyone involved.**

In our [Terms and Conditions for using the iFood platform for users](#), we highlight our firm position of not tolerating any manner of prejudice, harassment, bullying, and incitement to violence. Any conduct involving homophobia, racism, religious and/or political intolerance, machismo, ableism, or any action intended to diminish or offend someone may lead to us suspending or cancelling the User Account on our platform, without prior notice, in addition to being able to take appropriate legal measures.

Continuous monitoring

To continuously monitor the concerns and experiences of delivery professionals, we conduct monthly surveys with them. This enables us to monitor appreciation rates and cases of aggression reported on the application, taking into account that attackers can be customers or commercial establishments.

In addition, we perform bimonthly surveys with RepTrak® to understand the perception of delivery men and women on topics related to the category's appreciation in society, their environment and working conditions, as well as support in general. These insights enable us to identify possibilities for continuous improvements in the evaluated points.

The RepTrak® methodology is a tool developed based on qualitative and quantitative studies conducted in businesses around the world. Its purpose is to measure corporate reputation



through the general perception of its audiences. To achieve this, aspects such as trust, admiration and esteem are used. Consolidating these aspects forms the company's Reputation Index with that audience.

iFood Pedal

One way to foster sustainability and bring benefits to delivery people, consumers and businesses is through bicycle deliveries. We are pioneers in delivery using electric bicycles, a **non-polluting modality that is already present in six Brazilian capital cities** and is gaining an increasing number of followers in several cities, whether as a means of personal transportation or as a work tool.

We enable the use of bicycles as a means of transportation for collecting and delivering a variety of items, such as documents, food, pharmaceutical products, and others. Transportation, in general, takes place in a backpack or cooler box that the delivery person carries on their back.

In partnership with Tembici, a leader in micro-mobility technology, we provide bicycle rental for delivery people. In addition, **we offer special rental plans for conventional and electric bicycles**



in six capital cities: São Paulo, Rio de Janeiro, Salvador, Recife, Porto Alegre and Brasília.

We have support points and a community space located in the Pinheiros, Moema and Centro (Rua Augusta) neighbourhoods, in São Paulo.

Education for social mobility

We understand that learning is the key to Brazil's success and development, as an essential lever for advancing social inclusion.

We believe that our involvement in improving education can have a significant impact on overcoming historical inequalities and building a more prosperous and equal country. We face important challenges in this journey, such as the need for improving the quality of education and encouraging more people to enter the technology industry.

In Brazil, **51.2%** of people, more than half the country's adult population, never completed their Secondary Education (Data from Pnad – Pesquisa Nacional por Amostra de Domicílios). In the labour market, **32%** of companies' technology areas have no Black people, and in **21%** of the cases, there are no women.

Source: PretaLab



Social impact with basic education

Meu Diploma do Ensino Médio

The **Meu Diploma do Ensino Médio** ("My Secondary Education Diploma") programme was launched in 2021, in partnership with Termine Seu Estudos ("Finish Your Studies"), to support delivery people for completing **secondary education**. In 2022, **950 of them received their high school diploma** after completing a preparatory course for the Encceja (National Examination for Certification of Skills for Young People and Adults).

The initiative is aligned with our commitment to encouraging basic education aiming to impact more than 5 million people by 2025. *(Find out more details in the chapter "Our responsibility and our impact")*

iFood Decola

We offer an extensive programme of courses through our education platform, called iFood Decola "iFood Takes Off"), aiming to **foster delivery people's development and qualification in a number of areas**, going beyond the context of deliveries themselves.

There are more than 100 free courses that cover topics such as traffic safety, personal finances, cash flow, entrepreneurship, vehicle maintenance, communication and digital marketing, and more.

In total, there are more than 348 thousand certificates on the iFood Decola platform for more than 330 thousand people directly connected to our ecosystem, including delivery drivers and entrepreneurs. With this, we positively impacted more than 350 thousand people across Brazil with the development of technical and behavioural skills. *(Find out more details in the chapter "Education and our impact")*

4.

Summary ≡

3. Driver Working Conditions
and Safety

5. iFood Mercado

iFood Restaurantes: strengthening the ecosystem and social dialogue

GRI
3-3; 206-1

Delivering Brazil's best and most complete service package!

Our commitment is to be a platform used by all business types and sizes, encouraging entrepreneurship and continuous growth through technological tools and solutions that streamline the activities of small business owners.

We help entrepreneurs manage their businesses without the need to invest in a large structure, taking advantage of the services we offer. We can highlight:

- Logistics available with high technology for orders placed in the app or outside it;
- Partner Portal - digital management tool for day-to-day operations,
- Promotional Lever Platform with various formats for attracting more customers,

- iFood Digital Account with flexibility and possibility of credit at a competitive rate,
- Online and live consultancy for partners' first 30 days on the platform.

This support enables focusing on what our partners do best: cooking.

Active listening is the way to strengthen the Continuous Improvement Agenda

We are focused on being the best delivery platform with the most comprehensive set of services for restaurant and food delivery owners in Brazil. A fundamental aspect of this mission is to guarantee a process of continuous improvement of our partners' operational systems.

In this sense, searching for the Best Experience for partners has become one of iFood's main objectives. To implement this strategy, we rely on two complementary pillars: **doing the basics well** and **building connection and dialogue**.

Doing the basics well

We translate this first pillar into offering excellent service and modern, easy-to-use systemic features. We have listed 16 key areas

of activity that address the main pain points of restaurants within iFood, including: cancellations; financial experience; service; promotions; catalogues. Prioritising and evolving these fronts is called the Continuous Improvement Agenda. In each strategic cycle, we prioritise these areas based on research and on feedback from restaurants.

Building connection and dialogue

The second pillar aims to build solid relationships with our partners through active listening and transparent communication about the actions we are implementing for improving the restaurant experience. To drive the Continuous Improvement Agenda effectively, it is essential to listen to partners and understand their concerns.

Currently, three main groups actively contribute to our agenda and represent the other restaurants on the iFood platform. Furthermore, we use our proprietary communication channels to provide transparent information about the improvement process deployed.

RESTAURANT FORUM

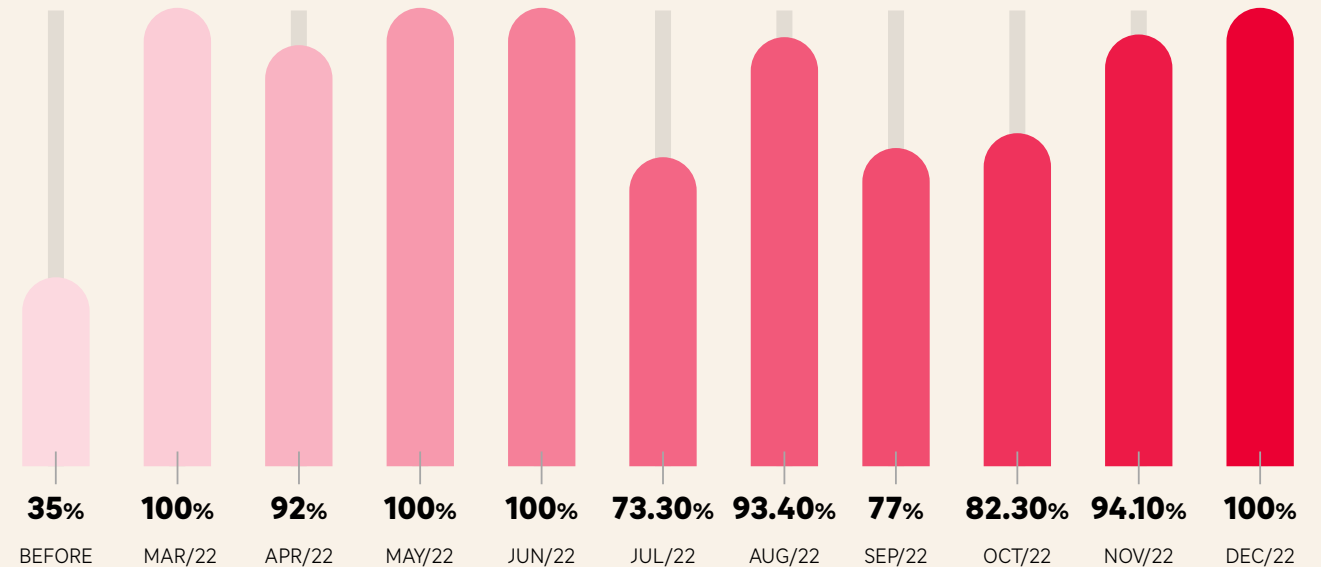
This group is made up of 24 restaurant owners of different sizes and regions in Brazil, who function as representatives of our partner base. The meetings take place over 12 months and include the attendance of our leaders at collaboration tables. At each meeting, we present the actions taken based on the demands discussed at the previous meeting. The objective is to foster discussion, collaboration, and testing, for improving our solutions.

The improvements we made after these meetings based on our partners' recommendation are reformulating the financial reconciliation screen to make it more user-friendly; defining clearer criteria for being a Super Restaurant; and implementing four new tools to improve the order cancellation process for customers, including confirming orders to avoid unjustified cancellations and enabling restaurants to report customers who act in bad faith on the platform.

This active listening approach has proven to be essential in strengthening our Continuous Improvement Agenda and improving the experience of our restaurant partners. The dynamics of the meetings opens up space for us to share our vulnerabilities and learn together.

The positive results of the forum are evident in our satisfaction surveys performed before, during and after the meetings. **Before the initiative began, around 30% of partners said they trusted iFood. After three meetings, the number leaped to 89%. At the end of 12 months of collaboration, we reached the 100% trust milestone.**

Satisfaction



“About the Restaurant Forum, I can say that I always demanded a position from iFood on critical problems on the platform such as cancellation and the financial screen, and today I can see that the problems have been resolved, I am able to take part in the process, and also realise that the iFood teams are committed to solving problems and moving forward as was done. This is the ideal world for us to have this bond between restaurants and iFood. Together, we are stronger”

Maikon Rangel - Just Burger



CONEXÃO IFOOD

This programme is one of the fronts that also contribute to our Continuous Improvement Agenda and is aimed at relationships with 25 of the main content producers and influencers in the Food Service market, which have the potential to reach more than 1 million restaurants. These are channels that generate quality information on a recurring basis.

ASSOCIATIONS AND UNIONS

Meetings with regional associations and unions to understand the challenges of the food industry. These dialogues enable us to propose solutions and discuss relevant topics together.

Our objective with these initiatives is to build a relationship of trust with our partners, fostering collaborative environments.

Together, strengthening business!

The iFood Experts programme is aimed at training specialists and content producers in the delivery segment with the iFood platform.

The programme includes a series of intensive activities, such as training with our team, deepening knowledge about the platform's working and good practices, as well as courses in our iFood Decola platform. At the end of the programme, participants undergo an assessment and receive the iFood Experts certificate.

We currently have 16 iFood Experts. The seal only refers to attending the certification program, which does not imply any commercial or labour relationship between the iFood brand and the content producers.



The Super Seal

A programme that recognises and values partner establishments that stand out in customer service.

The programme was created in 2019, and we have already recognised more than 110 thousand establishments as Super Restaurants. To earn the seal, it is necessary to fulfil 45 or more completed orders in three months and record at least ten reviews made by customers. Based on these two criteria, the restaurant becomes eligible, meeting the minimum evaluation score of 4.7; less than 1% of orders with a problem in opening tickets; and less than or equal to 0.90% cancellations.

The programme helps to improve restaurant performance and reduce cancellations, encouraging constant good experience for consumers. Some examples of the criteria evaluated: undelivered order, incorrect item, order not accepted. The programme uses a performance scale divided into five levels with monthly recognition.



iFood Decola – Restaurantes

(GRI 203-2)

iFood Decola for restaurants is a learning project that provides a content trail aimed at training restaurant owners and their employees. The course's contents cover day-to-day operational issues, effective use of iFood tools to maximise their earnings, as well as other important skills for managing a successful business, including entrepreneurship and marketing strategies.

The platform offers more than 100 courses, totalling 60 hours of classes, and has already impacted more than 35 thousand people. In 2022, we will introduce additional content, including tips for increasing revenue, in-app sales growth strategies, kitchen and gastronomy management, training for waiters and waitresses, and fighting food waste.

We closely monitor the learning process with indicators such as the number of applicants, course initiation, completion and evaluations, added to the NPS (Net Promoter Score – a metric developed

for evaluating customer loyalty), on satisfaction with the provided content and platform usability. In a survey of participants responding to evaluations, 99% declared that the content was useful and that they intended to apply the acquired knowledge in their daily lives.

We believe that **learning helps businesses to prosper, especially small enterprises.**



Promotional levers for generating growth for restaurants

In 2023, we launched the **Marketing do Seu Jeito** (Doing Marketing Your Own Way) platform, which consists of a combination of several free and paid marketing tools for supporting restaurants in developing their business. The objective is to offer much more autonomy and efficiency, respecting each entrepreneur's moment and the size of each enterprise.

Within the platform, restaurants can learn the best practices to increase their sales with "**Aprenda sobre Marketing**" (Learn about Marketing), which has a series of courses and classes that will explore the benefits of communication, as well as build attractive and efficient menus. This entire course package is part of the Decola program and is available to all restaurants operating on the platform at no additional cost to the monthly fee.

In addition, restaurants can take advantage of **iFood Anúncios** (iFood Ads) to appear at the top of lists and rankings within the app. Just choose the package that best suits your business profile, with the expected number of clicks and that its it: the restaurant store will appear in the top positions of the ranking in the app, generating more visits and sales for the partner.

In the **Seus Clientes** (Your Customers) tab, our partners can have a complete view of the purchase history of their main consumers and apply loyalty strategies for them. This function is 100% covered by any partner store plan.

On the **Promoções** (Promotions) front, restaurants can choose to hire and/or participate in those that make the most sense for their business, providing vouchers to attract new customers or reactivating a customer who has not purchased from the store for a long time.

Finally, **Campanha Inteligente** (Smart Campaign) is made up of automated packages that rely on our data intelligence to direct the restaurant's marketing investment to customers with the highest chance of conversion. There are customised packages that enable the restaurant to choose which lever it wants to invest in. To attract new customers, one of the ways is to purchase the coupon package for the first purchase. Furthermore, free packages are included in any of the available plans, and the promotions are 100% funded by us.



Agreement with CADE

CADE (Administrative Council for Economic Defense), the Brazilian anti-trust agency, established an agreement with us with legality criteria and limits for entering into exclusive contracts with restaurants. The objective is to bring greater legal security to the food delivery industry.

In the agreement, the body recognises, that practicing exclusivity is legal, enables investments in restaurants, and generates efficiency for customers, also providing for relevant adjustments in the way exclusivity contracts are executed by iFood, which will be fully complied with within the deadline set forth in the agreement.

In 2021, CADE initiated an administrative inquiry for investigating our exclusivity policy and imposed a preventive measure on the platform, authorising the continuation of exclusivity contracts that were in force, as long as they were limited to 1 year, and prohibiting the signing of new exclusivity terms until a final decision is issued. With this, we have changed our exclusivity dynamics since 2021, complying with the terms of the imposed preventive measure. See more details [here](#) on the main points of the agreement.

Exclusivity contract: In these contracts signed between iFood and a restaurant, the partner guarantees that its delivery operation will not be available on other marketplaces in exchange for investments and select commercial conditions.

This is a legal practice that is present in several sectors of the economy, in Brazil and abroad, and is in full compliance with competition legislation. In the agreement with CADE, the legality of this type of contract and its efficiency for restaurants and customers were confirmed.

Sustainable packaging for our partners

Our channels offer many resources, including knowledge, training and tools for improving partner restaurant visibility and sales within our app. In addition, **we facilitate these partners' access to sustainable packaging.**

We developed practical and resistant packaging in collaboration with companies like Klabin and Suzano, using certified and plastic-free paper. We also worked with the startup GrowPack for create biodegradable packaging made from corn husks. Additionally, we have biodegradable bags produced from sugar cane and other compostable materials. All delivery bags sold with our logo are made of kraft paper, and our packaging and input sales platform, iFood Shop, has completely eliminated the use of Styrofoam packaging.

Still in the restaurant ecosystem, we have a programme called Amigos da Natureza ("Friends of Nature") for



encouraging partner establishments to reduce the use of disposables in their operations. With this movement, we prevented the production of 472 metric tons of plastic from April 2022 to March 2023. *(Find out more about our investment in sustainable packaging in "The Environment")*

5.

Summary ≡

4. iFood Restaurantes:
Strengthening the Ecosystem,
and Social Dialogue

6. iFood Fintech

iFood Mercado

GRI
3-3; 203-2

As part of our strategy for strengthening our ecosystem, iFood Mercado (iFood Market) makes people's lives easier, providing quick access to products from supermarkets, wholesalers, pharmacies, pet shops, and many others, at attractive prices and with the convenience of shopping without leaving home. Furthermore, people from different locations can choose a variety of establishment chains, without worrying about geographic distances, thanks to our platform, which eliminates these barriers.

During the reporting period, we had more than **30 thousand establishments in this business unit**, offering very useful features, such as scheduling deliveries and fast or ultra-fast delivery options to meet different needs, from large purchases to replenishing everyday items.

In 2019, as we expanded what is now our main business (delivery), gaining scale and maintaining a high level of service, we also started off new business models, which was the case with iFood Mercado. Although it was still in the testing phase, we quickly scaled the operation in early 2020, given the urgent demand

from millions of Brazilians who needed to receive their purchases at home during the social isolation imposed by the Covid-19 pandemic.

We were also able to drive a positive impact by increasing the number of jobs in partner markets, which means that we generated indirect jobs in the supply and distribution chains.

Own operations and the Environment

We encourage establishments that are part of our ecosystem to make their operations increasingly sustainable, especially by using sustainable packaging and adopting clean delivery modes. We have the same perspective on our operations. Therefore, in 2022, when we had our own stores (dark stores), we made the city of Rio de Janeiro our model in clean modalities.

Rio de Janeiro is the second city with the highest number of orders, and we managed to reach 60% of deliveries from our dark stores made using clean modals fostered by our initiatives. In this location, the objective of having 50% of deliveries using non-polluting modes by 2025 has already been surpassed.

Generated Waste

Shown below is the volume of waste generated in our operations, including our own dark stores and iFood offices, which were directed to landfill and incineration, with energy recovery. We do not generate hazardous waste.

(306-5-b; 306-5-c; 306-5-d)	Within the Organisation	Outside the Organisation	TOTAL
Hazardous Waste			
Incineration (with energy recovery)	0,00 t	0,00 t	0,00 t
Incineration (without energy recovery)	0,00 t	0,00 t	0,00 t
Confinement in a Landfill	0,00 t	0,00 t	0,00 t
Other disposal operations	0,00 t	0,00 t	0,00 t
TOTAL			0,00 t
Non-Hazardous Waste			
Incineration (with energy recovery)	10,77 t	0,00 t	10,77 t
Incineration (without energy recovery)	0,00 t	0,00 t	0,00 t
Confinement in a Landfill	0,00 t	50,00 t	50,00 t
Other disposal operations			0,00 t
TOTAL			60,77 t

6.

Summary ≡

5. iFood Mercado

7. Our education and our impact

iFood Fintech

GRI

3-3; 203-2; 204-1

iFood Benefícios was launched in 2020 and is our multi-benefit solution with flexibility for companies. We initially offered food vouchers and meal vouchers on a single card. During the pandemic, we further expanded options by allowing customers to use these benefits when shopping online. We have now expanded our offer to include new types of benefits that companies can make available to their employees, such as mobility and support for remote work, meeting companies' constantly evolving needs.

Our goal is to put employees at the centre, as decision makers, and help companies offer the best benefits to their employees. In our purchasing practices, we use local suppliers to meet different needs and value our partners. An example is the graphic

part for cradle letters and envelopes for sending our cards, a service that accounts for 5% of the card operation's annual budget.

In 2022, we entered the ranking of the most innovative companies in Latin America, made by Fast Company magazine, a reference in the technology area. The launch of our restaurant bank with digital accounts for partner establishments was a highlight for us to be considered by the organisation.

This business unit evolved and became iFood Fintech, which also includes the credit business, digital payments, and accounts for restaurants.



iFood digital account

In 2020, we launched the iFood digital account when we identified the possibility of creating a bank dedicated to restaurants. It is exclusive for partner establishments and has benefits like iFood credit. It offers a series of advantages such as financial management; exclusive rate; and unlimited and free Pix instant payments.

In addition to being a complete solution for optimising financial management, it provides time and cost savings in a number of operations, including the absence of monthly and transaction fees.



Although our business units drive our daily work, we are convinced that we can contribute even more to Brazilian society. Therefore, we chose our cause: **Education!**

7.

Summary ≡

6. iFood Fintech

8. The Environment

Education and our Impact

GRI
203-1; 203-2

We absolutely believe in our purpose of **Feeding the Future of the World** and recognise our responsibility in advancing significant transformations in society. To achieve this, it is essential that we understand our impacts and our potential to change environmental reality and socioeconomic inequalities, boosting people's prosperity and wellbeing.

Our journey is based on **three main pillars of action: learning, the environment, and inclusion (EMI in Portuguese), which guide our commitments and our daily work.** To measure our impact, we follow a process that encompasses everything from mapping, measuring, data analysis, and building qualitative and quantitative indicators and diagnoses, to collecting statements and then conclude and validate the analysis of the impact of our interventions.



Education as a cause

We want to Feed the Future of the World and we believe that quality education allows for more and better choices!

In 2021, we embraced the learning cause because we believe that this is the best way to build a more prosperous and less unequal country. Our goal is to secure equal access to opportunities and prepare new talent to face the challenges of the future of work. Based on that, we announced our commitments. One of them is:

We believe that quality education allows for more and better choices. Providing education to those who need it generates income and

improves the lives of people and society.

It is based on goals established in the following three pillars:

- **Basic education:** by 2025, iFood will impact 5 million people, developing and fostering STEM and technology in public education networks.
- **Future of work:** by 2025, iFood will train more than 5 million people for the future of work and entrepreneurship.
- **Tech Talent:** by 2025, iFood will train and employ 25 thousand people from underrepresented and low-income groups in technology.



Evolution of iFood's social impact actions

2021

GOAL SETTING

iFood makes three public commitments in the education area for 2025:

- Train and employ **25 thousand people** from underrepresented and low-income groups in technology,
- Empower more than **5 million people** for the future of work and entrepreneurship,
- Encourage Basic Education to impact **5 million people** promoting technology-related disciplines (STEM) in public education networks.

- Launch of **iFood Decola**, a platform offering quick and free courses for delivery people, restaurants and markets.
- iFood becomes the sponsor of the **NGO Todos pela Educação**, which mobilizes public agents and leaders to strengthen basic education.
- **Potência Tech** is born, a platform with courses and scholarships for training in technology, especially for the underrepresented public in the area.

2022

- Started the **Meu Diploma de Ensino Médio** (My High School Diploma) programme, so that delivery men and women can complete their studies,
- iFood co-creates the **Tech Marathon**, a school competition to spark students' interest in technology through a learning journey,
- Launched **Movimento Tech**, a coalition of organisations that works for advancing inclusion of low-income and underrepresented people in the technology industry, working from basic education to training and employability in technology.

2023

- 950 delivery professionals graduated from Meu Diploma de Ensino Médio,
- iFood announces full scholarships for courses at FAM (Faculdade das Américas) for 380 delivery men and women trained in **Meu Diploma de Ensino Médio**,
- The president of iFood, Fabricio Bloisi, is appointed education spokesperson for SDG 4 - Quality Education of the UN (United Nations Organisation) Global Compact.

To feed the future, generating real impact, we deploy education projects that offer opportunities for our ecosystem of delivery men and women, restaurants, and society as a whole, contributing to structural change.

This is the case of **Potência Tech**, a programme focused on training and employability in technology, aimed at people from underrepresented and low income groups.

Education in the iFood ecosystem

Our highlights for bringing knowledge to our ecosystem includes **iFood Decola, an education and learning platform** with the purpose of encouraging development and qualification of delivery men and women, and restaurant and market owners.

There are more than 100 free courses that go beyond the world of deliveries. The modules cover a variety of topics, ranging from how to make the most of the iFood app to increase earnings in deliveries or sales, as well as traffic safety, personal finance, cash flow, entrepreneurship, vehicle maintenance, communication and digital marketing, and more.

We are proud to have granted more than 340 thousand certificates on the iFood Decola platform to more than 330 thousand people directly connected to our ecosystem, including delivery people and entrepreneurs. With this, we have positively impacted more than 350 thousand people across Brazil with the development of technical and behavioural skills.



Social impact with basic education

The **Meu Diploma do Ensino Médio** (“My Secondary Education Diploma”) programme, in partnership with Termine Seu Estudos (TE), is dedicated to supporting delivery people to complete secondary education and is aligned with our commitment to encouraging basic education aiming to impact more than 5 million people by 2025.

In January 2022, we celebrated the achievement of 950 delivery people who obtained their high school diploma after completing a preparatory course for the Encceja (National Examination for Certification of Skills for Young People and Adults) and passing the respective test, which confirms the completion of this educational stage. We even made 2,000 scholarships available for the preparatory course. In 2023, we opened the second edition of the programme, which had more than 14 thousand delivery men and women who work on our platform registered with Encceja, almost triple the number of registrants in 2022.

Support to NGOs and institutions

On the trail for combining technology, innovation, and people to transform education in Brazil, we support organisations that deploy actions with a positive socio-environmental impact.

- **Todos pela Educação**

We are supporters of Todos pela Educação (“All for Education”), an NGO that mobilises public agents and leaders to ensure the right to quality basic education for all Brazilians and the guarantee of greater equality of opportunities.

- **Fundação 1Bi**

To reduce social inequalities in Brazil, the 1Bi foundation was created in 2018 aiming to use technology to generate inclusive opportunities for young people in vulnerable situations.

Career and qualification in technology

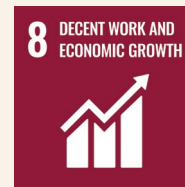
Movimento Tech

Movimento Tech (“Tech Movement”) is a coalition that iFood is a co-founder of, and which since 2022 has been dedicated to fostering the inclusion of low-income and underrepresented people in the technology industry, ranging from education to creating employment opportunities, **awakening, empowering and employing in the area.** Our focus is to contribute to building a stronger and more equitable technology industry. There are currently 33 organisations that share this commitment.

We believe that Brazil in 2030 will be a technological powerhouse driven by diversity and innovation, catalysts for significant social transformations. Education also plays a crucial role in this transformation and will require collaboration between

public authorities, the private sector and social organisations as a path to transforming this vision into reality.

Movimento Tech has a direct impact on at least five UN Sustainable Development Goals (SDGs):



Our operations are based on three pillars:

- Creating and deploying projects that generate positive impact,
- Articulating a network committed to accelerating these changes
- Generating knowledge that enables better decisions, economic growth, and social impact.



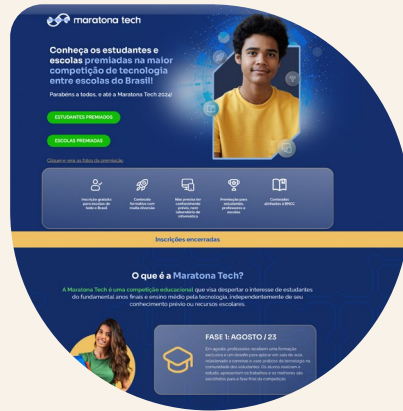
We highlight two of the projects we deploy or support. The first one is Maratona Tech (Tech Marathon), a project founded within Movimento Tech, and which **impacted more than 900 thousand students** in its second edition, in 2023. The second one is Potência Tech, a project created and managed by iFood, which receives support from Movimento Tech. We had 1,703 people trained and, in all, through the two initiatives, we have impacted around **1 million people** to date.

*Fiscal year from April/2022 to March/2023

Maratona Tech

You can only dream about what you know. It is based on this premise that Maratona Tech (Tech Marathon) was born, a project designed to awaken the prospect of a sbetter future and an interest in the technology area in children and teenagers from schools across Brazil. The Marathon was conceived by Movimento Tech and is operated by Associação Cactus.

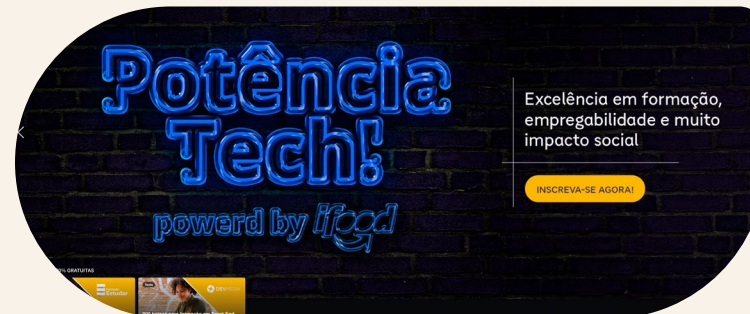
The project is implemented through private and public partnerships and is present in all Brazilian states. The public partners, include Education Secretariats of Paraná, Santa Catarina, Mato Grosso, Tocantins and Rio Grande do Sul states, as well as of Salvador and Fortaleza municipalities. In addition to iFood, in the second edition of the project in 2023, we were sponsored by Accenture, Fundação Behring, Fundação Telles, Mercado Livre, Instituto Localiza, Grupo Boticário and RD, as well as other partnerships with services and content such as chatclass, Insper Women in Tech and Instituto Arco. In this edition alone, we impacted more than 900 thousand students in more than a thousand municipalities in all Brazilian states.



Potência Tech

To train and employ in technology, we have Potência Tech (Tech Power), a training and employability platform in technology that we created in October 2021. The main objective is to offer education and more equal access to opportunities for people from underrepresented and low-income groups through technology, fostering inclusion in the job market through education.

Since its launch, more than 70 thousand people have signed up and 20 technology schools have become partners. More than 30 thousand scholarships were also offered, totalling 70 classes, resulting in almost 3 thousand people trained and more than 2 thousand people employed. Potência Tech is set to be the largest platform for scholarships and connections with employability for the technology area, with a focus on underrepresented and low-income profiles.



Investment in Technological Infrastructure in Basic Education

By understanding the significant lack of access to quality infrastructure for Basic Education in the public network, we implemented two initiatives for democratising this access. The first one consisted of equipping three rooms in municipal schools in Rio de Janeiro. The purpose was to facilitate access to technology and support student initiatives, such as the use of 3D printers and other tools that encourage autonomy and creativity. These rooms are Technological Experimental Gymnasiums (GETs), designed to provide new and positive experiences for children and adolescents in STEM laboratories (involving science, technology, engineering and mathematics), and to foster a maker culture in teachers and students.

Another innovative aspect of our investment was aimed at connectivity, ensuring access to satellite internet in rural schools. This measure aims to contribute to student learning and offer support to teachers in their pedagogical practices. We donated antennas equipped with Starlink technology to ten public schools, five of which are located in the Cunha region in São Paulo State and five in the Lages region in Santa Catarina State. These are actions that underscore our search for concrete solutions to educational challenges, aiming to improve learning and facilitate educators' work.

Food Security

We understand that food security and fighting hunger are intrinsic challenges to Brazilian reality. Furthermore, they are material topics related to the sustainability of our business and our industry. Therefore, these issues are also directly linked to our responsibility in contributing positively to society.

In this sense, we are engaged in three major projects:

Movimento Todos à Mesa (“All at the Table Movement”)

We founded a coalition of different companies, including competitors, which come together to generate systemic impact in fighting food waste and hunger. In April 2022 to March 2023, we invested R\$ 325 thousand in the movement’s management and governance. **The coalition currently has more than 25 members involved in some way in the food chain, and more than 10 thousand metric tons of food have been donated.**



School vegetable gardens

We implemented three new school vegetable gardens on the Greater São Paulo outskirts and maintained the other two implemented in 2021.

This initiative impacts around 3 thousand children. We also trained more than 200 teachers as mobilisers for an educational use of the gardens, with more than 400 pedagogical activities performed with students in the classroom.

With school gardens, we seek to promote improvements in the eating habits of the school community and its surroundings, with 61% of families reporting positive changes in their diet after implementing the gardens.

In March 2023, we also hosted the Todos à Mesa Leaders Meeting event in which CEOs, VPs and main leaders of the movement signed a letter of intent for combatting waste and hunger in Brazil.



In July 2022, the coalition won the **ECO Brasil 2022 award** created by Amcham and organised in partnership with Época Negócios magazine, which recognises the best and most innovative ESG practices (an acronym that represents corporate sustainability on the Environmental, Social and Governance agenda). The movement was the winner in the **Sustainability Practices category in the Processes for Large Companies category.**

Donations through the app

Through our app, it is possible to provide immediate assistance to people in extremely vulnerable situations, as well as support short- to long-term projects, in partnership with NGOs that work in combatting hunger and poverty, improving education, and restoring and caring for the environment.

Donations received are passed on according to each project's needs, which can be staple food baskets and ready-made meals, essential items in emergency situations, planting and monitoring the development of tree seedlings, a number of scholarships, among other products and services focused on socio-environmental issues. During the reporting period, users donated R\$ 7,387,364 reais, which is equivalent to 72,259 staple food baskets and 1,458,407 plates of food, which impacted more than 1.5 million people.

In addition to distributing meals, 50,000 tree seedlings were planted in the Atlantic Forest and 1,095 scholarships were donated to young people from city outskirts. On the education agenda, we work in partnership with entities such as Todos pela Educação, Fundação 1Bi, CIEE, Gerando Falcões, and Vocação. In fighting hunger, iFood works with Ação da Cidadania, Amigos do Bem, CUFA, Gastromotiva, and Orgânico Solidário. Alongside these organizations, iFood transforms its customers' donations into meals and staple food baskets for the most vulnerable Brazilians.

And, alongside SOS Mata Atlântica, iFood works to regenerate forests.

We pass on the full amount of donations to Civil Society Organizations (CSOs), without retaining the donation management fee, and we absorb the cost for all financial transactions, which is considered private social investment.

For reasons of transparency, we validate the transfers and there are reports prepared by Instituto MOL and made available for public access via this [link](#).



8.

Summary ≡

7. Education and our impact

9. Generating trust with transparency

The Environment

GRI

3-3; 306-2; 306-3; 306-5; SASB FB-FR-430a.4; SASB FB-RN-150a.2; SASB FB-FR-430a.4; SASB CG-EC-410a.2

Our commitment to the Environment is based on **Feeding the Future of the World** in a more sustainable way. We have set goals for eliminating plastic pollution associated with the delivery service by 2025. This includes reducing the shipment of single-use plastics (plastic cutlery and straws), replacing plastic and Styrofoam packaging with sustainable packaging, recycling the remaining plastic with actions for fostering the recycling chain.

Another front we are committed to is neutralizing CO₂ emissions from our deliveries and reaching 50% of deliveries made by professionals connected to the iFood platform using clean modes by 2025.

To achieve our goals, we developed action plans for mitigating impacts on both fronts (plastic and emissions). Our strategies are based on data, new products at competitive prices, and feedback from those who consume the products delivered through our platform.



75% of customers say they are more satisfied when consuming sustainable products

Source: Opinion Box 2022 ESG and Sustainability Report

Therefore, our goal is to develop sustainable alternatives and make them scalable.

This way, we understand our role as **enablers of more sustainable businesses**. We invest in solutions that connect partner restaurants to new packaging – one that is recyclable, renewable, or biodegradable/compostable, and economically viable. **We foster the adoption of non-polluting delivery modes to be used by delivery people, such as electric motorcycles, bicycles, and electric bicycles.**

We also implemented several actions, including environmental awareness programs,

alternatives to disposable packaging and recycling incentives, sponsoring recycling projects, such as **implementing public recycling bins, training cooperatives, and encouraging reverse logistics of Styrofoam.**

In terms of waste management, we have adopted some measures for reducing waste in our office as well, eliminating glass bottles and optimising waste management, in addition to replacing single-use plastics and disposing of waste appropriately. These actions demonstrate our work for disseminating more sustainable practices. Following are some of them:

Eliminating plastic pollution

Single-use plastic is one of today's biggest environmental challenges. According to the United Nations Environment Program (UNEP), around 8 million metric tons of plastic are discarded into the oceans each year. Considering that delivery orders take an hour between ordering, delivery and eating, on average, it is important to rethink which packaging will be used to transport them. From October 2022 to March 2023, we reduced the amount of plastic waste from 27% to 26%, also considering measured waste from restaurants.

Amigos da Natureza

Our Amigos da Natureza ("Friends of Nature") programme aims to encourage partner establishments to reduce sending disposables to their customers. Participation is optional and can occur in two ways: when the restaurant informs customers that it does not send disposables or asks if they wish to receive them.

As a result, 82% of customers refused to receive disposable items in their orders, generating significant savings on non-renewable inputs and reducing dependence on these materials. Replacing plastics with sustainable alternatives has reduced material consumption and accumulation of waste. From April 2022 to March 2023, we **avoided the production of 472 metric tons of plastic**.

The link to the value chain

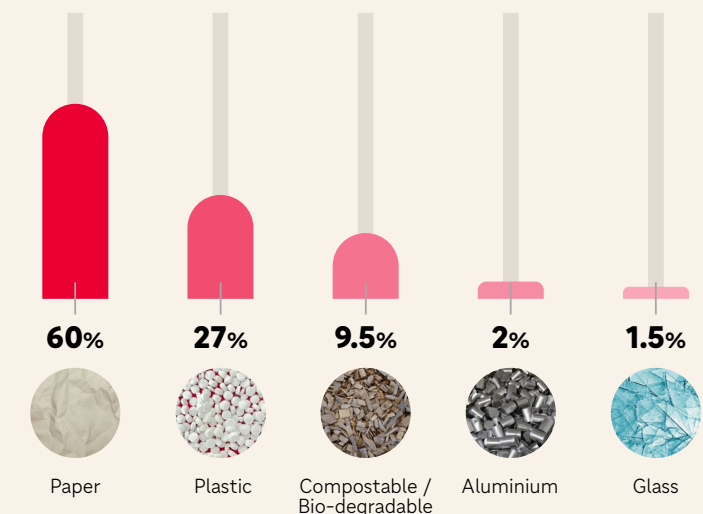
One of our biggest challenges is measuring the waste that circulates in our delivery, since we do not produce it directly. In other words, we are not an industry that can control the input and output of waste from its operations. Furthermore, there was no comparative reference for our business models.

In 2021, we pioneered in developing a study for our industry with the support and intelligence of the consultancy Manuia, using qualitative and quantitative research with restaurants to map the total volume of plastic, paper, glass, aluminium, and biodegradable packaging, and which cooking profiles demand more packaging. We continued the research in 2022 and arrived at the following figures:

More than 65 thousand tons of waste circulated in restaurants and establishments, including paper,

plastic, aluminium, glass, and compostable/biodegradable materials. In the findings, the types of cuisine that circulate most plastic are: Brazilian food; Japanese/Asian food; and snacks/hamburgers. Therefore, these cuisines are the focus for developing sustainable packaging.

Below is the result of the composition - by type of material - of packaging used in restaurants and establishments and that circulate in delivery (by weight):



With the scenario highlighted by the research, we began to be more assertive in directing our actions towards establishments that generate more waste.

Sustainable packaging

We are industry protagonists in using technology for developing more sustainable packaging that is competitive with plastic options.

Paper packaging: our paper packaging is made of cellulose with a layer of biodegradable resin that protects it against grease and moisture. They are practical and resistant and are manufactured from certified paper with partners such as Suzano and Klabin.

Biodegradable packaging: renewable and 100% compostable packaging made from corn straw. In only 12 weeks they fully decompose (under appropriate humidity and temperature conditions).

Biodegradable bags: made from sugar cane or other compostable materials, bags can become fertilisers when used for industrial or domestic composting. They do not produce microplastics.

We monitor the evolution of packaging made from recycled and/or renewable materials in restaurants and markets, in our

internal operations and at the events we sponsor. Thinking about these indicators, we arrived at:

59.9%

**of packaging
at restaurants
and markets**

88.2%

**of our internal
operations**

100%

**in events
we sponsor.**



The power of partnerships

We are very proud of the partnerships we have established and the results of the actions we plan.



Sustainable packaging at Rock in Rio 2022: circular economy and encouraging recycling

As the official delivery company at Rock in Rio Brasil 2022, we provided more than 230 thousand sustainable packaging units made of 100% recyclable paper, with raw materials from renewable, biodegradable and plastic-free sources. The project was developed in partnership with Suzano, and the packaging was used in Gourmet Square, the food area at the festival.

To encourage circularity, part of this packaging was collected and used by Suzano for producing 20 thousand kraft bags with recycled paper to be used in iFood's own stores.

Our partnership with Suzano began a year earlier, with the "Packaging of the Future" Challenge to encourage the development of packaging projects for home food deliveries produced exclusively from Bluecup Bio paper, a 100% domestic product with low lateral absorption and does not transfer its odour or taste to the food.





The startup growPack develops packaging made of corn straw

We have been together with growPack since its inception in 2019, following its growth and disseminating its work to our establishments. Our synergy is also connected to the desire to make the new product scalable and, to this end, work on its price for it to be increasingly attractive to restaurants.

The gBox is a lunchbox-shaped packaging produced from corn straw with 100% domestic technology. The new packaging works very well for wet and dry dishes, as well as being oven safe and seals well.

When we began our actions together, the price of a “gBox” was R\$ 4.30. It is a very common amount, compared to other imported biodegradable solutions on the market. After a year’s partnership, in 2021, packaging began costing almost R\$ 3 and, with the growth of the operation and iFood investing more than R\$ 500,000, **the current price is now R\$ 2.30, close to at the price of plastic packaging with no divider.**

This price level remains in a production scenario with potential for productive and commercial growth, which has been developed in partnership for further reducing costs. For interested parties, it is possible to purchase these packages through the iFood Shop.



The importance of recycling

In our journey to engage customers, we also approached the recycling agenda through Voluntary Delivery Points (PEVs) as a way to raise awareness and provide knowledge about the correct disposal sites for recyclable waste. There are more than 80 PEVs in operation through partnerships with B2Blue (SP); SO+MA (BA); Collecting (RJ and SP); Instituto Muda (SP); and Recicla Orla (RJ), resulting in **4 thousand metric tons per month of recyclable waste correctly disposed of**.

And, on the environmental education agenda, we are working to bring knowledge to customers about the relevance of recycling and the positive socio-environmental impacts of disposing of waste correctly, in addition to facilitating access to PEVs in different regions of the country. We also direct our efforts to support development of recyclable materials cooperatives.



We invested around R\$ 5 million in projects for supporting recycling cooperatives, PEVs and reverse logistics for Styrofoam – the plastic waste most generated by delivery companies. With our projects, it was possible to recycle just over a thousand metric tons of plastic alone, in addition to benefiting 16 cooperatives.

As a next step to continue contributing to the recycling chain within the circular economy path, with scalable solutions, **we will increasingly invest in the strategy of supporting development of recyclable materials cooperatives**. In our next cycle, we will have actions aimed at improving the structuring of cooperatives as well, since they are spaces where recyclables are sorted and where recycling can change the lives of several families who work with this activity.

More sustainable municipalities: fostering public policies favouring recycling

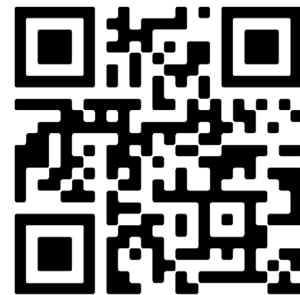
Our work also involves engaging public authorities to change the waste management scenario in Brazil. In 2022, we launched the Guide for a Model City in Waste Management and Recycling – a publication created for guiding municipalities on how to include effective recycling actions.



Connected to our objectives of improving the recycling chain in Brazil, the project began in Fortaleza, transforming iFood into a strategic partner of the city in the Mais Fortaleza Program. The guide prepared for public managers, companies, and citizens across the country, is available for other Cities to adhere to it.

TECHNOLOGY FOR ENVIRONMENTAL AWARENESS AND EDUCATION

Is Styrofoam recyclable? Is there a disposal station close to where I live? To answer these and other questions people have about recycling, we used our experience in technology to develop ReciclaBot, a chatbot that uses artificial intelligence to answer questions via WhatsApp. Just send a message and the chatbot will be ready to help identify whether the packaging is recyclable and where to dispose of it. From April 2022 to March 2023, **there were more than 500 messages exchanged with the bot.** Access it via the QR Code (below) or add (11) 91034-2963 to your WhatsApp.



Content Hub

On our iFood News channel, we created a page about packaging that shows all the actions taken for making our efforts public and consolidated. Visit it on this [link](#).

Reverse logistics: Já Fui Bag

The Já Fui Bag (“I Once was a Bag”) project, in partnership with GreenPlat and Retalhar, recycles our thermal backpacks. They are transformed into different products using recycled material from backpacks, such as bags, first aid kits, fanny packs, and more than 8 thousand products already created.

In addition to generating income for those who develop the components, the project prevented 827 cubic metres of solid waste from the bags from going to landfills and reduced 66 metric tons of CO₂ emissions.

The next step is to redesign the backpacks to make better use of the material. The challenge is to make the product more sustainable and efficient, considering the size and the raw material. **The project encourages circular economy and fosters sustainability across the country.**



Greenhouse gas emissions

(GRI 3-3; 505-1; 505-2; 505-3; 505-4; 505-5; SASB TR-RO-110a.2; SASB TR-RO-110a.3)

Our target is to have 50% of our orders delivered by professionals connected to the iFood platform in non-polluting modals by 2025.

In addition to reducing plastic waste, our commitment to the Environment includes efforts for mitigating impacts related to the worsening of the greenhouse effect. We already have become neutral in CO2 emissions within delivery operations since July 2021. This way, when an order reaches a customer, the gas emitted during the journey has already been compensated, a path that is part of our ambition to measure, reduce and neutralise all greenhouse gas (GHG) emissions from our business.

Our work is focused on favouring transformative solutions that reverse socio-environmental impacts arising from a delivery operation

Based on iFood's inventory of greenhouse gas emissions conducted annually, it is possible to make projections of emissions for the following year's operation, using the number of orders as reference. This way, **emissions are periodically compensated in advance using carbon credits.**

In 2021, purchases of carbon credits for neutralising deliveries through iFood were directed to Amazon preservation projects. In 2022, we invested in projects for encouraging renewable energy.



IFOOD CARBON INVENTORY

Every year, we prepare our greenhouse gas (GHG) emission inventory, following the GHG Protocol standard and with the help of a consultancy specialised in this type of methodology.

The data are considered for the direct activities at iFood facilities (scopes 1 and 2), in addition to its own operations such as dark stores. For scope 3, we included data related to deliveries made via app for estimating this impact, as this is an important source of emissions.

Forest restoration

We invest in forest regeneration and restoration actions in partnership with SOS Mata Atlântica. In March 2022, we began planting 30 thousand tree seedlings in the Instituto Raquel Machado area, in Porto Feliz, upstate São Paulo. The site welcomes wild animals that are victims of trafficking or mistreatment.

We chose the city of Porto Feliz because we know that it is in a region that has water shortage and because recovering the ciliary forest on riverbanks is a way to improve water cycle conditions. The city of Marabá Paulista was also targeted by the action. In May of the same year, more than 20 thousand tree seedlings were planted in the region.



Planting 50,000 seedlings that are native to the Atlantic Forest, representing an **equivalent area to that of 20 football fields**

A resource that is capable of removing up to 8,300 metric tons of CO₂ from the atmosphere over 20 years, equivalent to 34 million deliveries

Sustainable modals: an evolving agenda

In 2022, our objective of investing in sustainable modals had two highlights: **we evolved in our iFood Pedal bicycle rental programme and encouraged delivery people to switch modals to electric motorcycles**, despite not having achieved the scale we would like with the motorcycles.

During the year, one in every five orders was delivered using a non-polluting modal, which includes bicycles, electric bicycles, and electric motorbikes, reducing deliveries' impact on the environment.



40 thousand

delivery people
use clean modals

6 thousand

of them are part
of iFood Pedal

22%

of iFood orders are delivered
using non-polluting modals,
which exceeds the **10 million**
mark.

430 thousand

metric tons of CO₂
were compensated



In early 2022, we were present with iFood Pedal only in São Paulo and Rio de Janeiro. We are now in four more cities: Recife, Salvador, Brasília and Porto Alegre. In March 2023, **iFood Pedal was responsible for around 500 thousand orders per month**, generating positive social and environmental impacts.

We learned a lot in 2022 regarding the electric motorcycle modal. The startup Voltz launched the EVS Work model, which was sold at a different price for delivery professionals connected to the iFood platform. To ensure the functionality of electric motorcycles, there has to be a battery exchange system in place for supporting the operation and the delivery drivers' need for autonomy. Facing the brutal facts, it didn't work out as planned!

CHANGE OF ROUTE

We made a plan for 10,000 electric motorcycles to be in circulation by the end of 2022. When the estimated period arrived, there were only 150 units running for our deliveries. We recognise the problems faced and the fact that we faced more difficulties than expected in delivering the motorcycles.

The proposed partnership aimed to facilitate access to electric motorcycles for delivery professionals, with special financing conditions and adaptation for daily delivery work. These movements are linked to our goals for investing in non-polluting vehicles.

The battery exchange operation is essential for scaling the model in delivery, which is why we identified the need to make adjustments to the project and make it efficient. Willingness to face the challenges of electrifying our motorcycle fleet remains firm and, to this end, we will continue negotiating with other potential suppliers.

Communicating with and engaging customers towards reducing emissions

Providing information and engaging customers regarding CO₂ compensation is also part of our journey. To do this, we indicate the actions that make up this front within the app. At ordering time, we inform customers that the delivery has already been compensated.

It is possible, at the same time, to know whether the delivery is being made using clean modals and whether the restaurant has good practices related to the environment through the sustainability seal.

In addition, the app features a donation section, where customers can donate an amount to be directed towards planting seedlings in the Atlantic Forest.

Emissions				Sources of the emission factors
Total direct (Scope 1) GHG emissions	201.803 tCO ₂ e	Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent	0.086 tCO ₂ e	Diesel oil consumption – Biodiesel (B100) in the generators at the Osasco and Campinas units
Total indirect (Scope 2) GHG emissions from energy acquisition in metric tons of CO ₂ equivalent calculated based on location	556.263 tCO ₂ e			Power consumption in iFood facilities and dark stores
Total other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent	173,061.47 tCO ₂ e	Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent	45,418,16 tCO ₂ e	Own operations of iFood facilities for categories: Purchased goods and services, Transportation and distribution (Upstream), Solid waste, Effluents, Business travel, and Transportation and distribution (Downstream) with deliveries made via the iFood app
Relative/intensity emissions (scopes 1,2 and 3)	0.2408 tCO ₂ e	Specific metric chosen for calculating the index: grams of CO ₂ eq. per order		Emissions directly estimated from Scope 3: Transportation and distribution category (Downstream), Deliveries made via the iFood app, as it represents a greater impact on GHG emissions for the app delivery industry

Source for the database: The Greenhouse Gas Protocol – a Corporate Accounting and Reporting Standard – Revised Edition” – WRI/WBCSD, 2011. Base year for calculation: 2022

Our GHG management strategy is focused on the Transportation and distribution (Downstream) category, according to deliveries made through our application, as it represents the largest impact related to emissions in our segment. In our operations, the main impact is linked to power consumption in offices and dark stores. During the reporting period, 310 litres of diesel fuel were directly consumed in the power generators at our facilities in Osasco and Campinas in São Paulo State, equivalent to 0.077 x 10⁹ Gjoule of consumed energy.

In 2022, we expect a 13,496.71 tCO₂e reduction, considering indirect emissions from the Transportation and distribution category (Downstream), that were avoided through deliveries made via clean modals such as bicycles and electric motorcycles and scooters, for example.

The methodology used for calculating emission reduction used the emissions intensity index (0.2408 grammes of CO₂ eq. per order) multiplied by the number of deliveries via clean modals. We continue to search for paths with clean, profitable and viable alternatives for encouraging this transition to sustainable modals.

9.

Summary ≡

8. The Environment
10. About the report

Generating trust with transparency

GRI

3-3; 2-9; 2-13; 2-15; 2-23; 2-25; 2-26; 2-27; 201-2; 205-1; 205-2; 207-1; SASB CG-EC-220a.2; SASB TC-IM-220a.4; SASB CG-EC-230a.1

Our corporate governance is present in our policies, as a way of evaluating and mitigating our risks, in addition to managing our value chain. Furthermore, we recognise the importance of our commitment to the stakeholders who are part of our ecosystem: FoodLovers, delivery people, partner establishments, and consumers.

We prioritise transparency disclosing results, fostering equity, accountability and corporate responsibility. We have a leadership that is attentive to the impacts of business decisions and is committed to acting in accordance with iFood's values and in compliance with applicable regulations. Therefore, we have eight Compliance policies that address crucial topics such as anti-corruption; relationship with public agents; preventing money laundering; conflict of interests; and sponsorships.

These policies undergo regular reviews, and the corresponding documents are easily accessible through our different internal channels.

Our diversity, equity and inclusion efforts are also present in the job opportunities we offer. In the corporate responsibility sphere, our priority is reflected in data protection programmes and personal information security within the iFood app.



Institutional Movement

In 2022, Prosus, an international investment subsidiary of the Naspers group and parent company of Movile, acquired the remaining 33.3% stake in iFood from minority shareholder Just Eat Holding Limited, thus assuming full control of our business.

Movile's acquisition of the remaining stake in iFood stresses the difference we always seek to make in the Brazilian market as a technology company, generating a positive impact on our society.

Governance structure

We are a privately held company and we rely on solid leadership for making decisions. Our President and Executive Board are responsible for defining strategic planning, which involves objectives related to the company's sustainable development. The strategic planning agenda takes place every six months, and the definitions are shared sequentially with the different areas. Our president is also a member of the board of directors of iFood.

Our integrity programme is a natural extension of our organizational culture, considering the strategic pillars that guide our actions. It strengthens and consolidates ethical principles and transparency, which are fundamental to everything we do.

Our Compliance area operates with autonomy and access to the necessary resources, information, and systems.



ETHICS COMMITTEE

Our Ethics Committee has representatives from the Compliance, Corporate Investigations, Legal, People, and Diversity & Inclusion (D&I) areas. Acting independently, it deliberates on cases related to our Code of Conduct. Meetings take place monthly or extraordinarily, as necessary.

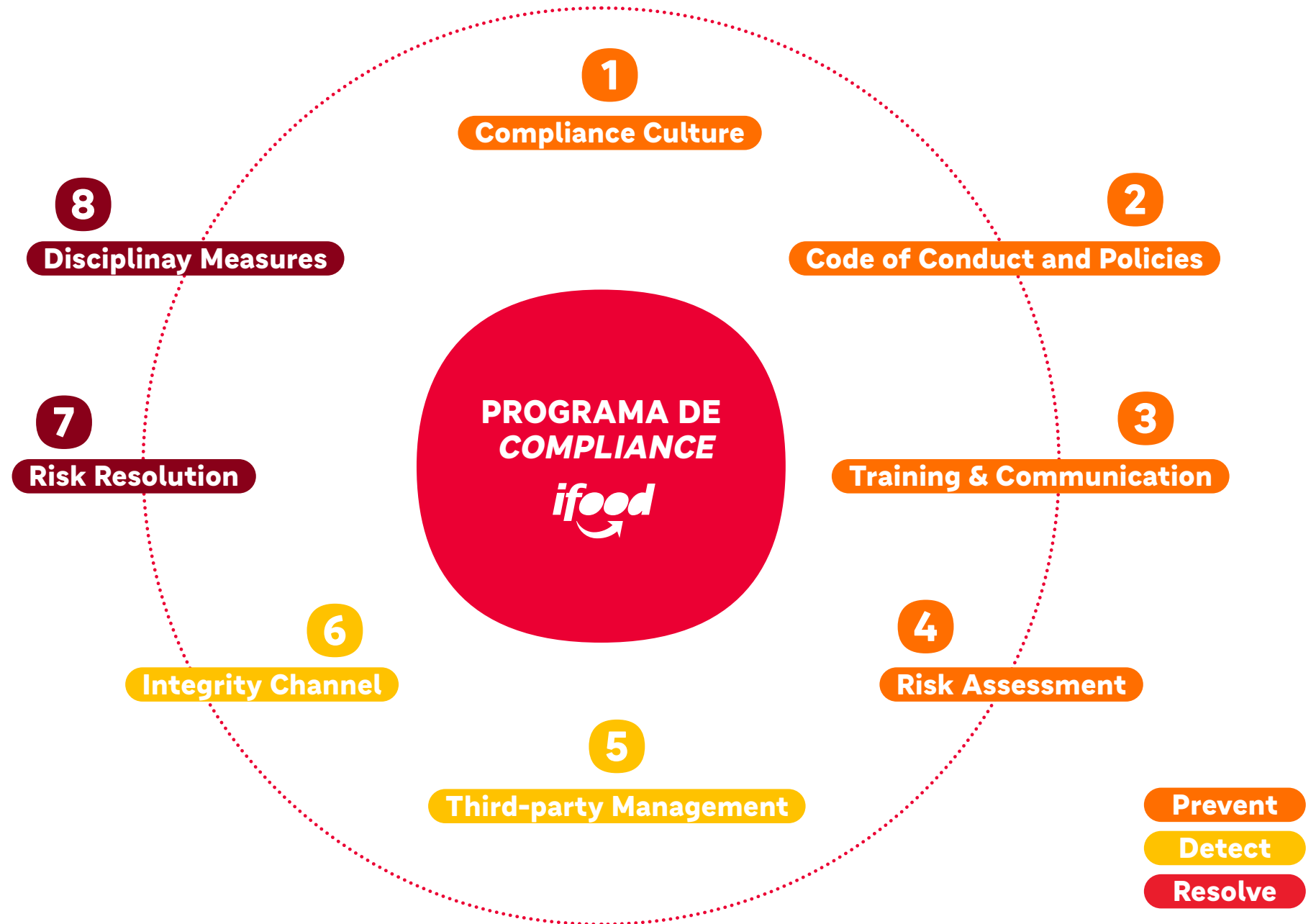
AUDIT AND RISK COMMITTEE

The committee was created in January 2022, and holds bimonthly or quarterly meetings to discuss points of the Compliance, Internal Controls, Accounting, and Cybersecurity programme.

Integrity programme

Our Integrity Programme is based on eight pillars for **preventing, detecting, and resolving** actions that may interfere with the values and principles established in our **Code of Ethics and Conduct**, protecting our business and the value chain in which we operate.

The integrity programme activities are regularly reported to the Audit and Risk Committee. This process aims to keep committee members informed about the programme's progress through indicators and/or addressing critical points and risks. The programme's actions are communicated by representatives of the company's senior management, including initiatives such as the launch of the Code of Ethics and Conduct, internal training, and other relevant communications.



Code of Conduct and Policies

In addition to our Code of Ethics and Conduct, the Integrity Programme also has internal policies relating to the following topics:

- Anti-corruption,
- Reporting Channel,
- Compliance,
- Conflict of Interest,
- Donations and Sponsorships,
- Interaction with Public Agents,
- Related Parties,
- Money Laundering Prevention.

The Code of Ethics and Conduct is easily accessed through our online channel: <https://www.news.ifood.com.br/codigo-de-etica/>, and its visibility is open to both the internal and external audiences. The document is also shared on internal communication tools.



In addition to the Code of Conduct aimed at our employees, we make available the version for third parties and the Respect and Equity Booklet, a guide to actions against harassment that provides information on the external context related to the topic; our guidelines; guidelines for identifying

different harassment and discrimination situations, and how we deal with them.

We are also working on a new model for identifying situations of conflict of interest among employees in 2023. Details will be included in the report for our next cycle.

Combating corruption

We assess the risks of corruption in all of our business units' operations, considering their particularities, operating market, products offered, and relationships with public agents. Additionally, we apply this assessment when contracting and conducting operations involving third parties. We have well-defined processes for getting to know our customers, partners, and suppliers.

Our commitment to integrity and risk prevention is emphasised in our Code of Conduct, specifically in item 4.3, which stresses our intolerance towards corruption and establishes strict practices in compliance with national and international standards and laws for combatting corruption.

Our Compliance Programme also includes an anti-corruption policy that reflects our determination not to tolerate any kind of corruption, regardless of the context,

whether through incentives, financing, funding, sponsorship, or any other type of support. Our guideline is to conduct business ethically and with integrity, in full compliance with the Code of Ethics and Conduct and current anti-corruption laws.

Mandatory extension to the value chain: we require all our partners, their affiliates, shareholders, representatives, employees, and subcontractors to follow the rules of the Anti-Corruption Law (law no. 12.846/13), the Anti-Money Laundering Law (law no. 9.613/98), the Foreign Corrupt Practices Act (FCPA), and other applicable related regulations. All of them must adopt the best integrity practices and internal controls to prevent acts of corruption, fraud, illicit practices, or money laundering.

We also make our Code of Ethics and Conduct available to our partners, ensuring that they are aware of its guidelines and principles



Training and communication

The Compliance area is responsible for planning, implementing and monitoring the different training courses available in our internal tool with access to all employees. The area also monitors engagement indicators for reporting them regularly to the Audit and Risk Committee.

There is general training and others aimed at focus groups, depending on the areas' needs. The themes for the general employee audience are Code of Ethics and Conduct; Ethics in Everyday Life; Anti-harassment; Conflict of interests; and Anti-Money Laundering. Additionally, training is applied to select focus groups depending on each area's needs.

Risk assessment

We regularly conduct Compliance risk assessments on our processes and products. We work together with business teams for addressing any risks.

We also assess risks related to climate change and physical risks to fleet operations.



Fiscal and tax management

Our tax approach is strategic and integrated with our business operations and sustainable development. We have a robust fiscal strategy, although it is not publicly available.

We are formally analysed and approved by senior executive positions, including the VP of Legal & Tax, Tax Director, and CFO, and ensure an efficient strategy. We also have a legal area dedicated exclusively to the group's regulatory matters, ensuring our regulatory compliance.

Furthermore, we adopt procedures and flows aimed at accounting and tax compliance, stressing our commitment to transparency and ethics in business.

Tax risks are identified, managed and monitored through internal legal and tax analyses, legal prognoses from third-party lawyers and regular audits by an independent company.

Compliance with the governance and fiscal control structure is assessed through internal audits, independent audits, audits

by our investor and specific consultancies to improve internal processes and strengthen governance.

With respect to our stakeholders, we maintain an open and constructive dialogue with tax authorities and seek to resolve any issues that arise in a timely and efficient manner.

When it comes to advocacy on public policies relating to taxes, we adopt a proactive and responsible approach. We take part in relevant forums and discussion groups, in which we contribute our perspectives and experiences to help shape fair and effective tax policies.

To collect and evaluate the opinions and concerns of stakeholders, including external stakeholders, we have several open communication channels. This includes regular satisfaction surveys, feedback meetings, and a direct line of communication for questions and concerns. All opinions and concerns collected are analysed and taken into account when making strategic decisions.

Third-party management

We have an established due diligence process for third parties and partners, which takes place at the beginning of our partnership. Integrity criteria are considered, and assessments are made at during registration.

The Compliance and anti-corruption clause are an integral part of contracts with third parties, as well as the acceptance/acknowledgement of the Third-Party Code of Ethics and Conduct by the partner.

Integrity Channel

Our Integrity Channel is a secure and confidential platform that enables us to receive reports related to non-compliance with our ethical standards and internal policies, as well as violations of current laws and regulations.

It is aimed at internal and external audiences, including our employees and third parties, service providers, public agents, and society in general, the channel operates seven days a week, 24 hours a day, and is operated by a third party, ensuring security and integrity of the reports received.

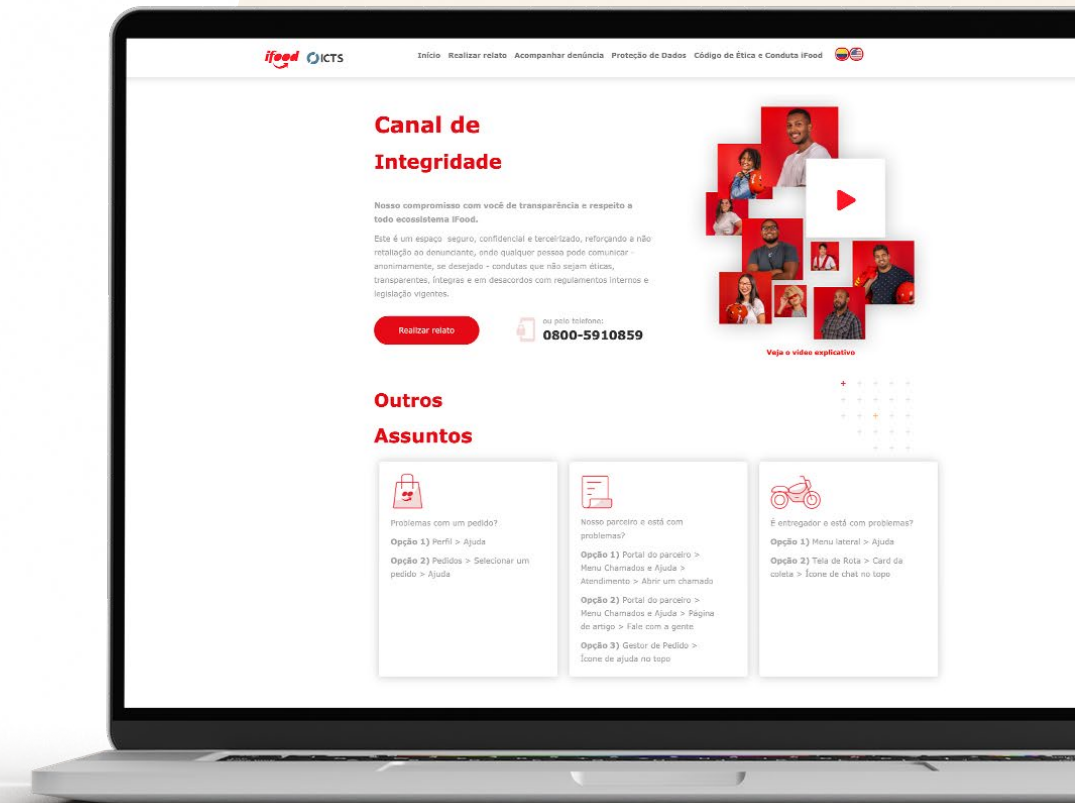
Reporting can be made either anonymously or identified, with guaranteed anonymity and preservation of the whistleblower during and after investigations. The whistleblower can monitor the progress of the report through a protocol received when registering the report.

The Integrity Channel can be accessed in the following ways:

- Institutional website (internal and external audiences)
- Compliance Portal (internal audience)
- Internal bots – GRCBot and Buddy (internal audience)
- Workplace (internal audience)

The channel is continuously communicated internally to employees. Based on the report filed on the channel, we perform investigations and make negotiations based on evidence, using specific methodology and legal support. If the conduct in question violates the Code of Ethics and Conduct,

internal regulations and/or current laws, disciplinary measures may be applied. These measures are defined collectively by the members of the Ethics Committee based on the reports of the investigations performed.



Resolving risks

Based on the risk assessments performed, negotiation plans are created for the identified risks, which may include their elimination, reduction, sharing, or acceptance, respecting risk tolerance.

Disciplinary measures

Once the reporting is filed on the Integrity Channel, a third-party company makes the first validations, analyses and classifications. After this initial analysis, access to iFood is released through the internal tool.

When made available on the portal, the report is accessible for consultation and initiating proceedings by our investigation area. The investigation process occurs in an independent, impartial and qualified manner aiming to investigate unethical conduct that does not comply with our Code of Ethics and Conduct. Cases can be classified as valid, partially valid, unfounded, insufficient data, or out of scope.

After the investigations are completed, the cases are presented and discussed in an Ethics Committee made up of representatives from the Compliance, Legal, Investigations, People/HR and Diversity & Inclusion areas. The committee meets on a monthly basis for discussing the presented incidents and defining the application of disciplinary measures, as necessary.

After analysis by the committee and disciplinary measures are applied, the incidents are closed on the channel platform. The whistleblower consultation protocol in the tool is updated with information regarding completion. The whistleblower can check the progress and closure of the report with the protocol number generated when registering the report on the channel.

From April 2022 to March 2023, 602 reports were filed, and the appropriate negotiations were conducted.



Data security

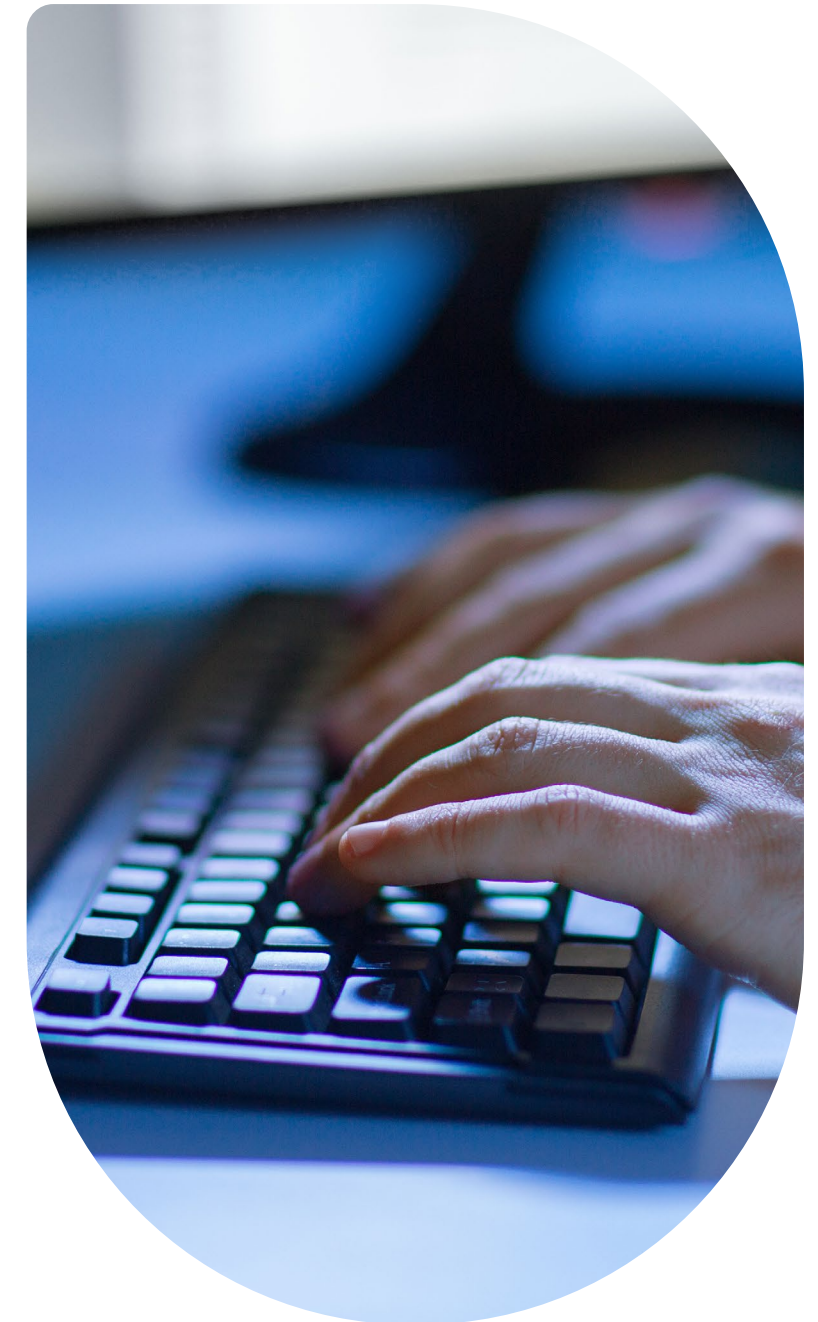
We carefully follow the standards established by the legislation applicable to personal data protection, such as the General Data Protection Law (federal law no. 13.709/2018), the Marco Civil da Internet (federal law nº 12.965/2014) and its regulatory Decree nº 8.771/2016, and other sectoral standards on protecting privacy and personal data.

All data collected has a specific purpose and we inform users through the Privacy Statement, a document through which we provide transparency about personal data processing activities. We also communicate updates to the statement. Furthermore, data retention is made for the duration and in accordance with the criteria defined in the internal policy for this purpose.

As part of our commitment to public security and assistance in solving problems, we have a team dedicated to responding to requests from criminal prosecution or health surveillance authorities. We therefore have a continuous process of responding to legitimate requests

from data holders and relevant authorities, making them available in the users' app and on the SIRA platform (<https://sira.ifood.com.br/>), in accordance with the terms of the applicable legislation.

To prevent risk vectors, we adopt some processes such as installing and managing antivirus on corporate devices; apply security patches to Windows, Linux, and MacOS Operating Systems; edge protection (network) with Firewall management; mobile device management through MDM; we classify information and prevent data loss with a DLP tool. In addition, we evaluate our suppliers and perform risk analysis (for meeting security requirements), as well as conduct training and awareness actions for our FoodLovers on topics related to efficiency and safety. We have a monthly risk and security committee with the area's leadership and a quarterly risk committee that considers technology risks for the entire leadership of our company and of our parent company.



Stakeholder engagement

(GRI 2-28; 2-29; 413-1)

We maintain transparent and productive relationships with different stakeholders, aiming to expand dialogue, strengthening links, presenting and strengthening our positions, projects and proposals, in addition to clarifying doubts and identifying suggestions for improvements in relations with audiences directly and indirectly affected by our activities or with the potential to be affected.

In an active and responsive manner, our relationship activities vary in their objectives and formats, due to the particularities, needs and demands of different groups of stakeholders. In all cases, the premises are similar: clear and transparent communication, active listening, integrity and ethics, managing expectations, and cooperation/conflict resolution.

The main stakeholders with which we maintain systematic relationships are academia and research institutes; the government; industry associations; communities, political leaders and influencers; NGOs; opinion leaders/press; customers; restaurants; suppliers; competitors; shareholders and investors; in addition to our employees.

As a way of interacting and contributing to our industry, we are members of different associations, coalitions, and entities that work on fronts that are related to our business.



The **Brazilian Digital Economy Chamber** is the main multisectoral entity in Latin America and the most representative Brazilian entity in the Digital Economy. In addition to advancing digital business, the association aims to encourage innovation, generating knowledge and sustainable development of the Digital Economy.



The **Brazilian Association of Marketplaces and Payment Intermediaries** is a non-profit association that represents technology companies that function as marketplaces, sub-accreditors, initiators, and payment intermediaries. It acts in this industry's official dialogue with regulators, civil society, and the market.



Instituto Ethos de Empresas e Responsabilidade

Social is a Public Interest Civil Society Organisation of whose mission is to mobilise, raise awareness, and help companies manage their businesses in a socially responsible manner, making them partners in building a fair and sustainable society.

Zetta

A Non-profit association founded by technology companies that offer digital financial services aiming to secure a competitive economic environment that leads to greater financial inclusion, innovation, and customer satisfaction.



An entity that brings together leading companies in developing and using innovative technological solutions for improving transportation of people and goods. The priority is to serve civil society and companies in their urban and road travel needs in an efficient, inclusive, sustainable, and more economical manner.



The **Global Compact** is a United Nations (UN) initiative for companies around the world to work towards sustainability, inclusion, and a better society. It has more than 15 thousand members, including companies and organisations, spread across 160 countries.



The **Group of Institutes, Foundations and Companies (Gife)** is an association of private social investors in Brazil, whether institutes, foundations, or family funds, independent corporations, or companies.



The **National Road Safety Observatory** is a non-profit institution dedicated to developing actions that effectively contribute to reducing occurrence rates in Brazilian traffic.



Todos pela Educação is an NGO that mobilises public agents and leaders to ensure the right to quality basic education for all Brazilians and guarantee greater equality of opportunities.



Aiming to reduce social inequalities in Brazil, **Fundação 1Bi** was created in 2018 for using technology to generate inclusive opportunities for young people in social vulnerability situation.



CIEE is a third-sector organisation that aims to support young Brazilians in the process for preparing and being included in the corporate world. It is free of charge for young people and operates with social assistance actions across Brazil.



GERANDO FALCÕES

Gerando Falcões is a social development ecosystem that operates as a network for accelerating the impact power of leaders in favelas in Brazil. The focus is on transformative initiatives that are capable of generating long-term results through education, economic development, and citizenship services in favelas, in addition to deploying systemic transformation programs such as Favela 3D.



Ação Cidadania was founded in 1993 and formed an immense nationwide mobilisation network for fighting hunger, fostering citizenship and social inclusion. The network is made up of volunteers who mobilise to collect food, clothing, and other items for distributing to people in social vulnerability.



Amigos do Bem fosters the transformation of thousands of lives through continuous education, income generation, and access to water, and housing and health projects. The entity is one of the country's largest social projects, and regularly serves more than 150 thousand people in the hinterlands of Alagoas, Pernambuco and Ceará States.



CUFA (Central Única das Favelas) is a nationally and globally recognised Brazilian organisation in the political, social, sporting, and cultural spheres that has existed for 20 years.



Gastromotiva is a non-governmental organization that uses gastronomy as a driver of social transformation. Since 2006, the entity has worked with initiatives for fighting hunger and food insecurity, as well as income generation from education.



Orgânico Solidário is a non-profit platform organised as a philanthropic fund. Its implementation takes place through a network of processors whose common objective is to bring organic food to families in social vulnerability situations.



We work with **SOS Mata Atlântica** for regenerating forests. The NGO works to foster policies for conserving the Atlantic Forest by monitoring the biome, producing studies and demonstration projects, dialoguing with public and private sectors, improving environmental legislation, communicating, and engaging society.



Vocação is a civil society organization dedicated to developing people's skills through working with communities, investing in comprehensive education projects, conducting professional courses, and providing services to businesses.

10.

Summary ≡

9. Generating trust
with transparency

11. Glossary

About the Report

GRI
2-2, 2-3

This report was prepared in accordance with the guidelines of the Global Reporting Initiative – GRI, Standards version. It covers the period from April 1, 2022 to March 31, 2023 and complies with the principles of context (balance), completeness, materiality, and stakeholder inclusion.

Its content was established prioritising the themes highlighted in the iFood Materiality Assessment, aiming to share information of greatest interest to the company's audiences (stakeholders).

Questions, comments and suggestions can be sent to imprensa@ifood.com.br



11.

Summary ≡

10. About the Report

12. GRI content
Summary

Glossary

Ambidexterity

Ambidextrous culture is the ability of companies to invest in people and pioneering and innovative resources, while at the same time effectively managing operations and businesses that are already consolidated.

Materiality Assessment

A tool used by companies for identifying priority themes (material themes) for the sustainability of their business, their society, and the environment. Using a methodology for consulting its main stakeholders and prioritising results, the matrix resulting from the research aims to reconcile the impact of each material topic on the business with its relevance to stakeholders.

Stakeholder Capitalism

A system of thought that advocates the idea that, for companies to achieve sustainable development, they need to consider the interests of all their stakeholders in their strategy, instead of only generating profit for shareholders.

Creating Shared Value (CSV)

Deals with strategies and actions by companies that aim to simultaneously benefit the business and its stakeholders, generating sustainable development.

Dark Store

A dark store is a small distribution centre used for storing and speeding up order delivery.

FoodLovers

Is how we call our employees.

Gig Economy

An economic activity generated by online platforms, including platforms that match supply and demand of paid labour (such as Uber), materials, or capital; sales platforms (such as eBay); lodging platforms (such as Airbnb); financial service platforms; and non-commercial platforms involving volunteering, networking, social media (such as LinkedIn) or any other form of unpaid transaction (such as Couchsurfing, for free lodgings), as defined by Eurofund (European Foundation for the Improvement of Living and Working Conditions)

GHG Protocol

The Brazilian GHG Protocol Program is an initiative by GVces (Fundação Getúlio Vargas Centre for Sustainability Studies) for recording and publishing Greenhouse Gas (GHG) Emission Inventories. The objective is to encourage companies and governments to understand, quantify, and manage their GHG emissions.

SDGs (Sustainable Development Goals)

17 goals and 169 targets defined by the UN for its member countries with the mission of serving as a global call to action to end poverty, protect the environment and climate, and ensure that people, everywhere, may enjoy peace and prosperity

Squad

A multidisciplinary team formed for providing autonomy, performance and agility to a project.

Stakeholder

An audience category that is directly or indirectly impacted by a company (often translated as “interested party”) and must be considered in its sustainability strategy. Examples of stakeholders are employees, customers, suppliers, investors. and shareholders, communities, unions, associations, NGOs, government, press, and others.

STEM

The term STEM is an acronym in English for the Science, Technology, Engineering, Arts, and Mathematics disciplines.

12.

Summary ≡

11. Glossary

13. Credits

GRI content Summary

Declaration of use

iFood reported in compliance with GRI Standards and SASB for the 01 Apri1 2022 to 31 March 2023 period.

GRI 1 used	GRI 1 Fundamentals 2021							
General Dissemination	Content	Data	Location - Chapter	Location - Sub-chapter	SDG	Pages	Omission	
							Reason	Explanation
GRI 2: General Content 2021: The organisation and its reporting practices	2-1: Organisation's Details		iFood			5		
	2-2: Entities included in the organisation's sustainability report		About the Report			112		
	2-3: Reporting period, frequency and point of contact		About the Report			112		
	2-4: Information reformulations					-	Does not apply	As this is the company's first GRI report, there is no previous information to be reformulated.
	2-5: External verification					-	Does not apply	This report does not undergo external verification.
This report still does not undergo external verification	2-6: Activities, value chain, and other business relationships		iFood	Our Business		5 e 13		
	2-7: Employees		Who we are		8	18		
	2-8: Workers who are not employees		iFood	Our Business	4, 8, 10	13		

GRI 2: General Contents 2021: 3. Governance	2-9: Governance structure and its composition		Generating trust with transparency	Governance structure	16	99 e 101		
	2-10: Appointing and selecting the highest governance body		Generating trust with transparency	Governance structure	16	101		
	2-11: President of the highest governance body		Generating trust with transparency	Governance structure	16	101		
	2-12: Role played by the highest governance body in supervising impact management		Generating trust with transparency	Governance structure		101		
	2-13: Delegating responsibility for impact management		Generating trust with transparency	Governance structure		99 e 101		
	2-14: Role played by the highest governance body in sustainability reporting		About the Report/Credits			128		
	2-15: Conflicts of Interest		Generating trust with transparency			99		
	2-16: Communicating Crucial Concerns					-	Confidentiality restrictions	Confidential information
	2-17: Collective knowledge of the highest governance body					-	Does not apply	Confidential information
	2-18: Assessing the performance of the highest governance body					-	Does not apply	Confidential information
	2-19: Compensation Policies					-	Does not apply	Confidential information
	2-20: Process for establishing remuneration					-	Does not apply	Confidential information
GRI 2: General Content 2021: 4. Strategy, policies and practices	2-21: Proportion of total annual remuneration					-	Does not apply	Confidential information
	2-22: Declaration on sustainable development strategy		Message from the President		10	3		
	2-23: Policy Commitments		Generating trust with transparency	Integrity Programme		99 e 102		
	2-24: Incorporating policy commitments		Generating trust with transparency	Integrity Programme		102		
	2-25: Processes for repairing negative impacts		Generating trust with transparency			99		
	2-26: Mechanisms for counselling and raising concerns		Who we are	Our Culture		22		
			Generating trust with transparency			-		
	2-27: Compliance with laws and regulations		Managing value in the ecosystem	Union Freedom	16	52 e 99		
			Generating trust with transparency			-		
	2-28: Participation in associations		Generating trust with transparency	Stakeholder engagement	10	109		

GRI 2: General Content 2021: 5. Stakeholder engagement	2-29: Approach to stakeholder engagement		Generating trust with transparency	Stakeholder engagement	10	109		
	2-30: Collective bargaining agreements	100% of our CLT (Labour Law) employees are covered by collective bargaining agreements. Interns have a specific legislation.				-		
GRI 3: Material Topics 2021	3-1: Material Themes Process		Education and our impact	Corporate sustainability		9		
	3-2: List of material themes		Education and our impact	Corporate sustainability		9		

Material Themes	Content	Data	Location - Chapter	Location - Sub-chapter	SDG	Pages	Omission	
							Reason	Explanation
Employee attraction and well-being								
GRI 3: Material Topics 2021	3-3: Employee attraction and well-being		Who we are			25		
GRI 401: Employment 2016	401-1: New Hires and Employee Turnover		Who we are		5, 10	20		
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees					-	Does not apply	We have no active employment contracts on a temporary or part-time basis.
	401-3: Maternity/paternity leave		Who we are	Compensation and Benefits	5	33		
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system		Who we are	Health and safety		31		
	403-2: Hazard identification, risk assessment, and incident investigation		Who we are	Health and safety	3	31		
	403-3: Occupational health services		Who we are	Health and safety	3	31		
	403-4: Workers’ participation, consultation, and communication to workers regarding occupational health and safety	Monthly CIPA meetings and Safety manual are channels of health and safety information for employees.	Who we are	Health and safety	3	-		
	403-5: Training workers in occupational health and safety		Who we are	Health and safety	3	31		
	403-6: Fostering worker health		Who we are	Talent Management: employee attraction & wellbeing	3	25		
	403-7: Preventing and mitigating occupational health and safety impacts directly linked to business relationships		Who we are	Health and safety	3	31		
	403-8: Workers covered by an occupational health and safety management system		Who we are	Health and safety	3	31		

	403-9 Work accidents	Only 1 accident classified as needing mandatory reporting, but with low severity, with 5 missed working hours.				-		
	403-10 Occupational diseases	We had no deaths resulting from occupational illnesses or illnesses that needed to be reported.				-		
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee		Who we are	Talent Management: employee attraction and well-being		8		
	404-2 Programmes for improving employee skills and career transition assistance		Who we are	Talent Management: employee attraction and well-being	8	25		
	404-3 Percentage of employees who receive regular performance and career development reviews		Who we are	Talent Management	8	25		
GRI 407 Freedom of Association and Negotiation 2016	407-1 Operations and suppliers where the right to freedom of association and collective bargaining may be at risk					-	Does not apply	There is no risk of union freedom and collective bargaining.
Diversity, equity and inclusion								
GRI 3: Material Topics 2021	GRI 3-3: Managing material themes: Diversity, equity, and inclusion		Who we are	Diversity, equity, and inclusion	5, 10	35 e 41		
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity in governance bodies and employees		Who we are	Diversity, equity, and inclusion	10, 16	35		
	405-2 Proportion between the base salary and remuneration received by women and those received by men					-	Confidentiality restrictions	Confidential information
Strengthening the ecosystem and social dialogue (Delivery drivers)								
GRI 3: Material Topics 2021	GRI 3-3: Managing material themes: Strengthening the ecosystem, and social dialogue		Managing value in the ecosystem			63		
GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and support for services		Managing value in the ecosystem			41		
	203-2 Significant indirect economic impacts		iFood		8	5		
			Education and our impact			76		

GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers					-	Unavailable / incomplete information	The indicator is not monitored by the company because an internal definition for what is local has not yet been established.
GRI 413: Local Communities 2016	413-1 Operations with engagement, impact assessments, and development programmes aimed at the local community		Generating trust with transparency	Stakeholder engagement		109		
	413-2 Operations with actual or potential significant negative impacts on local communities					-	Does not apply	The impact generated by the ecosystem and social dialogue theme encompasses the entire society and public interest.
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers selected based on social criteria					-	Unavailable / incomplete information	The indicator not measured by the organisation.
	414-2 Negative social impacts of the supply chain and measures taken					-	Unavailable / incomplete information	The organization did not map negative impacts on the supply chain.
Investment in education								
GRI 3: Material Topics 2021	GRI 3: Material Topics: Investment in education		Education and our impact	Education as a Cause		-		
GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and support for services		Education and our impact	Investment in infrastructure		41 e 76		
	203-2 Significant indirect economic impacts		Managing value in the ecosystem	Delivery people Occupational Safety	4, 8	76		
Innovation and Artificial Intelligence								
GRI 3: Material Topics 2021	GRI 3-3: Material Topics: Innovation and Artificial Intelligence		iFood	Innovation and AI as strategic differentials	9	16		
Working Conditions and Safety for Delivery Drivers								
GRI 3: Material Topics 2021	GRI 3-3: Managing material topics: Working conditions and safety of delivery people		Managing value in the ecosystem			45		
GRI 409: Forced Labour or Analogous to Slave Labour 2016	409-1 Operations and suppliers with significant risk of cases of forced or compulsory labour		Managing value in the ecosystem		8	41		

iFood's own indicator: Working conditions for delivery people	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) delivery personnel		Managing value in the ecosystem	Delivery people Occupational Safety	8	-		
	Voluntary and (2) involuntary turnover rate for delivery people					-	Unavailable / incomplete information	Confidential information
	Description of the approach for managing short-term and long-term health risks to drivers		Managing value in the ecosystem	Delivery people Occupational Safety				
Strengthening the ecosystem and social dialogue (Restaurants)								
GRI 3: Material Topics 2021	GRI 3-3: Managing material themes: Strengthening the ecosystem and social dialogue		iFood Restaurants: Strengthening the ecosystem and social dialogue			63		
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts		Managing value in the ecosystem	Delivery people Occupational Safety	4, 10	-		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers					-	Unavailable / incomplete information	The organisation does not measure purchases from local suppliers.
GRI 413: Local Communities 2016	413-1 Operations with engagement, impact assessments, and development programmes aimed at the local community		Generating trust with transparency	Stakeholder engagement		109		
	413-2 Operations with actual or potential significant negative impacts on local communities					-	Does not apply	The impact generated by the ecosystem and social dialogue theme encompasses the entire society and public interest.
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers selected based on social criteria					-	Unavailable / incomplete information	The indicator not measured by the organisation.
	414-2 Negative social impacts of the supply chain and measures taken					-	Unavailable / incomplete information	The organization did not map negative impacts on the supply chain.
Strengthening the ecosystem and social dialogue (Markets)								
GRI 3: Material Topics 2021	GRI 3-3: Managing material themes: Strengthening the ecosystem, and social dialogue		iFood Mercado			71		

GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and support for services					-	No investment in iFood Mercado has an infrastructural purpose	
	203-2 Significant indirect economic impacts				17	71		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers					-	The organisation does not measure purchases from local suppliers	
GRI 413: Local Communities 2016	413-1 Operations with engagement, impact assessments, and development programmes aimed at the local community		Generating trust with transparency	Stakeholder engagement		109		
	413-2 Operations with actual or potential significant negative impacts on local communities					-	Does not apply	The impact generated by the ecosystem and social dialogue theme encompasses the entire society and public interest.
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers selected based on social criteria					-	The organisation does not measure purchases from local suppliers	The indicator not measured by the organisation.
	414-2 Negative social impacts of the supply chain and measures taken					-	Unavailable / incomplete information	The organization did not map negative impacts on the supply chain.
Strengthening the ecosystem and social dialogue (iFood Fintech)								
GRI 3: Tópicos Materiais 2021	GRI 3-3: Managing material themes: Strengthening the ecosystem, and social dialogue		iFood Fintech			73		
GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and support for services					-	Does not apply	No investment in fintechs have an infrastructural purpose.
	203-2 Significant indirect economic impacts		iFood Fintech		8	73		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		iFood Fintech		17	73		
GRI 413: Local Communities 2016	413-1 Operations with engagement, impact assessments, and development programmes aimed at the local community		Generating trust with transparency	Stakeholder engagement		109		
	413-2 Operations with actual or potential significant negative impacts on local communities					-	Does not apply	The impact generated by the ecosystem and social dialogue theme encompasses the entire society and public interest.
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers selected based on social criteria					-	Unavailable / incomplete information	The indicator not measured by the organisation.
	414-2 Negative social impacts of the supply chain and measures taken					-	Unavailable / incomplete information	The organization did not map negative impacts on the supply chain.
Food Security								
GRI 3: Material Topics 2021	GRI 3-3: Managing material topics: Food Security		Education and our impact	Food Security		83		

GRI 416: Consumer Health and Safety 2016	416-1 Assessment of impacts on health and safety caused by categories of products and services					-	Does not apply	The organisation has no food production operations.
	416-2 Cases of non-compliance in relation to health and safety impacts caused by products and services					-	Does not apply	There were no cases of non-compliance with laws that resulted in fines or penalties.
Economic Performance								
GRI 3: Material Topics 2021	GRI 3-3: Material Topics: Financial Performance					-	Confidentiality restrictions	Confidential information
GRI 201: Financial Performance 2016	201-1 Direct economic value generated and distributed					-	Confidentiality restrictions	Confidential information
	201-2 Financial implications and other risks and opportunities arising from climate change		Generating trust with transparency	Risk Assessment		105		
	201-3 Obligations of defined benefit plans and other retirement plans					-	Does not apply	The organisation has no employees who fit the indicator theme.
	201-4 Financial support received from the government	We do not receive any type of funding or financial support from federal, state or municipal governments.				-		
Waste management and impact on the value chain								
GRI 3: Material Topics 2021	GRI 3-3: Material Topics: Waste management and impact on the value chain		The Environment			85		
GRI 301: Materials 2016	301-3 Reused products and their packaging		The Environment	Eliminating plastic pollution	12	88		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		The Environment			-		
	306-2 Managing significant impacts related to waste		The Environment	Eliminating plastic pollution	12	85 e 87		
	306-3 Waste generated		The Environment	Eliminating plastic pollution	12	85 e 87		
	306-4 Waste not intended for final disposal					-	Does not apply	The organisation does not generate any type of these residues.
	306-5 Waste intended for final disposal		The Environment	Waste generated in offices and dark stores		72		
GRI 308: Environmental Assessment of Suppliers 2016	308-1 New suppliers selected based on environmental criteria					-	Unavailable / incomplete information	The Indicator has not yet been measured by the organisation.
	308-2 Negative environmental impacts of the supply chain and measures taken					-	Unavailable / incomplete information	The Indicator has not yet been measured by the organisation.

SASB: Food Waste Management & Packaging	FB-RN-150a.2: (1) Total packaging weight, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable and/or compostable		The Environment		12	85		
SASB: Managing Environmental & Social Impacts in the supply chain	FB-FR-430a.4: Discussing strategies for reducing environmental impact from packaging		The Environment	Eliminating plastic pollution	12	85		
SASB: Packaging & Product Distribution	CG-EC-410a.2: Discussing strategies for reducing environmental impact from product delivery		The Environment	Eliminating plastic pollution	12	85		
Greenhouse gas emmissions								
GRI 3: Material Topics 2021	GRI 3-3: Managing material topics: Greenhouse gas emissions		The Environment	Greenhouse gas (GHG) emissions	13	94		
GRI 305: Emissions 2016	305-1 Direct greenhouse gas (GHG) emissions (Scope 1)		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-2 Indirect greenhouse gas (GHG) emissions (Scope 2) from energy acquisition		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-3 Other indirect greenhouse gas (GHG) emissions (Scope 3)		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-4 Intensity of greenhouse gas (GHG) emissions		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-5 Reducing greenhouse gas (GHG) emissions		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-6 Emissions of substances that destroy the ozone layer (ODS)		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
	305-7 Emissions of NOX, SOX and other significant atmospheric emissions		The Environment	Greenhouse gas (GHG) emissions	13	94 e 98		
SASB: Transportation	TR-RO-110a.2: Long-term and short-term discussion of the strategy or plan for managing Scope 3 emissions, emission reduction targets, and an analysis of performance against those targets		The Environment	Greenhouse gas (GHG) emissions	13	94		
	TR-RO-110a.3: (1) Total fuel consumed, (2) natural gas percentual, (3) renewable percentual		The Environment	Greenhouse gas (GHG) emissions	13	94		
Governance, Risk Management & Compliance								
GRI 3: Material Topics 2021	GRI 3-3: Material Topics: Governance, Risk Management & Compliance		Generating trust with transparency			99		Confidentiality restrictions

GRI 202: Market Presence 2016	202-1 Ratio between the lowest wage and the local minimum wage, separated by gender					-	Confidentiality restrictions	Confidential information
GRI 205: Combatting Corruption 2016	205-1 Operations assessed for risks related to corruption		Generating trust with transparency		16	99 e 104		
	205-2 Communication and training in anti-corruption policies and procedures		Generating trust with transparency		16	99		
	205-3 Confirmed cases of corruption and measures taken	No case or contract terminated as a result of corruption-related violations.				-		
GRI 206: Unfair Competition 2016	206-1 Lawsuits for unfair competition, trust and monopoly practices		iFood Restaurantes: Strengthening the ecosystem and social dialogue			63		
GRI 207: Taxes 2019	207-1 Tax approach		Generating trust with transparency	Fiscal and tax management		105		
	207-2 Governance, control and manageig tax risk		Generating trust with transparency	Fiscal and tax management		105		
	207-3 Stakeholder engagement and managing their tax concerns		Generating trust with transparency	Fiscal and tax management		105		
	207-4 Country-by-country reporting	The organisation operates only in Brazil.				-		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints regarding violation of privacy and loss of customer data	No substantiated complaints identified during the reporting period.				-		
SASB: Private Data Privacy & Standard Announcements	CG-EC-220a.2: Description of policies and practices related to behavioural announcements and user privacy		Generating trust with transparency			99		
SASB: Private Data Privacy, Standard Announcements, and Freedom of Expression	TC-IM-220.a4: (1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure		Generating trust with transparency	Data security		99 e 108	Confidentiality restrictions	The total number of requests is confidential information.
SASB: Data Security	CG-EC-230a.1: Description of the approach for identifying and addressing data security risks		Generating trust with transparency	Data security		99 e 108		
	CG-EC-230a.2: Number of data breaches, percentage involving personally identifiable information (PII), number of users affected	No data breaches were identified in the April/2022 to March/2023 period.				-		

13.

Summary ≡

12. GRI content
Summary

Credits

We would like to thank all the people involved in the process of building this report, which involved different strategic teams and the involvement of senior leadership in approving the final content. The bridge work between the areas and consolidation was conducted by:

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FY23 Sustainability Report