

UK Gender Pay

Gap



Driving Inclusion, Diversity and Belonging at Just Eat Takeaway.com

Our people are the heart of our business, and we are committed to creating a work environment where they not only have the opportunities to succeed, but are valued, represented and feel a sense of belonging. Gender equality is an important part of this.

Just Eat Takeaway.com continues to focus on the importance of diversity and inclusion, with our dedicated Inclusion, Diversity & Belonging (ID&B) team putting measures in place to ensure we truly reflect an inclusive culture across our business. This includes implementing ID&B training and guidelines for our leaders and managers.

Andrew Kenny,
Chief Commercial Officer
Just Eat Takeaway.com

We have also launched a formal policy whereby employees can use part of their working hours to focus on developing our employee communities, such as Women in Tech and LGBTQ+, known as JET & Proud.

However, we know we have more to do. One of our focus areas is to ensure that we continue to have a pipeline of talented women joining the business, paid fairly for the work they do, and staying to develop their careers at Just Eat Takeaway.com.

We look forward to updating you on the developments of these initiatives as they progress.



Our global ID&B mission

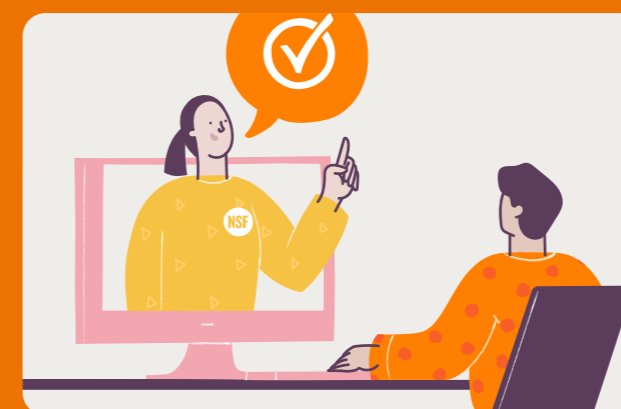
“We are committed to living our values to create an inclusive culture, encouraging diversity of people and thinking, in which all employees and stakeholders feel they truly belong.

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



We firmly believe that for ID&B to become a reality, everyone has to be involved. This is why at Just Eat Takeaway.com, we aim to embed ID&B in everything we do — from our product to our internal processes, to our external campaigns and sponsorships.

Our approach to realise this is grounded in three strategic pillars.



Lead by example to achieve our ID&B mission



Deliver an inclusive environment



Care for everyone’s story and belonging

Our Global Inclusion, Diversity and Belonging approach

As a responsible employer, we understand the important role Inclusion, Diversity and Belonging plays in the success of our business. Diversity helps increase creativity, innovative thinking, and strengthens employee engagement. As part of this, we want to make sure we are implementing and advocating key Inclusion, Diversity & Belonging principles throughout our organisation, in everything we do.

Our ID&B team has taken steps to ensure that our leaders and managers play a key role in setting and committing to our global ID&B strategy. We have embedded Inclusion, Diversity & Belonging in our Just Eat Takeaway.com leadership profile and subsequent leadership learning programmes to equip our leaders with the tools and knowledge they need to create and maintain an inclusive environment.

In 2022, we globalised our Employee Resource Groups (ERGs) - our employee-led communities for those with similar interests and identities to connect with each other. Our employees can join a variety of groups, from global Women in Tech, JET and Proud (LGBTQ+), Neurodiversity and JET in Colour (Multicultural Diversity). Throughout the year, we have connected our ERGs with sponsors from our Executive Committee to drive leadership support and visibility. We have also introduced a policy whereby employees are given time out of their work to focus on developing these communities.

We have also monitored the gender diversity of our workforce and 43.8% of our UK workforce identify as female, 55.9% as male, and 0.3% as Non-Binary/ Other. Amongst our senior leadership, 29% identify as female. We know we need to do more and we will build on the work we are already doing to ensure we have a pipeline of talented people in the UK entering the business, and developing their careers at Just Eat Takeaway.com.



Inclusion, Diversity & Belonging at Just Eat UK

At Just Eat UK, we are committed to fostering an inclusive environment for our people, and although we have a lot more to do in this space, we are proud of the first steps we have taken to embed Inclusion, Diversity and Belonging into the company through various initiatives.

The UK is the first market to establish an ID&B working group, an employee-led initiative that champions our values. Over the past year, our volunteers have successfully raised awareness of ID&B at Just Eat UK through events and celebrations of our diverse community.

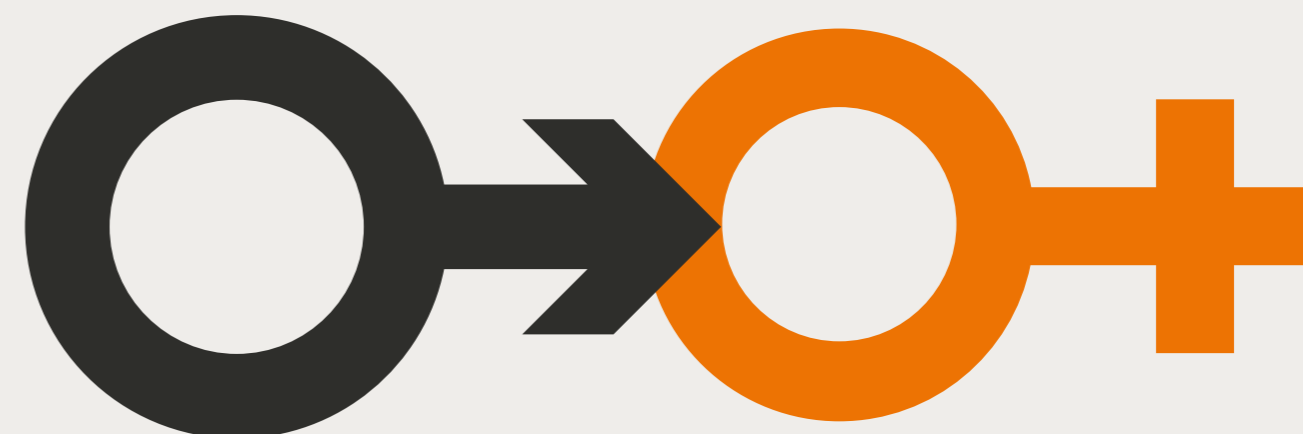


Statutory report

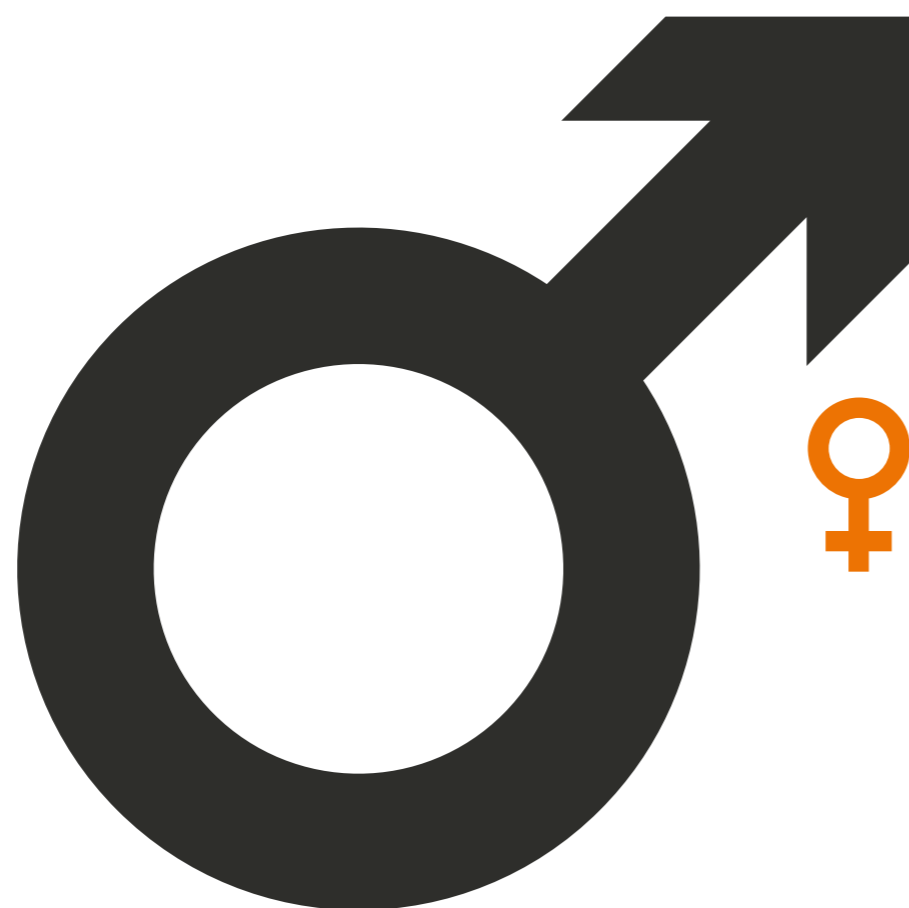
This report includes information relating to both our UK based companies (Just Eat Holdings & Just-Eat.co.uk Ltd). We are required to report these separately on the government website. The information contained in this report was collected on 5 April 2022 in line with the report requirements. Just Eat Takeaway.com N.V. has other UK based subsidiaries that do not meet the requirements for Gender Pay Gap Reporting.

The UK gender pay gap has increased since the merger of Just Eat and Takeaway.com in 2021. This is caused by the fact that senior female roles that formerly sat in Just Eat Holdings are now based outside the UK, therefore their pay is no longer incorporated in the results.

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



Equal pay Compares the pay of female and male employees doing the same role



Gender pay Shows the difference in average pay between female and male employees across all roles.

VS



Mean pay gap

	2019			2020			2021			2022		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
Holdings	32.0	39.0	17.1%	31.9	39.1	18.3%	32.8	37.7	13.1%	36.6	44.7	17.8% ↑
UK	15.5	19.0	20.8%	20.2	21.0	4.0%	18.1	19.6	7.8%	16.8	17.8	5.3% ↓

$$\frac{A - B}{A} \times 100$$

A Mean gross hourly rate of pay of all male relevant employees employed on the relevant data

B Mean gross hourly rate of pay of all female relevant employees employed on the relevant data



Median pay gap

	2019			2020			2021			2022		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
Holdings	27.9	35.2	19.8%	28.6	35.6	19.7%	28.7	36.4	21.2%	32.1	41.2	21.9% ↑
UK	11.7	13.4	13.2%	15.7	16.2	3.3%	14.5	15.0	3.7%	12.9	13.5	4.2% ↑

$$\frac{C - D}{C} \times 100$$

C Median gross hourly rate of pay of all male relevant employees employed on the relevant data

D Median gross hourly rate of pay of all female relevant employees employed on the relevant data



Mean bonus pay gap

	2019			2020			2021			2022		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
Holdings	£11,689.8	£17,952.7	34.9%	£12,935.2	£16,040.5	19.4%	18,062.0	£20,665.1	12.6%	£9,391.46	£12,794.49	26.6% ↑
UK	£5,680.7	£11,136.0	70.1%	£3,327.2	£8,182.4	30.6%	£4,265.2	£5,521.5	22.8%	£5,546.26	£8,322.55	33.4% ↑

$$\frac{E - F}{E} \times 100$$

E Mean bonus pay of all male relevant employees during the period of 12 months preceding the relevant data

F Mean bonus pay of all female relevant employees during the period of 12 months preceding the relevant data

Median bonus pay gap

	2019			2020			2021			2022		
	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %	Female £ per hour	Male £ per hour	Difference %
Holdings	£5,180.0	£7,699.7	32.7%	£7,175.0	£9,290.0	22.8%	£8,690.0	£9,690.0	10.3%	£5,893.44	£8,238.41	28.5% ↑
UK	£1,695.0	£2,710.2	32.5%	£2,960.0	£4,079.3	27.4%	£1,950.0	£2,490.0	21.7%	£2,840.00	£3,892.50	27.0% ↑

$$\frac{G - H}{G} \times 100$$

G Median gross hourly rate of pay of all male relevant employees employed on the relevant data

H Median gross hourly rate of pay of all female relevant employees employed on the relevant data



How will we close the gap?

We understand that our gender pay gap is driven by a lack of women in senior positions - something we are looking to address through clear ambitions, data insights and structural change. We recognise that gaining insights is only the beginning of our journey, and are working towards more diverse representation across our company. Having these insights as our foundation will support us in creating long-term ambitions for diversity at Just Eat Takeaway.com and help identify opportunities to drive ID&B initiatives in the future.

To close the gender pay gap, we continuously work to create a gender-balanced representation in all levels of the company. Along with the gender pay gap, this year we've also looked into the equal pay gap which means males and females are paid the same for the same work or work of equal value. Our analysis shows that the UK equal pay gap is -1.98%. We are putting a lot of effort into keeping it close to 0%. We have implemented mechanisms including incorporating gender diversity reviews in performance ratings and pay reviews. Additionally, we have created a live dashboard that monitors equal pay gaps, so that we can quickly pinpoint gaps and intervene at the earliest point possible.

Bonus proportion: % of employees (M/F) receiving a bonus

	2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
Holdings	80.0%	81.5%	92.9%	91.3%	97.2%	97.7%	84.6% ↓	83.7% ↓
UK	89.5%	84.5%	88.0%	87.8%	99.7%	99.6%	44.4%* ↓	43.8%* ↓

*There were 823 employees without a bonus in the UK, 734 being CS employees without eligibility or hires on or after 1 October 2022

% of women in each pay quartile

Quartile	Holdings			Difference holdings 2022	UK			Difference UK 2022	
	2019	2020	2021	2022	2019	2020	2021	2022	
Lower	46.0%	47.7%	53.2%	58.47%	48.6%	46.9%	47.8%	48.55%	Worse
Lower Middle	26.8%	30.5%	33.8%	34.32%	58.0%	51.0%	53.7%	45.64%	
Upper Middle	24.5%	26.1%	18.6%	24.58%	52.7%	46.9%	47.8%	51.93%	Improved
Upper	25.0%	19.8%	28.1%	26.27%	37.5%	40.6%	43.3%	53.21%	



