B112 INDIVIDUAL ESSAY

SUSTAINABILITY MANAGEMENT JUST EAT TAKEAWAY.COM

- GH1019657

INTRODUCTION

How Jitse Groen founded the food delivery giant

Online food ordering has become a trend among customers all over the world. These days, the customers incline more towards comfort, and in this way, need their food, groceries and nearly everything conveyed to their doorstep. This gives the home delivery service sector its own space. Hence, it is an opportunity to write about European Food delivery giant "Just Eat Takeaway.com" which was initially founded as Thuisbezorgd develop into Takeaway.com and now JustEatTakeaway.com



Jitse Groen was a college student in 1999 and he was attending a party in the Netherlands, he came up with the idea of Thuisbezorgd, as he wanted to order a pizza for the party the internet-based assistance showed that there is no option to order the choice of his food at his mentioned location. That's how Jitse Groen established his organization (internet-based) to serve his country and many individuals who lose a chance to appreciate delectable food at their doorstep.

"Just Eat Business Model: The Online 'Takeaway' Services Explained." *JungleWorks*, 7 Oct. 2021, https://jungleworks.com/just-eat-the-online-takeaway-business-model-explained/.

https://is1-ssl.mzstatic.com/image/thumb/Purple123/v4/1b/d2/cb/1bd2cb5c-1e5c-8cb8-f597-682356aa32f9/App_Icon-marketing.lsr/600x600bb.jpg

Your Tech Story. 2021. *Jitse Groen - Founder of Takeaway.com - Your Tech Story*. [online] Available at: https://www.yourtechstory.com/2020/03/04/jitse-groen-founder-of-takeaway-com/ [Accessed 12 November 2021].



The majority of the fruitful new companies come from simply an idea, Jitse chose to make a site that might interface whatever number of restaurants as would be prudent to individuals. He enrolled with the name Thuisbezorgd. However, the possibility of establishing a business drew near twenty seconds, Jitse did a lot of showcasing research prior to going worldwide. Jitse realized he really wants appropriate financing and arranging before he can put Takeaway on firm ground. But once he established the business he succeeded rapidly. In 2003, he changed the name to Takeaway.com on the grounds that he wanted to go worldwide. He realized it very well, maybe intense for him to contend with the contrary billionaire organizations. Yet, his procedures and strategies played the pro for him.



https://www.2iqresearch.com/hubfs/visual-media2.jpg

2021. [online] Available at: < https://www.justeattakeaway.com/what-we do.> [Accessed 13 November 2021].

As of today, Justeattakeaway works with 2 Food delivery models: -

- 1) Restaurants are listed on the Justeattakeaway website, and the food is delivered by the restaurant itself.
- 2) Restaurants are listed on the Justeattakeaway website, but the food is delivered by Justeattakeaway drivers/couriers which is called Scoober.

How Thuisbezorgd shaped into JustEatTakeaway.com

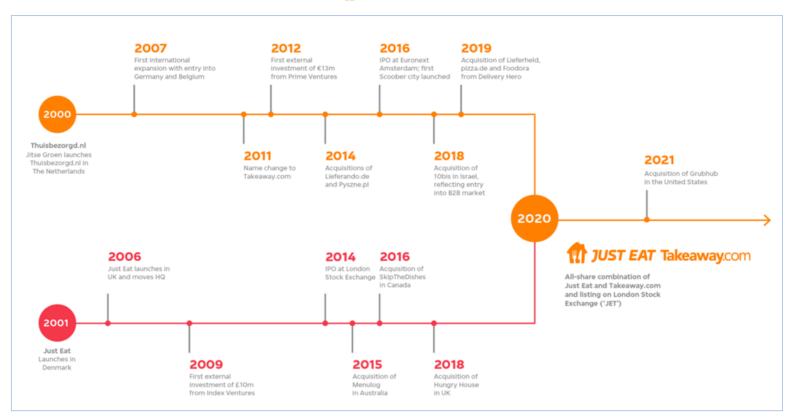


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Table view

Year	Achievements
2000	Jitse Groen Started with Thuisbezorgd in the Netherlands marking the start of the journey to become a European Food delivery giant
2007	Expansion in Germany and Belgium, first 2 countries outside of its home country
2011	Name change to Takeaway.com
2012	Initial investment from Prime Ventures of €13 million set up for further business expansion
2014	Acquisitions of Lieferando.de & Pyszne. pl. Lieferando.de acquisition is significant as it begins its journey in one of the major markets in Europe
2016	Launched the first Scoober City at IPO Euronext Amsterdam
2018	Entry in B2B market and Acquisition of 10bis in Israel
2019	Procurement of Lieferheld, pizza.de, and Foodora from Delivery Hero.
2020	Just Eat merger with Takeaway.com and listing of London Stock Exchange.
2021	Acquisition of Grubhub in the US

Graphical view



2021. [online] Available at: < https://www.justeattakeaway.com/what-we do. > [Accessed 14 November 2021]

What do I understand from an ESG report?

ESG represents Environment, Social and Governance allude to the three key elements when estimating the maintainability and effect of an interest in a business or an organization. Ecological rules look at how as an organization proceeds as a reaction to nature. Social rules consider how the organization treats its employees, customers, providers, and networks. Administration models analyze how the organization is administered, audits, tax strategy, investor freedoms, shareholder rights.

ESG is a nonexclusive term utilized in capital business sectors and regularly utilized by investors to evaluate the behavior of companies, as well as determine their future financial performance. It has been observed that organizations that embrace ESG norms will more often than not be more honest, safer, and subsequently bound to be fruitful in their drawn-out business points. ESG removes impractical organizations with obsolete practices and hurtful secondary effects, while likewise limiting danger for investors as they put resources into more mindful organizations with a more prominent probability of prevailing over the long haul.

Types of Environments, Social, and Governance criteria:

Environmental:

How the company manages energy use, waste pollution, treatment of animals, conservation of resources.

Social:

Social criteria examine the company's relationship with suppliers, shareholders, customers. How much the company donates to the local communities, how they treat their employees their health safety, wages, contract, etc.

Governance:

The administration elements of navigation, from sovereigns, policymaking to the appropriation of privileges and obligations among various members in partnerships, including the governing body, administrators, investors, and partners. Administration factors demonstrate the standards and systems for nations and partnerships and permit investors to evaluate for fitting administration rehearses as they would for environmental and social variables. A corporation's purpose, the role and makeup of boards of directors, shareholder rights, how corporate execution is estimated are central components of corporate administration structures.

Investopedia. 2021. Environmental, Social, & Governance (ESG) Criteria Definition. [online] Available at: https://www.investopedia.com/terms/e/environmental-social-and-governance-esg-criteria.asp [Accessed 14 November 2021].

Environment

Evaluation and Analysis 2020 Justeattkaeaway report 2020 is the first year that the company 1. Justeattakeaway was able to reduce reported on CO2 emissions savings and Carbon emission by changing the their contribution, and it is very clear that way it operated by introducing its the company will need to take a very own Food delivery model called aggressive approach towards moving Scoober which included food more restaurants to Scoober operations. delivered to customers by its drivers The company reported almost 5 times the revenue, hence lowering commissions on via e-bikes, e-scooters and bikes Scoober in order to attract more

	restaurants towards the model will be a
2. Improved energy efficiency of an office building by Reducing plastic usage or recycling waste.	This is a good point and shows that the company could have gotten more innovative even before 2020. The company needs to approach the working style of its employees in office buildings with a new mentality. A mentality that will result in Lower productivity but better results and lower plastic usage at offices. It will need to Introduce a Hybrid model of Working from the office and working from home on a weekly or monthly basis.
3. Hot foods bags are manufactured from recycled foam & The bags and winter jackets are made of recycled plastic bottles.	Again, an innovative step from the company to make use of waste as efficiently as possible. It can get more involved with this step or can take more responsibility by using this as a Marketing or Advertising strategy to spread awareness amongst people on How Plastic can be efficiently recycled. Offering discounts to customers who collect and submit plastic to the company would be a difference-maker step. This provides the company with a positive pulse amongst customers and results in more sales.
4. Installation of automated systems and LED lighting, ensuring proper insulation of buildings, and switching to electricity-based heating systems.	The company makes the best of its resources to efficiently operate its premises. After 20 years of operations in Europe, it would be the right time for the company can partner with Local governments or Local officials in Remote or small cities to make use of its reserves to benefit these places. This will not only give a positive outcome but establish good relations with authorities.
5. Customers in Berlin can order their meals in reusable dishes.	After 20 years of operations in Europe, it is surprising that a company with Huge financial might is only offering this service in Berlin. The company does not mention a timeline on how it plans to push for this service to be implemented in other cities

of Germany and across the Countries where the company operates.

Social

2020 Justeattkaeaway report	Evaluation and Analysis
1) Just Eat Takeaway is aim to increase the number of employees through job creation across all the nations	This is the best way to create Equality and the best opportunity to create diversity at work. Different nationalities at work will make it exciting to work and create an atmosphere that will be unmatchable.
2) A €1.5 million giving campaign equivalent of €0.50 per order during the weekend before Christmas to 14 organizations tackling food poverty, hunger, and homeless in 17 countries globally.	Nothing better to share your earnings with the community and nice gesture to support organizations who support good causes. Again, a company so huge which saw revenues jump almost 5 times compared to 2019 should have extended these throughout the year as 2019 and 2020 witnessed Covid-19 which had an unimaginable impact on human lives.
3) Just Eat Takeaway provides more couriers with employment contracts, hourly wages, and social security.	Once again, the company demonstrates that it does things that are out of this Business model boundaries. Couriers in most of the European Food delivery providers or Meal Kit providers are kept away from Basic rights such as Contracts and Social security. Couriers being a risky job, these benefits are of utmost importance and Hence Justeattakeaway takes the pie here.
4) 40,000 Scoober couriers in Europe and operating in over 200 cities.	The company almost doubled its Scoober courier headcount from 2020 to 2021 again at a time when the majority of sectors had heavy job losses. This should ensure that the company will get good employee satisfaction results as a token of appreciation from its employees. This also reduces stress on the Hiring team's long term as the Attrition rate or Employee churn rate will drop resulting in less expenditure on Hiring costs.

5) In Australia, partners with the National Indigenous Culinary Institute (NICI) to help provide crucial education and training to aspiring Indigenous chefs. This is a good strategy to train talent and utilize them in your business model. This also makes sure that the market or consumers get a regular supply of their favorite dishes. The report does not mention what the expenditure for such training was and how financially beneficial it will be for the company so that it can be a good test case for countries that miss Chefs for their favorite dishes.

6) A proud sponsor of many organizations and events on diversity and inclusion, such as the annual British LGBT Awards and PRIDE in the UK.

The company seems to be very vocal on critical issues that are a regular topic of discussion in the Countries where it operates. This will positively impact how the company is viewed in terms of diversity and inclusion. The company should take a similar approach in all countries and this needs to be listed down in the Sustainability report due to the criticality of the topic.

Governance

2020 Justeattkaeaway report	Evaluation and Analysis
1) In Supervisory Board meetings, the Management Board updates the Supervisory Board on financial aspects of the Company topics that could be important from a strategic or risk management perspective, such as the competitive landscape, compliance matters, risks, and the integration of the legacy Just Eat businesses.	Supervisory Board meetings talk about financial aspects but do not list the expenditure or financial emphasis that the company is willing to contribute towards nature or does not provide a forecast of how it plans to make its office or office culture more impactful for its existing employees.
2) The Supervisory Board recognizes the importance of engagement with the Company's various stakeholders. Through meetings, reports, and ongoing support, the Supervisory Board receives guidance and reminders	It is good that the supervisory board recognizes to meet different stakeholders within the company that has an impact on the company operations, however, it is important to create transparency here and the best way would be to outline the key outcomes that come out of such meetings

on stakeholder engagement and decision-making. The Supervisory Board monitors the extent of the Management Board's engagement with the Company's stakeholders, with material matters shared with the Supervisory Directors for their views.

as it will give 3rd party viewers idea on how the discussions are shaping up and how & on which the discussions are progressing.

3) The vision of Just Eat
Takeaway.com in 2021 was formulated,
the overall strategic objective is to
build sustainable market leadership in
every country in which Just Eat
Takeaway.com operates. This requires
investing in the brand, not only from a
marketing/brand awareness
perspective but also from a product
perspective, which needs to be
continuously improved.

In the past 20 years, the company has rapidly expanded from NL to across the globe covering more than 20 countries and over 30 brands, it is good that the company is finally achieving a structure that will bring together processes and policies to make the company operate similarly. However, this again took 20 years to materialize, during this time absence of local leadership or Overloaded roles due to the absence of local leadership would have resulted in lost opportunities in several markets.

4) Culture and governance are important elements for a rapidly growing business such as Just Eat Takeaway.com, the alignment of their strategy, values, and culture. The Supervisory Board frequently addressed these items in its meetings.

Correctly mentioned that a growing business needs Strategy, Vision, and Culture which were addressed by Board. This will help teams across the organization to look up to these Values and cultures to work for them to realize at every step of their tasks and work. It would have been interesting to read in the report How the vision and culture translate into Revenue or performance on Key Performance Indicators.

5) The Investor relations department kept the Supervisory Board well informed about share price developments, analyst research, communications with stakeholders, Euronext Amsterdam, and London Stock Exchange developments, and so on. In addition, the Supervisory Board carefully reviewed and approved the press releases regarding the full- and half-year results, quarterly trading

Usual activity and standard comments are mentioned in a Sustainability or Financial report which is mentioned in various organization reports. To stand different from other organizations Justeattakeaway should have given the statistical forecast for the coming year or quarter on what they expect to happen differently based on the above steps that they have applied. The company does make a decent effort to be fair to nature and its employees which

updates, the announcement of capital raises or bonds issuances, and acquisition announcements.

needs to translate into Quarterly and Yearly updates.

Evaluation and Analysis of ESG details mentioned in 2020 Justeattakeaway report.

2021. [online] Available at: < https://www.justeattakeaway.com/annual-reports. > [Accessed 13 November 2021].

Conclusion

After going through the 2020 - sustainability report, that the Just Eat Takeaway has made massive improvements in its operating model to lower Carbon emissions and help the environment by introducing the Scoober model. It also mentions increasing Scoober operations in other countries which is a good sign. As an investor, I am sure that the Environmental contributions will only get better in the coming months and years.

The report talks in detail about how it approaches Social challenges in its office locations and the best part is How it treats the couriers as employees. However, to match this changing world it should introduce a Hybrid model of Working from the office and working from home on a weekly or monthly basis. As an investor, the Social approach of the company does not give me a negative sentiment and I feel that the company will put more emphasis to make it even better for its employees.

Governance is something that the company should bring in more transparency about the topics discussed in the supervisory meetings and its developments over time and how it impacts its Customers and Employees. Even without these topics, the company has applied strategic changes during the past year to make an investor believe Governance is on top of their agenda.

I am excited as an Investor to invest in the company as they do a good job to address shortcomings and further enhancing the well doings. They use the sustainability report to highlight the status quo of the company.

Thank you

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What do I understand from an ESG report and Types of ESG -

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Assessment Submission Form

Student Number (If this is group work, please include the student numbers of all group participants)	GH1019657
Assessment Title	Individual Case Study
Module Code	B112
Module Title	Sustainability Management
Module Tutor	Prof. Dr. Ralf Frank
Date Submitted	20 th December 2021

Declaration of Authorship

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