



IMPACT AND SUSTAINABILITY REPORT

FISCAL YEAR APRIL/2023 TO MARCH/2025

2023/25

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MESSAGE FROM MANAGEMENT

(GRI 2-22)

Culture is a key element for any organization's success in growing, innovating, and generating value. After eight years with the Movel group and, since 2018, as vice president of finance and strategy at iFood, I participated in key moments for the company, such as its expansion throughout Brazil, the launch of its logistics operations, and the diversification of its app offerings, including grocery stores, pharmacies, pet shops, as well as benefits and fintech, positioning the company as a business that goes beyond food delivery. I led the implementation of the management model, the impact and sustainability agenda, and fought daily to strengthen the culture we have today, three aspects that have led us to the status of the largest delivery platform in Latin America. In these eight years, I learned the importance of having a strong culture to generate growth.

I spent six years alongside Fabricio Bloisi, sharing a unique vision for the future and building the iFood we have today. I am very

proud to lead an ecosystem of convenience solutions that meets diverse market needs, while generating income for Brazilians and expanding opportunities for small businesses. In the last two fiscal years (from April 2024 to March 2025), we recorded revenue of approximately R\$7.5 billion, driven by the strong performance of our *core business* (marketplace), which in recent years - in addition to restaurants and logistics - has been driven by the grocery store, pharmacy, and pet services verticals.

Over the past three years, we have provided innovative financial solutions for restaurants, highlighting excellent payment and access to credit. In June 2024, we took a significant step forward by launching iFood Pago [Paid iFood], the first digital bank dedicated to the food sector. With this, we have optimized financial management, facilitated access to credit, and have already connected 180 thousand customers, mostly small and

medium-sized businesses, filling gaps not served by generalist banks. We have already granted R\$ 2 billion in credit, significantly boosting the expansion of our partners.

I am committed to continuing iFood's innovation, exponential growth, and sustainability initiatives, keeping management aligned with our current vision and purpose. Our focus is to generate a positive impact in Brazil through solid practices, strengthening our ecosystem, and promoting inclusive and lasting development.

I see education and continuous learning as drivers of change, which also broaden the perspective on inclusion and diversity within our ecosystem. Among the programs we continue to invest in is Meu Diploma do Ensino Médio [My High School Diploma], which not only serves delivery drivers but now also reaches family members and employees of our partner restaurants. In 2024, we reached a significant milestone with 5,264 approved Encceja [National Exam for Certification of Skills for Young People and Adults] exams, totaling 11 thousand approved since the project began in 2021.

The results highlight our impact: 45% of participants report an increase in income, and 28% continue their studies after the program*. Additionally, the program includes AprenderZAP Encceja, a tool developed by the Fundação 1Bi, which is offered free of charge and serves as a supplementary course via WhatsApp.

We also have our educational platform, iFood Decola [iFood Takes Off], which offers knowledge paths with over 50 courses on practical skills for operating at iFood and other



* Source: Internal survey - iFood Decola 2024

everyday skills. For delivery drivers, we provide content on traffic safety and financial education, as well as specific safety content for cyclist delivery drivers. For restaurants, we offer courses ranging from entrepreneurship to digital marketing – topics that significantly improve performance and increase revenue generation potential.

These efforts resulted in a notable increase of up to 23% in order volume for new restaurants and an increase of up to 23% in weekly earnings for delivery drivers*. Our purpose in Feeding the Future of the World remains steadfast, demonstrating that investing in education impacts not only financial performance but also transforms entire lives.

In 2023, we became the first Brazilian and Gig Economy company to join the Good Work Alliance, a group within the World Economic Forum's Center for the New Economy and Society that aims to establish healthy, equitable, and fair standards for a more dignified future of work. In 2024, we signed four commitments with the World Economic Forum, focused on supporting broad access to educational pathways, offering scholarships

and incentives for completing basic education, and ensuring legal and psychological protection and support for delivery drivers in situations of violence. Also within the scope of our participation with the WEF, we collaborated on the creation of the "Digital Platform Alliance" in conjunction with the Prosus group, an initiative that seeks to bring together digital platforms, governments, and organizations to address the challenges and opportunities of platform work, adhering to principles of fair labor practices and sustainable working conditions for this workforce.

On the decarbonization and large-scale innovation front, we focused on the electrification of transportation modes, such as electric bicycles and motorcycles, over the last two fiscal years, with approximately 10% of orders being delivered by these clean modes. In partnership with YvY Capital, iFood will boost the use of electric motorcycles in Brazil, bringing more innovation, sustainability, and efficiency to the sector. We became the first anchor investor in the YvY Fábrica de Negócios [Business Factory] FIP Fund, with an initial investment of US\$ 7.5 million. The Fund expects to

produce and sell 600 thousand electric motorcycles per year by 2035, at competitive prices, benefiting delivery drivers and other partners, in addition to contributing to clean urban mobility. With over 360 thousand active delivery drivers and investing in electromobility since 2020, iFood adopts this strategy as part of its competitiveness and socio-environmental transformation. Innovation is also an ally in introducing alternatives to plastic in delivery. Through the Amigos da Natureza [Friends of Nature] program, in 2024, we avoided sending over 816 tons of plastic to consumers, an 11% increase compared to the previous fiscal year. In 2023, we invested over R\$ 2.5 million in the development of alternative packaging, the recycling chain, and reverse logistics projects. The New Economy, the development of proprietary technology, and a culture of innovation are the foundation of our work, enabling the creation and implementation of ideas with autonomy. Continuous innovation ensures that each interaction is more effective, agile, and unique. Therefore, we constantly develop new features and have over 100 proprietary artificial intelligence models in operation, some of which are available for use



by our ecosystem. These models optimize the entire workflow, from order opening to delivery, offering solutions that simplify the daily lives of our partners, provide a more seamless experience for customers, delivery drivers, and restaurants, and improve not only our operational efficiency but also the results of the entire ecosystem.

In the coming years, we will continue to evolve alongside our ecosystem, driving disruptive innovations and generating shared value. We want a better Brazil. We are part of the solution.

Diego Barreto
President of iFood

* Source: Internal survey – iFood Decola 2024



Our ecosystem and impact journey



WE ARE A BRAZILIAN TECHNOLOGY COMPANY.

GRI 3-3, 2-1, 2-6, 2-8
S&P 1-1-1 Sustainability Report Boundaries

Since our founding in 2011, in the interior of São Paulo, iFood has transformed from a simple printed menu guide into a technological power that leads online delivery in Latin America. In just one year, we migrated to digital with our app and website, and in 2015, we celebrated our first million orders. This accelerated growth trajectory reflects our ability to innovate and adapt to emerging consumer needs. Driven by our purpose of Feeding the Future of the World, we strive to bring significant benefits to the economy, the environment, and society, actively contributing to the sustainable growth of the entire ecosystem of which we are a part.

Through technology, we connect more than 400 thousand partner establishments (restaurants, grocery stores,

pet shops, pharmacies, and retailers) and more than 360 thousand delivery drivers, enabling more than 120 million monthly orders to reach approximately 55 million active users. In 2024, we saw approximately 13% growth in the number of orders compared to the previous year, reinforcing a continuous trend of growth and innovation, with a presence in more than 1,500 cities across Brazil.

With the launch of iFood Pago, we strengthen our position in the financial sector. Our digital bank is part of the iFood ecosystem focused on the food sector and focuses on growing alongside restaurants, helping partners with accounts improve their performance and increase sales. We offer solutions for comprehensive financial management, in addition to expanding access

to credit, which is essential to ensuring the success of small and medium-sized entrepreneurs.

In the Benefits vertical, established in 2020, we aim to provide workers with access to a broad network for using meal vouchers and food vouchers - with 4 million establishments throughout Brazil.

With a recorded impact of 0.55% on Brazilian GDP (FIPE 2024 - Fundação Instituto de Pesquisa Econômica [Economic Research Institute Foundation]), iFood goes beyond delivering meals. We lead an ecosystem of innovation and social impact, using cutting-edge technologies and data platforms to uniquely and continuously meet the new demands of consumers and partners.



NUMBER OF ORDERS PER MONTH



**MORE THAN 120 MILLION
ORDERS
ARE DELIVERED
MONTHLY TO
APPROXIMATELY
55 MILLION
ACTIVE USERS**



MARKETPLACE

+ 360 THOUSAND
MALE AND FEMALE
DELIVERY DRIVERS

+ 400 THOUSAND
ESTABLISHMENTS
(restaurants, grocery stores, pharmacies, pet shops, retailers)

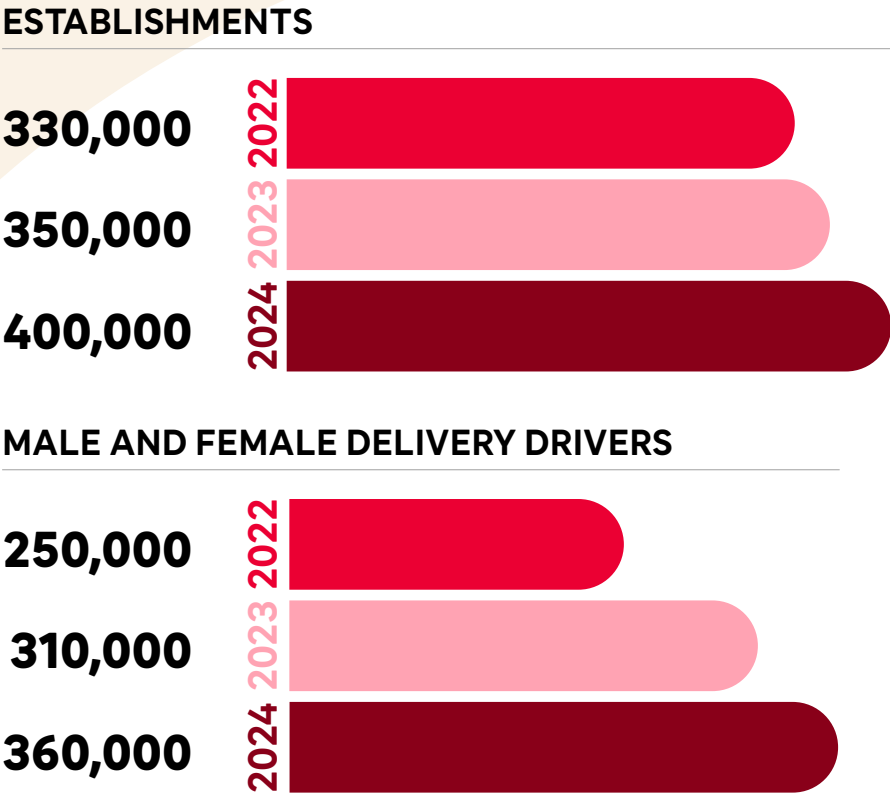
+ 55 MILLION
CUSTOMERS

The iFood Marketplace is emerging as a strategic multi-category convenience power, playing an essential role in connecting establishments with consumers, whether digitally - the iFood app - or in-person, at the iFood Salão [iFood Dining room].

The iFood Marketplace transforms the consumer experience, offering quick and easy access to their favorite meals, whether pizzas, burgers, lunch boxes, or Japanese food. Additionally, through the Marketplace, consumers can shop at supermarkets, wholesalers, wholesale retailers, pharmacies, pet shops, and more. With attractive prices and the convenience of shopping from home, we serve

people in diverse locations who can choose from a wide variety of establishments and receive their orders on the same day.

Built on the pillars of technology and innovation, the marketplace stands out by offering practical, fast, and secure services that meet the needs of 55 million customers, while also serving as a powerful showcase that boosts the business of over 400 thousand partners, including restaurants, grocery stores, pharmacies, pet shops, wholesalers, convenience stores, and other retailers. Currently, 40% of orders are fulfilled by one of the 360 thousand delivery drivers registered on our platform.



+ 180 THOUSAND DIGITAL ACCOUNTS

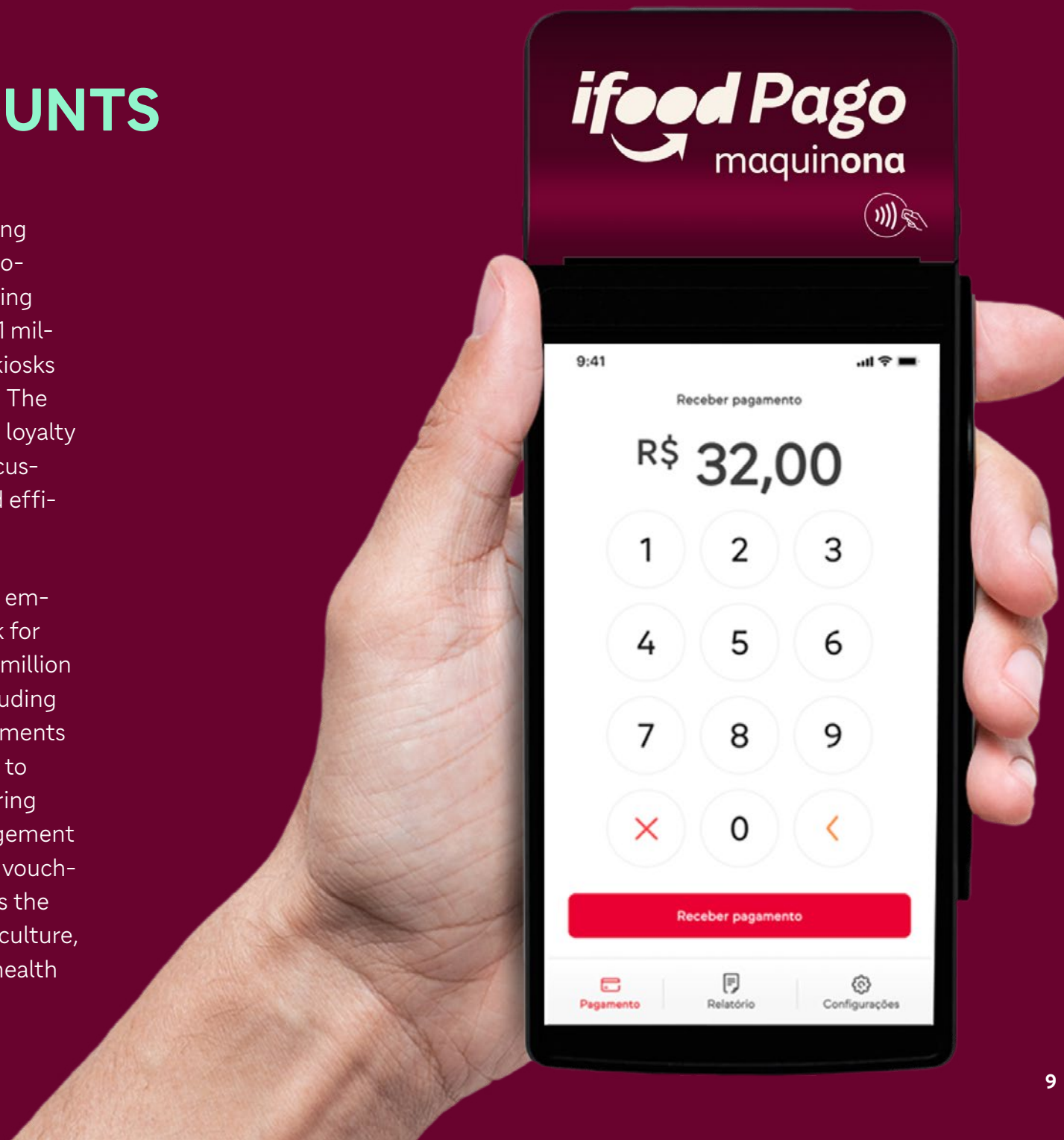
GRI 3-3, 203-2, 204-1

Since its launch in June 2024, iFood Pago has established itself as the digital bank for restaurants, offering financial solutions that optimize the management of 180 thousand partners throughout Brazil. We have already granted R\$ 2 billion in credit. The platform offers a robust digital account with features such as receivables anticipation, facilitated credit - with competitive rates and analytics based on restaurant performance within iFood, facilitating access for those facing barriers to traditional models - and the innovative **Maquinona**, an advanced solution that integrates sales, marketing, and data management, offering tools to maximize revenue and strengthen customer relationships.

With iFood Salão, we have expanded our operations beyond delivery, bringing technology to physical restaurants. The first launch was an integrated solution with self-service kiosks, which optimize

orders and reduce lines, especially during peak times. In initial tests, this technology captured 75% of GMV for participating restaurants, and the projection is that 1 million orders will be placed through the kiosks by the end of the first quarter of 2025. The integration of these systems enhances loyalty strategies and generates insights into customer behavior, promoting growth and efficiency for partners.

In terms of benefits, we aim to provide employees with access to a broad network for using meal and food vouchers - with 4 million establishments throughout Brazil, including the more than 400 thousand establishments on iFood - and offer greater autonomy to employees and HR teams in administering benefits through a simple, agile management platform. In addition to meal and food vouchers, the iFood multi-benefit card allows the allocation of balances across mobility, culture, education, remote work support, and health and well-being categories.

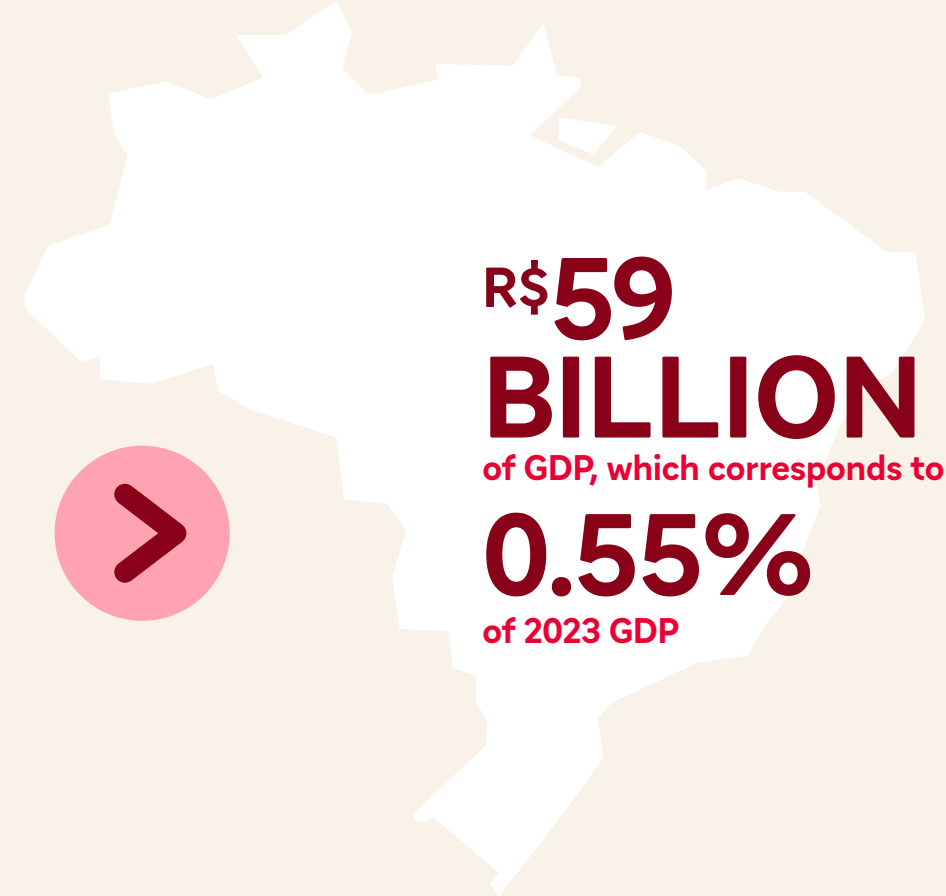


OUR ECONOMIC IMPACT

GRI 203-2

Our role in connecting people and businesses through technology generates value for society by accelerating income and growth opportunities for small and medium-sized restaurants and other establishments, as well as for delivery partners. In addition to the direct economic impact, our activity generates a multiplier effect on the economy, impacting various sectors, from food and commerce to systems development and other information services.

According to the **Socioeconomic Impact survey by iFood, FIPE 2024** (Economic Research Institute Foundation), our ecosystem generated R\$110 billion in gross production value in 2023, equivalent to 0.55% of GDP, and generated approximately 909 thousand jobs, directly and indirectly, corresponding to 0.91% of the Brazilian employed population that year.



*Job position is measured by Man-Year Equivalents (EHA): the workday of an adult man or woman, eight hours, for 200 days per year. In other words, an EHA can represent more than one worker.

iFood's multiplier effect on the Brazilian economy:

\$ STIMULATED PRODUCTION

For every

R\$1 THOUSAND

spent directly on the platform, an additional

R\$1,390

is indirectly generated in the country's economy.

\$ ADDITIONAL INDIRECT TAXES

For every

R\$1 THOUSAND

collected directly in taxes due to transactions on the platform,

an additional

R\$1,119

is indirectly collected.



EXPANDED EMPLOYABILITY

For every

100

jobs created by iFood, another

67

are indirectly added to the Brazilian economy.

The iFood effect on **job creation in partner restaurants** that employ formal employees is very significant: on average, a restaurant that joined iFood generated almost **7% MORE FORMAL JOBS** compared to an equivalent establishment outside the app. The impact is even greater for **small businesses**: a small restaurant that joined the platform between 2017 and 2020 generated, on average, **10.2% MORE FORMAL JOBS** than a small business in the same sector that did not join the app. For small restaurants that joined iFood in 2020, the increase was almost 20%.

FINANCIAL PERFORMANCE

GRI 3-3: Material theme - Economic performance
GRI 201-1
S&P 1-8-2 Fiscal reports

We generate a positive impact by contributing to Brazilian socio-economic development and the delivery segment's value chain. Maintaining an efficient and constantly evolving ecosystem is our greatest challenge and also an opportunity for impact. In the last fiscal year (April 2024 to March 2025), we recorded revenue of R\$ 7.5 billion*, driven by the strong performance of our *core business* (food delivery) and the growth of our market verticals and benefits. Together, they account for 40% of our entire business.



*Information on iFood's revenue and financial performance can be found in the 2024 Prosus Annual Report.

SUSTAINABILITY JOURNEY

In 2019, before the Covid-19 pandemic in Brazil, and after the organic consolidation of our logistics operations, iFood's sustainability journey began. We were an eight-year-old company, and for one year we were in a stage of *hypergrowth* and expansion, as a result of the financial investment that made iFood one of the top ten unicorns in the country's history. Until then, sustainability initiatives had emerged through the autonomy and entrepreneurship of some Food Lovers, such as the creation of Affinity Groups (internal groups focused on DE&I), the development of the Donations feature in the app, and waste management practices in the office. The ESG journey, however, took on another dimension when it began to be spearheaded by the company's leadership at the time.

We began this agenda the same way we start new businesses: dreaming big, with a strong team, ambitious goals, innovating quickly, and

focusing on large-scale results. The strategy initially focused on three pillars: Education, Environment, and Inclusion - EMI. In less than five years, we developed projects and programs in each of these pillars, with a high-scale socio-environmental impact, some of which have been recognized globally.

In 2021, we launched a set of public commitments aligning everyone in the company on our impact intentions and priorities, as well as challenging us to think about the agenda at scale and based on who we are: our culture, position in the ecosystem, and assets.



We celebrate the achievement of commitments across all pillars:

- **Inclusion:** 38.5% of senior leadership positions are held by women, making us among the most diverse companies in the sector in this regard.
- **Education:** We exceeded our goal by reaching more than 5 million elementary school students, through the combined efforts of the Aprendizap and MovTech initiatives.
- **Environment:** From 2021 to 2024, we neutralized 100% of our own deliveries, achieving our goal ahead of schedule. We renew our commitment to reducing iFood's direct and indirect emissions. Starting in October 2024, we will direct investments in the purchase of carbon credits toward developing the strategy to reduce emissions through clean modals, detailed in the chapter "Environmental Impact: emissions and fleet electrification." We are currently validating the science-based emissions reduction targets (SBTi) to guide progress going forward, reinforcing our alignment with the Paris Agreement.

Unmet commitments:

- **Inclusion:** we remain committed to consistently advancing toward the initially defined representation percentages of women in leadership, Black people in general, and Black people in leadership, while maintaining the representation of women in senior leadership already achieved.
- **Education:** We have achieved more than 1.3 million course completion certificates issued on the Decola platform by restaurants and delivery drivers. In 2024, we decided to rewrite and renew our commitment to Education, committing to the World Economic Forum to guarantee access to 100% of delivery drivers to learning paths focused on increasing earnings, protection, and safety. The Tech Training and Employability commitment reached 12,060 graduates and 5,127 employees in just four years. In 2024, we decided to reduce investment in this area and channel it toward initiatives that generate shared value, especially with the restaurant and delivery driver ecosystem.
- **Environment:** Despite our efforts, we have not yet completely eliminated the use of plastic in our packaging. In March 2025, plastic was still present in 26% of deliveries, a figure close to the 27% recorded at the beginning of our commitment. During this period, we recycled 1.7 tons of plastic, representing 1.85% of the material still used. The wide variety of packaging used in delivery, combined with supply chain constraints, has hindered significant progress. Given this scenario, we are reevaluating our strategy. We remain committed to reducing plastic use, but we are no longer monitoring this indicator based on the initial target. The focus is now on the Green Cities Program, which takes a systemic and targeted approach to addressing the problem in selected cities. The program mobilizes suppliers, restaurants, customers, and government agencies to co-create solutions adapted to local needs and realities.



		Commitments	Results	Deadline	Going Forward
EDUCATION		Impacting 5 million students in Basic Education, promoting technology and STEM-related subjects in public education systems	We exceeded our goal by reaching more than 5 million students, through the combined efforts of the Aprendizap and MovTech initiatives.	2025	We renewed our commitment to Education by signing commitments with the World Economic Forum in 2024 to ensure that 100% of delivery drivers have access to scholarships and incentives for completing High School, as well as educational paths so that anyone can learn how to increase their earnings, safety, and well-being with iFood.
		Training 5 million people for the jobs of the future	More than 1.3 million certificates were issued at iFood Decola, in tailored educational paths for delivery drivers and restaurants.	2025	The WEF's commitment to the future of work now includes offering legal and psychological support for at least 90% of cases involving discrimination against delivery partners, as well as ensuring that they are aware of and know how to use this service.
		Train and employ 25 thousand people from underrepresented and low-income groups in the technology sector	We achieved 48% of our training commitment and 20% of our employability commitment in the Technology sector by March 2025: 12,060 graduates and 5,127 employees, through initiatives such as MovTech and Potência Tech.	2025	The goal of expanding the training and employability of people from underrepresented groups in the technology sector continues to be met by expanding these profiles within iFood's own Technology team, reflected in its DE&I ambitions.
ENVIRONMENT		Zero plastic pollution in delivery by 2025, reducing plastic in deliveries by 50% and recycling the remainder, based on the volume generated in 2021.	Reduction of plastic in Delivery packaging from 27% to 26%, and 1,686 tons recycled, equivalent to 2% of the remaining plastic.	2025	We reviewed our plastic waste strategy and adjusted our goals, taking into account our significant growth. We are expanding solutions focused on more accurate metrics, fostering cost reductions in sustainable packaging, encouraging its distribution to partners, and investing in recycling chains in key cities in Brazil. We remain committed to reducing plastic use, going beyond our original commitments.
		Achieve CO ₂ -neutral emissions and achieve 50% of deliveries via iFood (full service) using non-polluting vehicles.	Until October 2024, we offset CO ₂ emissions by purchasing carbon credits for all orders during this period. However, we recognize the need to mature our strategy and seek additional alternatives. 100% of emissions neutralized by 2024. 10% of full-service orders were delivered using clean modals.	2025	We renew our commitment to reducing iFood's emissions and contributing to solving systemic impacts. We will focus on expanding deliveries and delivery drivers using clean modals, in addition to increasing our logistics efficiency. We are developing science-based targets (SBTi) for emissions reduction, which will guide our actions going forward.

INCLUSION

Commitments	Results	Deadline	Going Forward
 50% women in leadership	We have increased the representation of women in leadership from 28% to 46% since 2019. Technology is the only area where gender parity in leadership has not yet been achieved due to the structural challenge of a lack of female workforce in this field.	2023	While maintaining female representation in senior leadership, we remain committed to consistently advancing toward the representation percentages initially defined in other areas.
 35% women in senior leadership	We exceeded the original goal of 35% female representation in senior leadership since 2023 and maintained constant progress to 38.7% in March 2025.	2023	
 40% Black people overall	We jumped from 21% to 35% Black people at iFood since 2019 - a 67% increase. Still below the 40% target.	2023	
 30% Black people in leadership	We've grown from 14% to 23% of Black people in leadership positions since 2019 - a 65% increase. Still below the 30% target.	2023	

These commitments were important in the initial traction of the sustainability agenda at iFood. With successes and lessons learned, we are proud of our journey thus far and the accelerated maturity this experience has provided us.

Since 2021, we have actively expanded dialogue with all stakeholders in our ecosystem: delivery drivers, small and medium-sized business owners, government agencies, and civil society. Our focus has been on intensifying the identification of

needs and impact opportunities for delivery drivers and restaurants. This approach has shown that investing in our partners not only generates financial returns but also promotes significant social and environmental benefits.



Evolution to a New Impact and Sustainability Strategy

Based on the lessons learned, we are adjusting our strategy to intensify our social and environmental impact in a financially sustainable and scalable manner. The Social Impact Vice Presidency has been transformed into Impact and Sustainability, reflecting our comprehensive and integrated vision for the future. With a renewed focus on the pillars of the future of work, education, and the environment, we continue to foster a resilient, equitable environment centered on people's well-being, while expanding our actions to meet global climate goals.

Our ESG strategy is deeply linked to technological innovation, seeking to mitigate negative impacts by reducing CO₂ emissions and the use of plastics, in addition to ensuring fair and dignified working conditions. We are committed to providing quality education and support to PMEs (Small and Medium-Sized

Enterprises), promoting digital inclusion and the sustainable growth of our ecosystem.

Understanding the crucial role we play in the Gig Economy, our goal is to set global standards of excellence, fostering a balance between economic efficiency and social responsibility. Our collaboration with stakeholders and governments will be vital to achieving a sustainable transformation that benefits the entire value chain.

We believe this evolution will allow iFood not only to strengthen its sustainable practices but also to lead as an inspiring example in the industry, offering innovative and lasting solutions to the challenges of the future. We are committed to setting high standards in Brazil and beyond, creating a legacy of positive impact for future generations.





Commitments for the future

In 2023, we became the first Brazilian and Gig Economy company to join the Good Work Alliance - a global, cross-sectoral group linked to the World Economic Forum's Center for the New Economy and Society - with the goal of establishing healthy,

equitable, and fair standards for a more dignified future of work. To formalize our commitment to this topic, in 2024 we made **four commitments to the World Economic Forum** regarding the Future of Work in the Gig Economy. They are:

In the *Good Work Alliance*, iFood, alongside 40 companies, is contributing to the World Economic Forum's development of a new framework for work, based on 6 pillars:

- **Promote wage fairness**
- **Develop technology responsibly**
- **Offer flexibility and protection**
- **Boost diversity, equity, and inclusion**
- **Ensure health and well-being**
- **Promote employability and a culture of learning**

In addition to our commitments to Working Conditions in the Gig Economy with the World Economic Forum, we are currently internally validating our Science-Based Targets (SBTi) to guide the reduction of greenhouse gas emissions for iFood and the ecosystem. After the targets are validated, they will be made public.

We remain committed to ensuring equity, promoting inclusion, and expanding representation within our teams, maintaining our aspiration to reach the original percentages of representation across gender and race. This agenda was renegotiated internally with the entire iFood team in February 2025, reaffirming our commitment to building a team with a demographic closer to the diversity we observe in our ecosystem.

1

Ensure that legal and psychological support is provided in 90% of discrimination cases involving delivery drivers (currently above target, at 96%) and that 100% of cases brought are concluded* (currently at 93%) by 2026.

2

Raise awareness among delivery drivers about iFood's provision of legal and psychological support for discrimination cases and ensure they understand how to access it, with the goal of reaching 75% (currently 38%) by 2026.

3

Ensure that all delivery drivers have access to training, courses, and educational opportunities to improve their performance and earnings on the platform by 2025.

4

Promote high school completion for 100% of delivery drivers who apply for the scholarship

*The case is considered closed when the designated lawyer contacts the delivery driver and files a police report or initiates legal action. For psychological support, the case is considered closed when the delivery driver completes one to three psychotherapy sessions without withdrawing from the case.

IFOOD IMPACT MAP

Material issues that drive our strategy

GRI 3-1, 3-2
S&P 1-3-1 Materiality Analysis
S&P 1-3-2 Material Issues for Business Value Creation
S&P 1-3-3 Materiality Metrics for Business Value Creation
S&P 1-3-4 Material Issues for External Stakeholders
S&P 1-3-5 Materiality Metrics for External Stakeholders

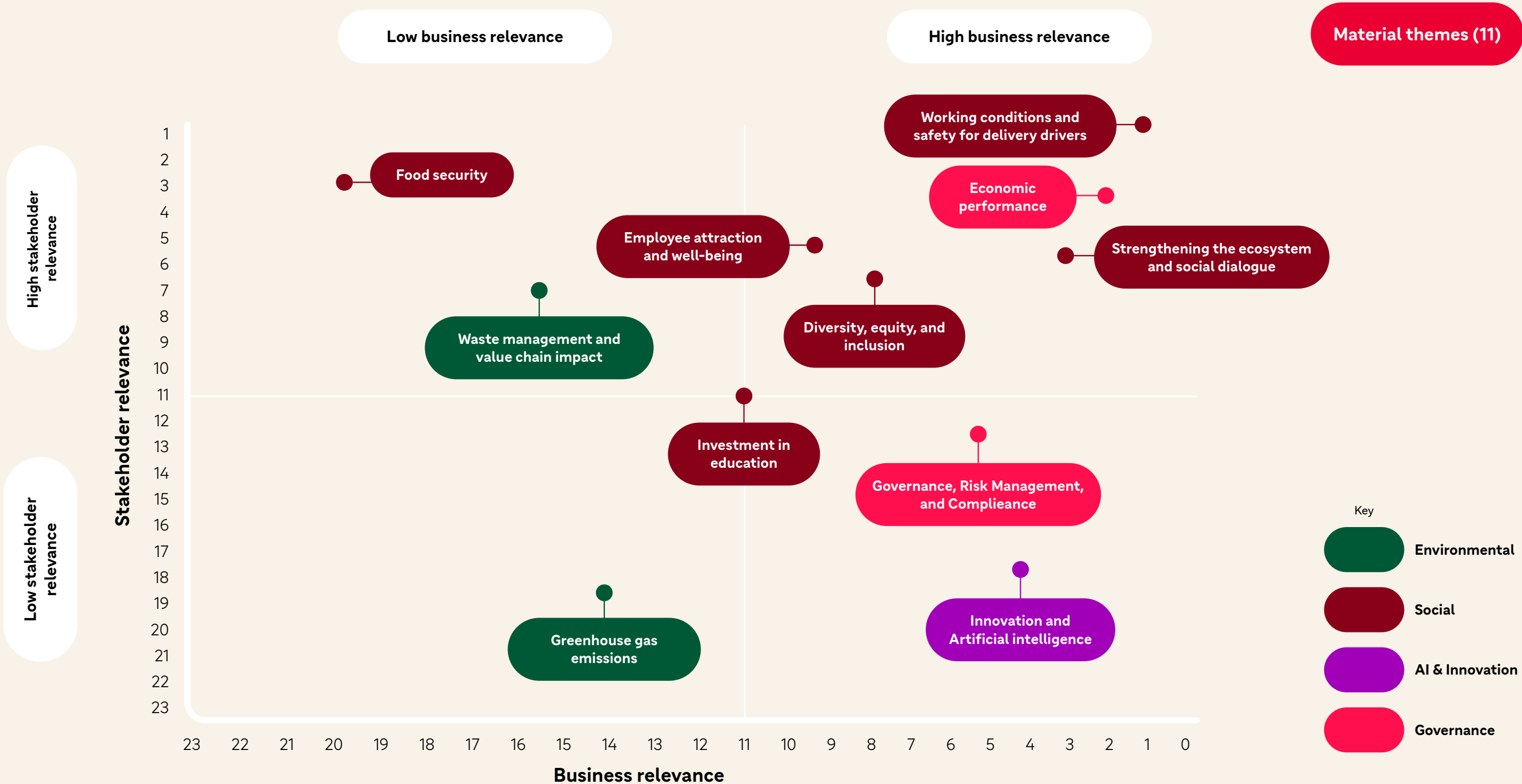
At iFood, we recognize the importance of actively managing the most relevant environmental, social, and governance (ESG) issues for our ecosystem and providing transparency on these issues to our stakeholders.

Our materiality approach is focused on identifying the crucial aspects that require our attention to maximize our positive impact and mitigate potential risks. Aligned with the UN Sustainable Development Goals (SDGs), we have defined 11 material

themes that guide our sustainability strategies, projecting a more inclusive and sustainable future for the iFood ecosystem.

Throughout the report, we will contextualize the evolution of these themes throughout our journey and the most important advances made between April 2023 and March 2025, always in line with our purpose of contributing to the achievement of the SDG targets by 2030.





RESTAURANT

SOCIAL

SDG	
 	380 thousand active partners (restaurants)
  	75% of partners are small and medium-sized
 	+ 150 thousand certificates issued (restaurants)

ENVIRONMENTAL

SDG	
 	816 tons avoided with AdN (restaurants)
 	22.5 grams of plastic in FY25
  	R\$ 1 million invested in sustainable packaging solutions

GOVERNANCE

SDG	
	Code of Ethics and Conduct

LOGISTICS

SOCIAL

SDG	
 	360 thousand delivery drivers
 	40-hour weekly average gross earnings of delivery drivers = R\$ 4,153.60
  	11 thousand people trained via MDEM

ENVIRONMENTAL

SDG	
  	35.7 million orders via clean modals
  	83 thousand delivery drivers use clean modals
  	+ 4,2 thousand are part of iFood Pedal

GOVERNANCE

SDG	
  	Policy to Combat Discrimination and Violence
	Code of Ethics and Conduct

MARKET

SOCIAL

SDG	
  	+ 4 thousand markets
   	18 thousand tons of food
   	5 million people

GOVERNANCE

SDG	
	Code of Ethics and Conduct

PAGO

SOCIAL		
SDG		
  	180 thousand accounts	
  	2 billion in credit	

GOVERNANCE	
SDG	
	Code of Ethics and Conduct

INSTITUTIONAL AND DEI

SOCIAL		
SDG		
  	14.3 thousand scholarships funded for underrepresented groups	
  	R\$12 million invested in access to tech education	
 	35% Black people in the overall workforce	
 	23% Black people in leadership positions	
  	47% women in the overall workforce	
  	46% women in leadership positions	

ENVIRONMENTAL	
SDG	
  	R\$ 2 million to support partners in climate disasters

GOVERNANCE	
SDG	
	150 AI models in operation
  	Policy to Combat Discrimination and Violence
	Code of Ethics and Conduct
  	Risk management



Innovation as an identity



CULTURE OF INNOVATION

GRI 3-3 - Material theme: Innovation and Artificial intelligence
S&P 4-1-1 Artificial Intelligence Policy;
S&P 4-1-2 Artificial Intelligence and ESG Performance

As a foodtech company with principles anchored in the New Economy, we believe that the development of proprietary technology and a culture of innovation are essential to revolutionize and promote growth and prosperity for entrepreneurs, delivery drivers, consumers, and the entire ecosystem in which we operate.

Our first pillar of innovation is culture, as we believe that innovation must be

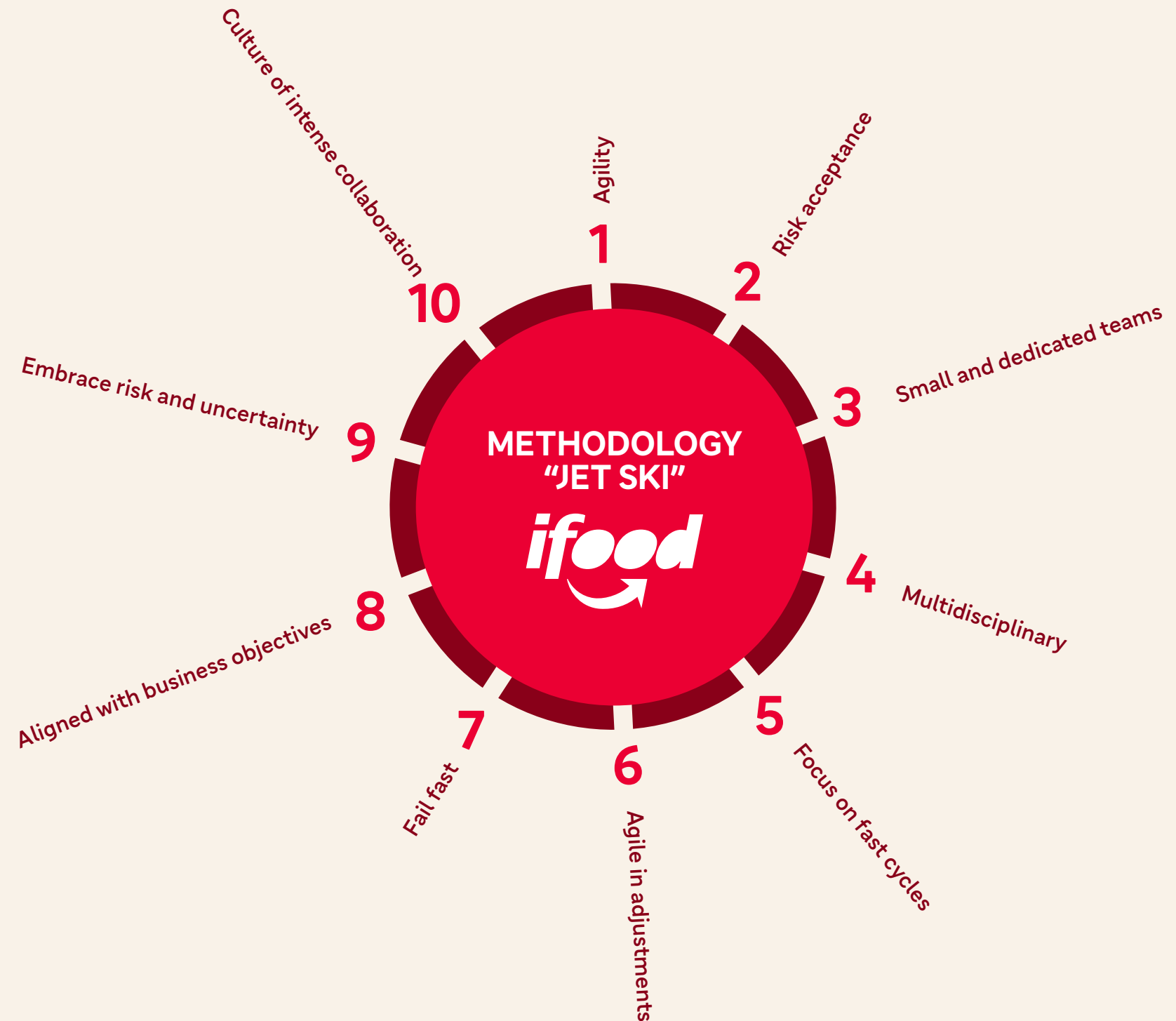
decentralized and integrated into the company's overall strategies. The second is having a clear vision of where we want to go, since innovation is the result of a series of decentralized initiatives that multiply when focused in the same direction. The third is technology, used to solve complex problems in new ways that had never been considered before.



Methodology for disruptive innovation

Our approach to innovation balances safety and risk, with projects that don't depend on a central area. To innovate disruptively, we engage the entire company through the Jet Ski methodology, a way to test quickly, compiling results and investment analysis.

Jet Ski teams are lean, autonomous, and multidisciplinary, dedicated to selecting the most innovative ideas that emerge at iFood and putting them into the testing phase. These missions last 3 to 6 months, focusing on a specific business problem, for which Jet Ski has the freedom to test approaches without fear of innovation and taking calculated risks. Some of these projects are scaled and implemented, while others will serve as learning opportunities to identify what doesn't fit our business.



ARTIFICIAL INTELLIGENCE COMBINED WITH OPERATIONAL EFFICIENCY AND EXPERIENCE OF THE ENTIRE IFOOD ECOSYSTEM

With a focus on operational efficiency and constantly improving the experience of our ecosystem, we invest heavily in artificial intelligence. At iFood, artificial intelligence is used extensively and culturally by all employees on a daily basis. This approach is connected to the idea of decentralized innovation, where the entire company is innovative.

Currently, we have several specialists, including engineers, scientists, and data analysts, who form a team responsible for approximately 100 specific-purpose artificial intelligence models for the app. All of these models follow ethical and privacy guidelines from their inception to meet the parameters established by the General Personal Data Protection Law (LGPD).

Furthermore, we work to ensure that our fraud prevention, logistics, and other actions do not promote discriminatory actions or reinforce inequalities.

We are exclusively dedicated to developing specific-purpose artificial intelligence models. General-purpose models, such as the generative artificial intelligence we use, are developed by third parties and, where appropriate, adapted to the iFood environment.

Over the past five years, the impact of artificial intelligence on our ecosystem, which uses these tools daily, has led us to be recognized for the second consecutive time in 2024 as one of the 20 companies winning the MIT Technology Review Brazil Innovative Workplaces award.



**+ 100 AI
MODELS
FOR THE
APPLICATION**

Improvements for our ecosystem: Generative AI as an ally to transform the consumer experience and enhance customer service and service offerings

The efficient use of artificial intelligence also involves a significant learning curve that we respect and requires us to constantly test and improve projects.

Through the artificial intelligence we offer, restaurants can improve the descriptions of dishes presented to customers with just one click. This expands access to technology for restaurant owners who don't have access to professional photos or who, for various reasons, have unattractive menu descriptions. Order traffic on AI-enhanced menus has increased by 5% compared to those without the technology.

Dora as an ally in grocery ordering

We have a proactive bot, Dora. In the grocery space, for example, customers can ask what ingredients they need to create a recipe. The bot receives a voice command, understands the context, prepares a list of products, and compares prices at partner establishments on the platform.

Voice ordering is among the opportunities created by the use of artificial intelligence. Our goal is to simplify users' lives and even make shopping fun.

Anota AI integrated ordering chatbot

As part of its strategy to contribute to the ecosystem's growth and accelerate the development of new solutions through innovation and technology, iFood invested in Anota AI, a tool that facilitates management and simplifies the daily lives of thousands of partners.

The startup Anota AI was founded in 2017 and received an investment from iFood in 2022. Currently, the companies operate separately, and founder Jonas Casarin continues to lead Anota AI as CEO. This solution was created to optimize service processes and manage information and data more quickly and efficiently for restaurants.

Small and medium-sized entrepreneurs, whether self-employed or employed by one to three people, for example, face the challenge of not only producing the order for delivery, but also managing orders



received through different channels: the iFood app, WhatsApp, Instagram, or others. Anota AI responds to and centralizes orders received through other channels and is integrated with the establishment's own number, maintaining the identity and direct relationship with its customers. It's worth noting that iFood doesn't charge a commission on orders placed via Anota AI.

Communication is conducted in a humanized tone to provide consumers with information such as menus, opening hours, and payment methods, in addition to generating strategic information that will serve as the basis for creating increasingly better experiences for different customer profiles.



ARTIFICIAL INTELLIGENCE (AI) GOVERNANCE PROGRAM

The advancement of artificial intelligence, especially the growing use of generative AI in everyday life, makes it essential that ethics and privacy be part of innovation from the outset. To ensure that models are designed and implemented ethically, quickly, and securely, we have a governance program focused on artificial intelligence, based on the pillars: culture, guidance, and management.

CULTURE:

Investment in this pillar occurs through training and internal alignment on the appropriate use of technology. Fostering a culture of responsible use of artificial intelligence generates knowledge about the impact the model can have on society (positive or negative) and potential biases and risks.

GUIDANCE: We train models and algorithms based on ethical foundations that align with legal privacy principles, such as transparency, explainability, non-discrimination, security, robustness, responsibility, and accountability. Through this approach, we can provide AI with the elements that enable us to make fairer future decisions.

MANAGEMENT: We adopt effective measures that support the diligent use of AI, recording its activities, formalizing legal recommendations, and monitoring its development and application. On this front, the Privacy & AI Governance area conducts a series of assessments of the artificial intelligence models used by iFood, in addition to implementing new policies regarding the use of AI.

Our recipe is to innovate responsibly. The essential ingredients in our use of AI are:



Transparency: we seek expected, explainable, and accessible results, promoting trust and clarity about the functionality of our solutions.



Accountability: we strive to build accurate and complete AI models, mapping the lifecycle of our technologies end-to-end, with controls and continuous human oversight.



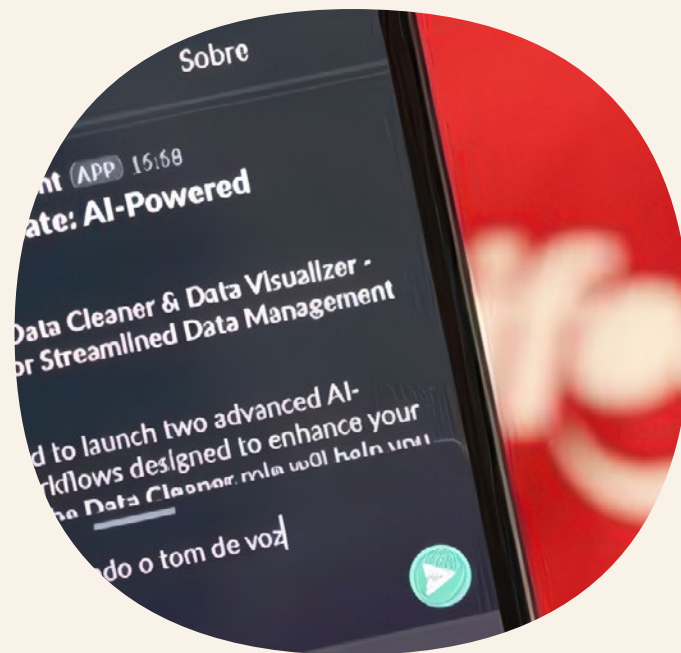
Privacy and Security: we develop solutions with AI and robust security measures, striving to provide a safe experience with protected personal data.



Innovation: we are committed to creating innovative solutions with technical excellence, aiming to improve the experience of everyone involved in our ecosystem.

Aiming to increase productivity and team development in this area, we transformed the way people work at iFood by using Toqan, a generative artificial intelligence integrated with Slack - our internal communication tool - that functions as an internal personal assistant for FoodLovers. Developed by Prosus and enhanced for the iFood environment, its goal is to improve and optimize daily processes. Over the past year, some tools have evolved:

- Connection with cloud storage services;
- Communication through any Slack channel or direct interaction with it;
- OCR (Optical Character Recognition) application;
- Image generation and real-time web search capabilities.

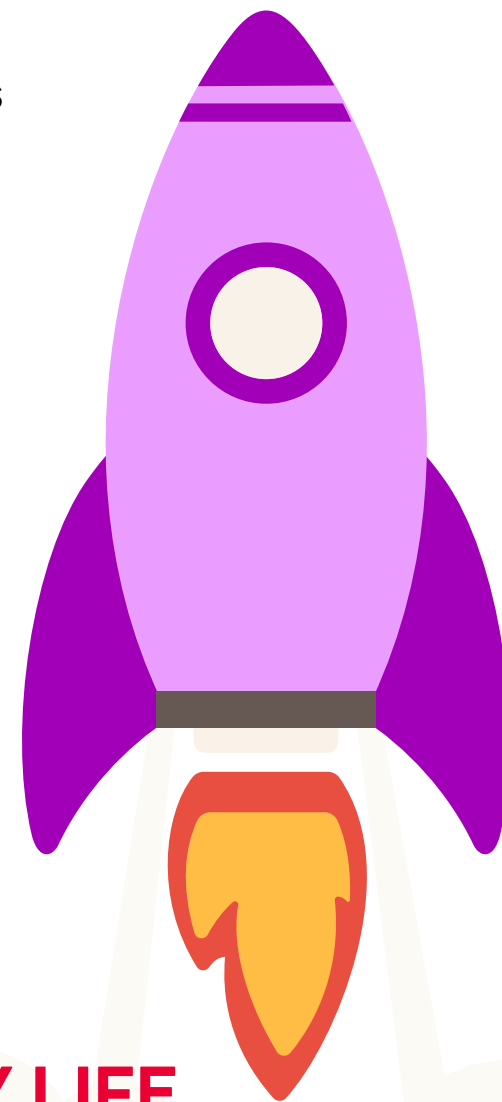


Furthermore, Toqan is still connected to GPT4 Chat and the world's best open and closed LLM (Large Language Model) and artificial intelligence models, which further increases our productivity.

WE PERIODICALLY PROVIDE TRAINING AND INSTRUCTION FOR ALL OUR EMPLOYEES, ON THE RESPONSIBLE USE OF AI AND ITS APPLICATION IN DAILY LIFE.

Open innovation and partnerships with startups

In December 2023, we were recognized as one of the companies that stands out in open innovation alongside startups, achieving fourth place in the Best Companies for Startups Ranking, promoted by AB Startups (Brazilian Startup Association) and The Bakery. We believe that partnerships with startups are crucial for innovation and the development of new solutions.





Restaurants

COMMITMENT TO CONTINUOUS IMPROVEMENT AND THE PROSPERITY OF BRAZILIAN ENTREPRENEURS

GRI 3-3 - Material Theme: Strengthening the ecosystem and social dialogue
GRI 201-2, 203-1, 404-1, 404-2, 405-1

WHO ARE THE RESTAURANTS ON IFOOD

The bar and restaurant segment employs more than 6 million Brazilians, with an average business life of 3.4 years, according to 2023 data from Abrasel (Brazilian Association of Bars and Restaurants).

In our ecosystem, we have more than **380 thousand partner restaurants**, mostly small and medium-sized businesses.

**+ 380 THOUSAND
PARTNER
RESTAURANTS**

**+ 75% SMALL-AND
MEDIUM-SIZED
BUSINESSES**



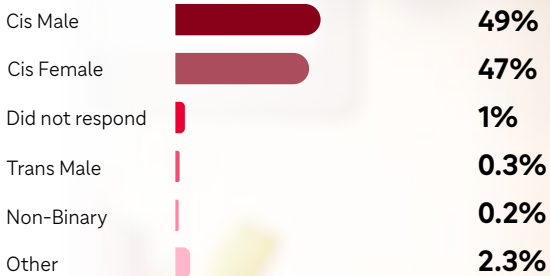
PARTNER PROFILE

The iFood partner profile is **balanced between** female and male, with a **greater predominance of partners from Generation Y**. In the case of Super restaurants, the greatest predominance is of partners from Generation X.

69% have children, of which 22% are single parents - **3x more women** than men in this situation.

Most have **up to 3 children**, with the highest percentage having 1 or 2 children.

DEMOGRAPHIC ROLE OF THE IFOOD PARTNER



GENERATION



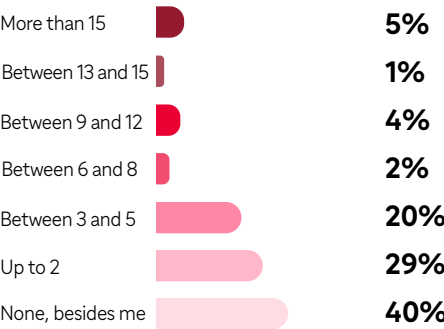
Source: iFood Restaurant Owner Profile, Jul 2024, No. 385.



EMPLOYEES

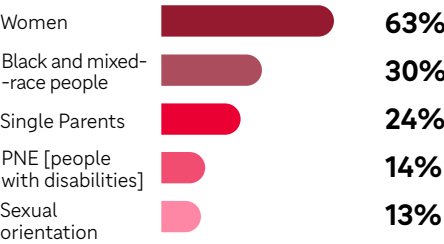
The staff structure is generally lean. In 40% of restaurants, the sole employee is the owner. In places that have employees, hiring strongly considers gender and ethnicity. Restaurant owners, in particular, tend to promote the inclusion of people of different ethnicities, people with disabilities, and diverse sexual orientations.

NUMBER OF EMPLOYEES



WHAT TO CONSIDER WHEN HIRING AN EMPLOYEE

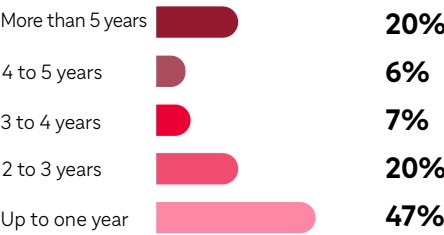
41% take social issues into consideration when hiring, the main ones being:



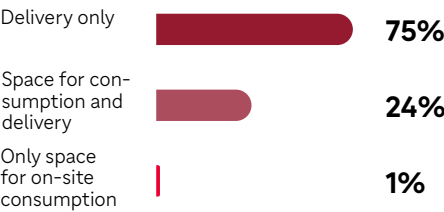
NEW ENTREPRENEURS

Today, iFood is a gateway to entrepreneurship in Brazil. In general, the restaurants are new, with 50% having been operating for less than a year. New partners join every year, and iFood needs to continue to meet the dreams of new entrepreneurs in Brazil, offering more resources and technology.

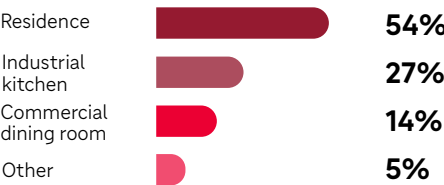
RESTAURANT TIME



RESTAURANT OPERATION



RESTAURANT OPERATION



Data from the internal survey iFood Restaurant Owner Profile 2024.

IFOOD ACCELERATES BUSINESS OPPORTUNITIES FOR BRAZILIAN ENTREPRENEURS



Our mission is to be the delivery platform with the best service package to meet the needs of restaurants in Brazil. Given the demographic diversity and the different business realities, and consequently the varied needs, a fundamental part of fulfilling this mission is listening to restaurant owners. This allows us to deeply understand their needs and, thus, maintain an effective Continuous Improvement agenda and co-create platform improvements with partners.

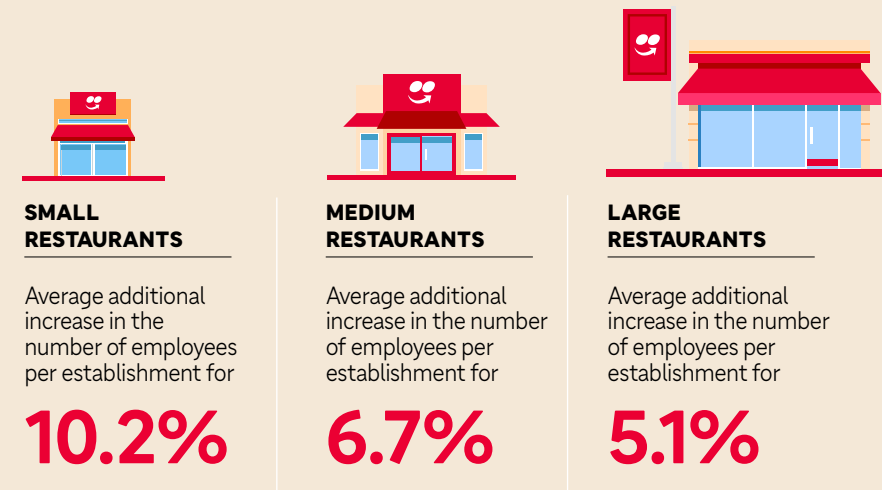
Besides impacting the restaurant industry, our relationship with these establishments also helps create jobs. According to data from the iFood Socioeconomic Impact survey, FIPE 2024, restaurants that joined iFood between 2017 and 2020 saw significant growth in job creation, compared to similar establishments that chose not to use the platform.

ALL RESTAURANTS

Joining iFood generated an additional increase of, on average,

6.9%

in the number of employees per establishment when compared to similar restaurants that never joined the platform



when compared to other restaurants of the same size that did not join the platform

CONNECTION AND DIALOGUE: OUR STRATEGY FOR CONTINUOUS IMPROVEMENT

To continually enhance the partner experience, iFood constantly improves various features and products, positively impacting the day-to-day operations of its stores. This is possible thanks to the Continuous Improvement Commitment, launched in an open letter to restaurants in 2022, which established a commitment to improve the operations and management of partner restaurants through collaboration and dialogue, joint prioritization of improvements, and accountability for these developments.

Our strategy to maintain this active agenda is divided into two complementary pillars:

1) Doing the basics well

Offering excellent services and features through a Continuous Improvement Agenda. Up to March 2025, we had 16 areas of activity within iFood, working to address restaurants' main pain points. These include:

- Cancellation;
- Financial experience;
- Service;
- Promotions;
- Catalog.

In each strategic cycle, we prioritize topics based on surveys and feedback collected directly from restaurants. Numerous improvements have already been implemented after listening to partners through the Connection and Dialogue initiatives.



2) Engagement

To provide excellent service, it is essential to listen and be transparent about our actions to improve the experience. To this end, we currently collaborate with three main groups that play an active role in our Continuous Improvement Agenda: the Restaurant Forum, iFood Connection, and the Association of Trade Unions. These groups represent the various restaurants on iFood, as we have an active base of over 380 thousand partner restaurants, making communication with information multipliers essential.



Restaurant Forum: a group formed by 20 restaurant owners of all sizes, cuisines, and regions of Brazil. The program lasts 12 months and consists of an average of three monthly meetings for discussion, collaboration, and testing to improve our solutions.

iFood Connection: a relationship program with 25 of the top content producers and influencers in the Food Service market, with the potential to reach over 1.4 million restaurants. These are reliable channels that generate quality information on a recurring basis and also serve as a mechanism to ensure transparency about our actions for restaurants.

Associations and Unions: we hold meetings with regional associations and unions to understand the challenges faced by the food service industry. These dialogues enable the proposal of joint solutions and the discussion of relevant topics, strengthening our collaboration with the sector.

2021

- Creation of new communication channels with restaurants, such as Instagram and YouTube;
- Creation of iFood Connection and beginning of relationships with digital content producers;
- First online event exclusively for restaurants.

2022

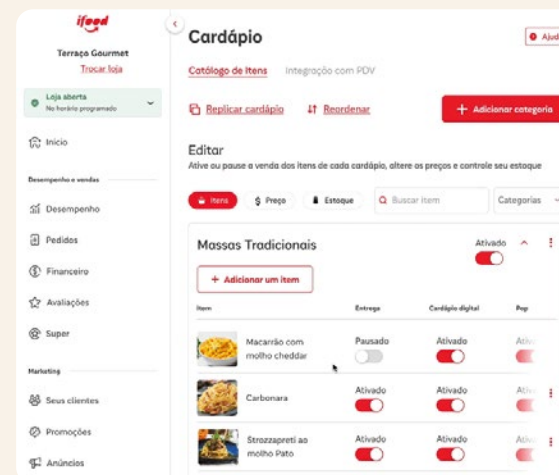
- Creation of the Continuous Improvement Agenda;
- First class of the Restaurant Forum;
- Redesign of the financial reconciliation screen, making it more user-friendly;
- Clearer criteria for becoming a Super Restaurant;
- Implementation of four new tools for customer order cancellations, including order confirmation to prevent unjustified cancellations and allowing restaurants to report customers acting in bad faith on the platform.

2023

- **Implementation** of a new cancellation policy for restaurants, with four stages in which orders can be canceled - before order confirmation, during food preparation, during delivery, and after delivery;
- **Refund proposal:** a simple and intuitive feature that allows establishments to negotiate with customers when a problem occurs, such as partial order failures.
- **Return Route:** ensures orders are returned to establishments in specific cancellation cases (customer not located; delivery address not located; and delivery in case of risk).
- **Customer Service:** automation of the process that identifies suspicious reviews or logistical failures;
- **Financial dashboard:** improvements to partners' organization and financial control.

2024 and 2025

- Improvements with the implementation of chat-based customer service and adjustments to delivery and preparation times, aiming to improve accuracy and operational efficiency;
- New menu creation experience on iFood;
- Use of Artificial Intelligence in menus. Over 60% of partners have the AI-powered menu description feature and express interest in learning more about it. The majority (81%) accept the tool's suggestions;
- New screen that displays real-time operational data.
- We launched tools to reduce delivery wait times at restaurants, especially for partners with in-house delivery services
- Negotiation of delays with customers was implemented, allowing for adjustments to delivery times for late orders.
- Improvements to the customer evaluation process.



Nádia Souza,
Mr. Grão Doceria e Cafeteria,
Rio das Ostras (RJ).



The Restaurant Forum was a turning point for me: I gained a deeper understanding of the tools offered, contributed to the development of several features of the app and portal - and, of course, seeing my contribution being used by thousands of restaurants across Brazil is incredibly rewarding!





Our partner’s satisfaction

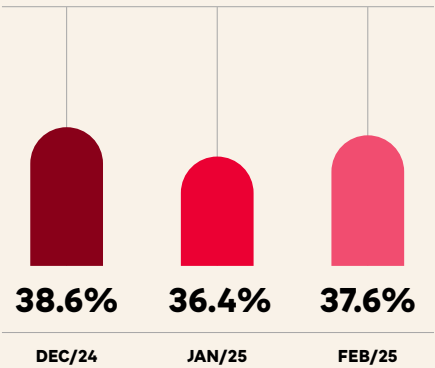
- To evaluate restaurants’ experience on the platform, we conduct a monthly sample survey based on three main indicators:
- Overall satisfaction with the iFood partnership;
 - Trust in iFood to resolve pain points and problems;
 - Level of awareness of our Continuous Improvement Agenda.

Currently, this indicator is stable, and we are working hard on improvements to increase our perceived value as a partnership.

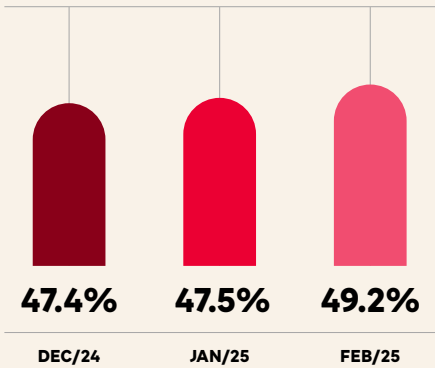
META-FUNNEL INDICATORS

After a period of decline in continuous improvement KPIs, results were more stable in February, but at low levels.

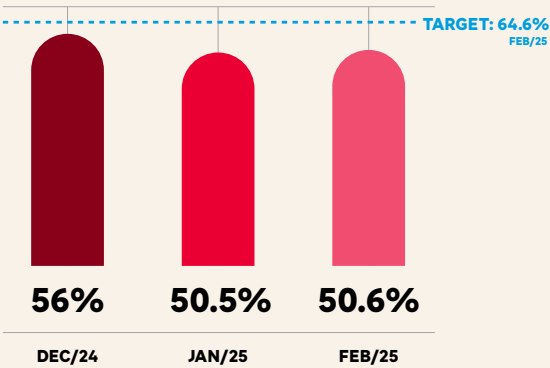
SATISFACTION LT



TRUST LT



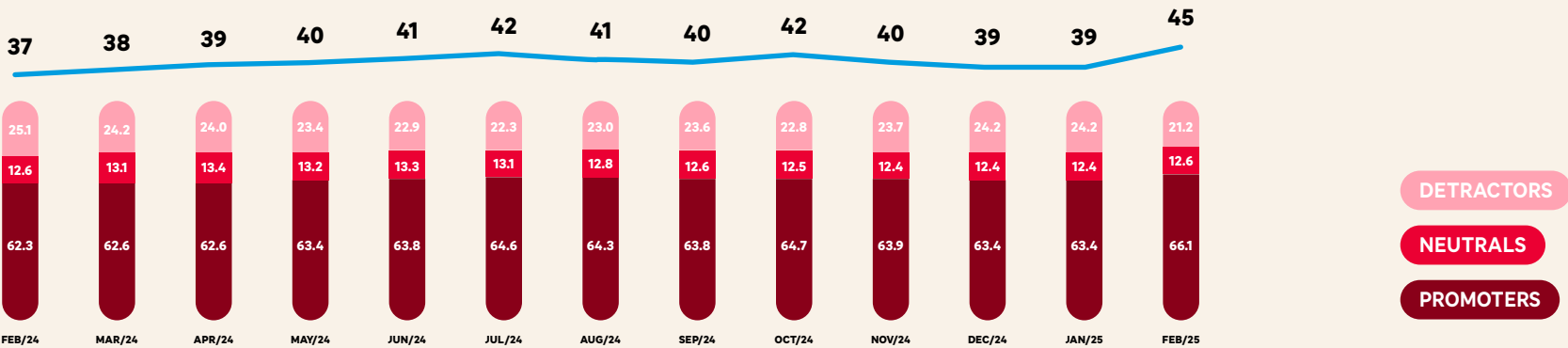
AGREEMENT MC LT



NPS

NPS remains stable at 41 points, as do Continuous Improvement indicators.

TOTAL NPS



Source: Continuous Improvement Tracking - March 25. Intelligence and Management Team. Quantitative survey (fieldwork conducted from February 1st to 25th).

NPS: Net Promoter Score | MC: Continuous improvement | LT: Long tail

iFood MOVE

iFood took a significant step to further strengthen its connection with its restaurant partners. Aiming to provide entrepreneurs with essential resources to stand out and dominate the market, we held iFood Move, the largest restaurant gathering in Latin America. In its first edition, the event took place in September 2024 at São Paulo Expo and welcomed approximately 10 thousand participants over two days. In 2025, it will be even bigger, with more participants and new features on August 5th and 6th at São Paulo Expo.

iFood Move stood out for its rich program, which covered topics such as innovation, trends, new products and success strategies, marketing, artificial intelligence, and increased profits through online sales. One of the highlights was the launch of innovative tools such as iFood Pago, the iFood totem, and Maquinona, developed to improve the operations of partner restaurants and expand their growth opportunities beyond delivery.

Another attraction of the event was the first iFood Super Restaurants Award, which recognized partner restaurants for their excellent performance in areas such as quality of service, innovation, and positive impact on the community. 65 restaurants received awards after a thorough review of the top performers in the Super Restaurants program rankings over the past 12 months.

The FIPE 2024 survey presented during the event reinforced iFood's impact on the food

market and the economy, highlighting the generation of jobs and income for restaurants and delivery drivers, as well as changes and trends in the food and delivery sector.

With more than 60 lectures, panels, and workshops, iFood Move provided a networking and learning platform, bringing the company even closer to its partners. The event's developments yielded valuable insights and practical solutions for the restaurant industry.

BUSINESS SOLUTIONS AND FINANCIAL INCLUSION

Our platform connects partner restaurants and more than 55 million customers, promoting the expansion of the delivery area and expanding sales opportunities. We offer marketing tools to increase visibility, as well as advantages such as efficient delivery of orders from different channels - via iFood, WhatsApp, social media, and phone. We also offer free consulting with performance experts to help you grow your business in 30 days, as well as banking services through iFood Pago, which include weekly payments and credit with favorable rates.

Becoming a partner, whether a store or restaurant, is very simple: just register, choose one of our plans that meets your business needs, sign the partnership agreement, and start using the app. Business management can be done from anywhere, using your cell phone, without the need for a physical point of sale or computer.

Finding the balance between business investment and financial security is one of the biggest challenges for Brazilian entrepreneurs. To support our partners, we use technology, data science, and financial services, such as access to credit, to contribute to business prosperity and promote financial inclusion.



Since 2022, iFood has been developing financial solutions for its partners, offering credit and payment services tailored to the needs of restaurants. This movement culminated in the official launch of iFood Pago in June 2024, consolidating its position as the first financial services institution specifically designed for the food sector.

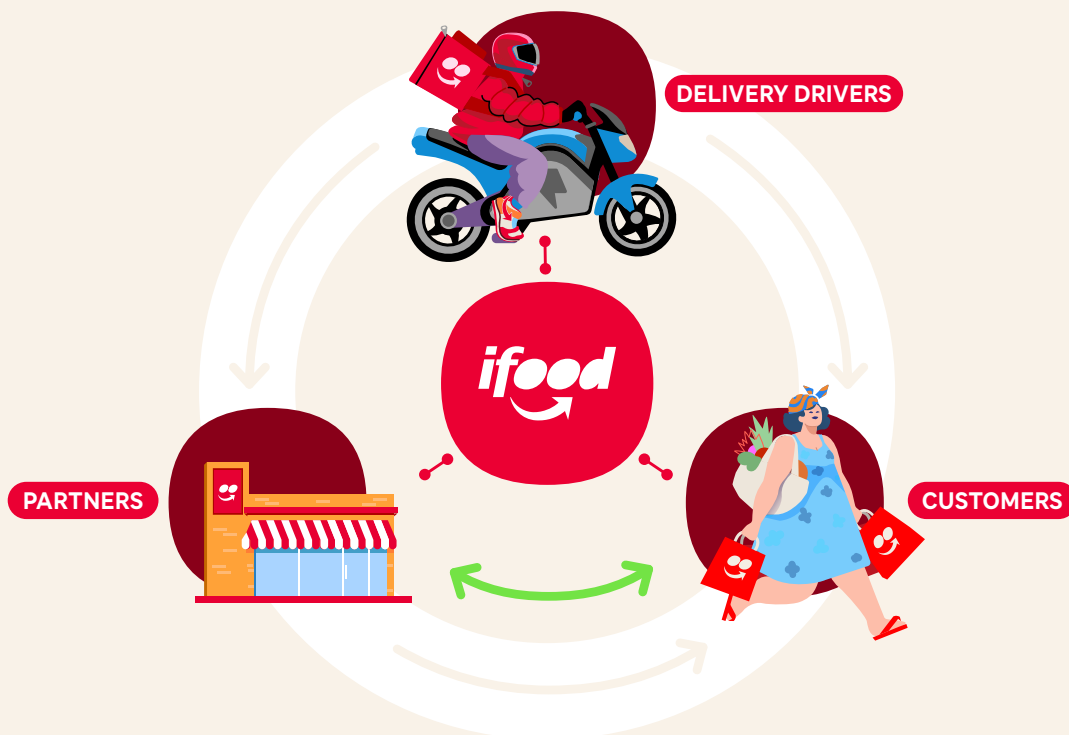
iFood Pago positions itself as a solution that optimizes financial management for establishments, facilitates loan transfers, and provides personalized access to credit. With a clear strategy, the service already boasts impressive numbers: 180 thousand

connected customers, representing a significant portion of the establishments registered on the platform. To date, R\$ 2 billion in credit has been granted, with the ambitious goal of increasing this amount to R\$ 3.5 billion by 2026.

The launch of iFood Pago reflects our commitment to offering our partners a more efficient financial ecosystem, capable of keeping pace with the growth and demands of the food market. In this way, iFood positions itself not only as a delivery platform, but as a strategic partner offering innovative solutions to drive the success of restaurants throughout Brazil.

Logistics

To deliver orders to customers, restaurants can choose to have their own delivery fleet or use independent delivery drivers available through platforms such as iFood. For 60% of orders placed on iFood, the establishment is responsible for delivery – this option is known as the Basic Plan. For the remaining 40% of orders, restaurants choose to contract logistics with delivery drivers connected to the iFood platform, leaving the establishments solely responsible for preparing the orders – this option is called the Delivery Plan.



ifood Shop

ONLINE STORE WITH DIFFERENT UTILITIES FOR RESTAURANTS, FROM INGREDIENTS TO PACKAGING

This is iFood's wholesale delivery service with a variety of supply and inventory options for restaurants, from ingredients to packaging.

iFood Shop is an online shopping platform that allows restaurants to purchase ingredients at wholesale prices with the convenience of delivery. It is also the channel through which partner restaurants can purchase sustainable or customized packaging.



AI FOR GOOD

Anota AI is an innovative solution that makes the use of artificial intelligence for order capture accessible through proprietary channels. Helping small and medium-sized businesses reduce operational bottlenecks and optimize essential processes, such as service time, menu delivery, and order management.

Launched in 2017, the Rio Grande do Sul-based startup **received investment from iFood in 2022** and aims to democratize access to advanced technologies for food delivery services throughout Brazil. Through features such as automated customer service via a WhatsApp bot and the delivery of optimized digital menus with online payment, the tool helps entrepreneurs improve their operational efficiency.



Super Restaurants

The program recognizes restaurants that offer the best experience to their customers on the platform and highlights them on the platform with the verification seal - one star - and other prominent spaces. "Super" restaurants are those with low cancellation and order problem rates, in addition to excellent reviews.

Restaurants that obtain the Super seal are highlighted in lists and filters exclusive to this category and automatically gain more advertising space for their store on the app.

Created in 2019, we have already recognized more than **76 thousand establishments** with the Super Restaurant seal. Between the second quarter of 2023 and the second quarter of 2024, there was a 22% increase in the total number of Super restaurants on the platform.

In 2023 and 2024, iFood awarded recognition plates to Super Restaurants that had the highest number of orders and maintained the seal for 12 consecutive months.

super 

THE RESTAURANT GAINS
MORE VISIBILITY
ON THE IFOOD APP.

THE POSSIBILITY OF
INCREASED SALES
IS GREATER.

MORE RECOGNITION
AND APPRECIATION
FROM CUSTOMERS.

Agreements with Cade

GRI 206-1

Cade (Administrative Council for Economic Defense) is a government agency that ensures free competition in the market. In 2021, an administrative inquiry was opened to investigate possible anticompetitive practices in the food delivery market related to (i) alleged market foreclosure and (ii) barriers to entry for competitors, materialized by the signing of exclusivity agreements with restaurants. In March 2021, the authority imposed a preventive measure on the platform, authorizing the continuation and renewal of existing exclusivity agreements, as long as they were limited to one year, and prohibiting the signing of new exclusivity agreements until a final decision is made. As a result, we have changed our exclusivity dynamics since 2021, complying with the terms of the preventive measure.

In February 2023, the Cessation Agreement (TCC) was approved by Cade,

establishing criteria and limits for the signing of exclusivity agreements between iFood and restaurants. The objective was to address competition concerns in the food delivery market, in addition to recognizing that the practice of exclusivity can generate efficiencies that benefit consumers.

In July 2024, Cade acknowledged that iFood has consistently complied with the obligations agreed upon in the TCC, the reliability of the information we provided, and our responsive approach, responding promptly to requests.

In March 2022, Cade opened an administrative inquiry to investigate the benefit voucher market. After detailed analyses, the General Superintendence filed the inquiry in its entirety on two occasions. However, later, at the request of one of the councilors of the authority's Administrative Court, the investigation was reopened to investigate a third conduct, related to possible discrimination against voucher

operators on the iFood platform, as well as the practice of self-preference, which allegedly favors "iFood Benefícios [iFood Benefits]," the platform's own benefit voucher. iFood reinforces its

commitment to transparency and collaboration with Cade, responding promptly to requests and actively providing information to clarify the facts and contribute to investigations.



EDUCATION TO INCREASE PROSPERITY

GRI 203-2

The Brazilian scenario, marked by high failure rates in small business startups, also reflects entrepreneurs' lack of access to quality knowledge contextualized to their business needs, complementing the learning that already occurs, predominantly through practice. To provide access to technical knowledge on how to use our platform and on complementary topics such as business and financial management, digital marketing, and combating food waste, we offer **iFood Decola for Restaurants**, our online learning platform.

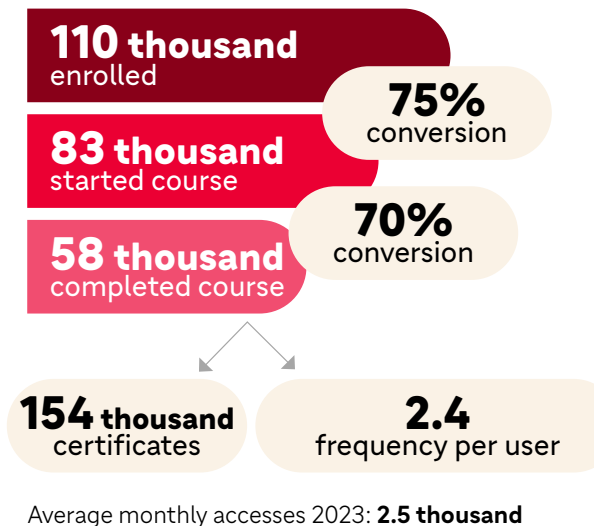
In January 2025, we offered 165 courses to iFood partner stores and their employees at Decola, 48% of which were related to

iFood operations, and the other half were on general business management topics.

According to an internal survey conducted in December 2023, 51% of active restaurants are familiar with Decola, with a focus on the North and Central-West regions (65%) and the Northeast (59%).



AVERAGE MONTHLY ACCESSES Consolidated FY22 to FY24



TOP 5 courses

- 1 Performance and Sales
- 2 In-app visibility
- 3 Performance management and store configuration
- 4 Operational Excellence in delivery
- 5 Financial Management

Five of the 165+ available courses account for 72% of the certificates issued. Of the top 5 topics, all are related to app performance.

Source: Decola RX team - monthly monitoring

iFood Acredita [iFood Believes]

GRI 203-1, 413-1

In 2023, we launched a pilot program in Salvador, Bahia, to support restaurants run by Black entrepreneurs. The initial report revealed an average 23.4% increase in sales for participating restaurants. For 64% of them, the business represents at least half of their family income. The program supported mostly women (70% of participants) and solo entrepreneurs (78%), promoting targeted content tracks with over 94% adherence among registrants. With participant engagement, 300 course certificates were issued on the iFood Decola platform. We identified barriers such as the lack of computers for digitalizing businesses, which led to the donation of 10 computers. Furthermore, the program expanded access to credit through Anota Ai, with approval rates 3.6x higher than the general average, without increasing the default rate.

In March 2024, iFood Acredita was launched in São Paulo in partnership with Favela Holding, expanding its scope to include favelas [shantytowns]. We supported more than 100 restaurants in the communities of Heliópolis and Paraisópolis, focusing not only on providing financial resources but also on education with paths in digital literacy, finance, business, and digital marketing. The project highlighted the importance of supporting community development, emphasizing that favelas represent a strength, not a lack.

iFood Acredita is a milestone in strengthening communities and effectively supporting the growth of local entrepreneurs, promoting innovation and reinforcing our commitment to real transformation and positive impact.



ENVIRONMENTAL IMPACT: SUSTAINABLE PACKAGING

GRI 3-3 Material theme - Waste management and value chain impact
GRI 306-1, 306-2, 306-3
SASB FB-RN-150a.2, SASB FB-FR-430a.4
S&P 2-3-1 Packaging Commitment
S&P 2-3-2 Packaging Materials
S&P 2-3-3 Plastic Packaging
S&P 2-8-1 Raw Materials Policy
S&P 2-8-2 Raw Materials Programs

Plastic pollution is one of today’s most pressing problems, with single-use plastic representing 40% of total annual production. According to the United Nations Environment Programme (Pnuma), plastic production has doubled in the last 20 years, reaching **460 million tons in 2022**, a figure that could triple by 2060 if left unchecked.

Recognizing the urgency of sustainable alternatives for the delivery sector, our approach focuses on three main areas: reducing the use of disposable items, finding sustainable alternatives to plastic, and strengthening the recycling chain. Our initial goal was to reduce the presence of plastic by 50%, from 27% to 13.5%, based on 2021 volume.

By 2024, we reduced plastic waste from 27% to 26% of the established target. As our operations grew, we realized that our initial calculation did not account for projected continued growth. Therefore, we have adjusted the route to more accurately reflect our current capacity and future changes.

We began this journey in 2023 with 24.4g of plastic per order, ending FY25 with 22.5g - a reduction of 1.9g per order, equivalent to a 7.8% reduction compared to FY23. This reflects our commitment and progress in reducing plastic use. Among packaging types, paper packaging accounts for the highest weight per order, followed by plastic:

GRAMS/ORDER



PLASTIC

2023
24.4

2024
22.92

2025
22.50



GLASS

2023
1.55

2024
1.28

2025
1.27



ALUMINUM

2023
2.10

2024
1.24

2025
1.19



PAPER

2023
54.56

2024
55.36

2025
55.35



BIODEGRADABLE

2023
8.43

2024
7.66

2025
7.38

TOTAL WASTE

2023
91.04

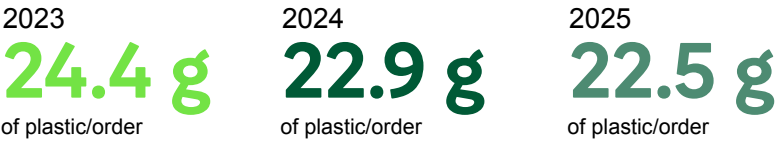
2024
88.47

2025
85.89

NUMBER OF PLASTICS PER ORDER
AND AMOUNT OF WASTE PER ORDER



PLASTIC



TOTAL WASTE



We achieved a reduction of 1,500 tons of plastic from April 2023 to March 2025. This reduction is due to the Friends of Nature program, which resulted in:

- A reduction of 2,200 tons of plastic since its inception;
- Savings of nearly R\$ 100 million for restaurants;
- 75% of consumers opting out of disposable cutlery;

- 168 thousand restaurants participating in the campaign;

Based on the three biggest challenges in developing sustainable solutions for delivery packaging, we focused our efforts on strategic initiatives and partnerships, the results of which are reflected in the numbers achieved:



Challenges

Sending unnecessary disposables in deliveries

Difficulty accessing sustainable packaging

Insufficient plastic waste and recycling

Actions

- We implemented the **Friends of Nature Program**, encouraging restaurants and customers to **avoid using plastic cutlery and disposable utensils** in their orders.

- We **partnered with large companies and startups** to develop **packaging made with plastic-free barrier paper** and renewable materials, such as corn husks. More than **R\$ 1 million** in subsidies were allocated to **leverage the introduction of this packaging** into the market.

- We created **reverse logistics** projects, such as the **Reverte** program, for recycling Isopor®. We supported initiatives such as **Re-Ciclo** and installed **13 return machines** in Fortaleza, in partnership with Ambipar and the greenfintech **Coletando**.

Results

- **44% of restaurants** participated.
- **74% of customers** opted not to receive disposables when asked.
- **We reduced more than 1,500 tons of plastic** between April 2023 and March 2025, a 52% increase compared to the same period last year.

- We produced more than **500 thousand compostable packaging** in partnership with **growPack**, reducing the unit cost from **R\$ 4.30 in 2020 to R\$ 1.98** in 2024.
- We provided **more than 170 thousand 100% plastic-free packaging** to 27 burger restaurants on Burger Day.
- We found a **cost-effective solution** to replace Styrofoam hamburger packaging and are working to scale it.

- We recycled more than **150 tons of Isopor®**.
- We generated **more than R\$ 460 thousand in additional income** for waste pickers from associations participating in the **Re-Ciclo** project since 2022.
- We collected **more than 30 tons of waste** through **PEVs (Voluntary Delivery Points)** in São Paulo communities such as Paraisópolis, Jardim Ibirapuera, and Ferraz de Vasconcelos, in partnership with **Coletando**.



Male and female delivery drivers

2-25, 202-1, 402-1, 403-3, 403-6, 403-7, 403-9, 404-2, 409-1, 413-1, 413-2
GRI 3-3: Material Theme: Working Conditions and Social Mobility
GRI 3-3: Material theme: Strengthening the ecosystem and social dialogue
S&P 3-2-1 Commitment to human rights;
S&P 3-2-2 Human Rights Due Diligence process



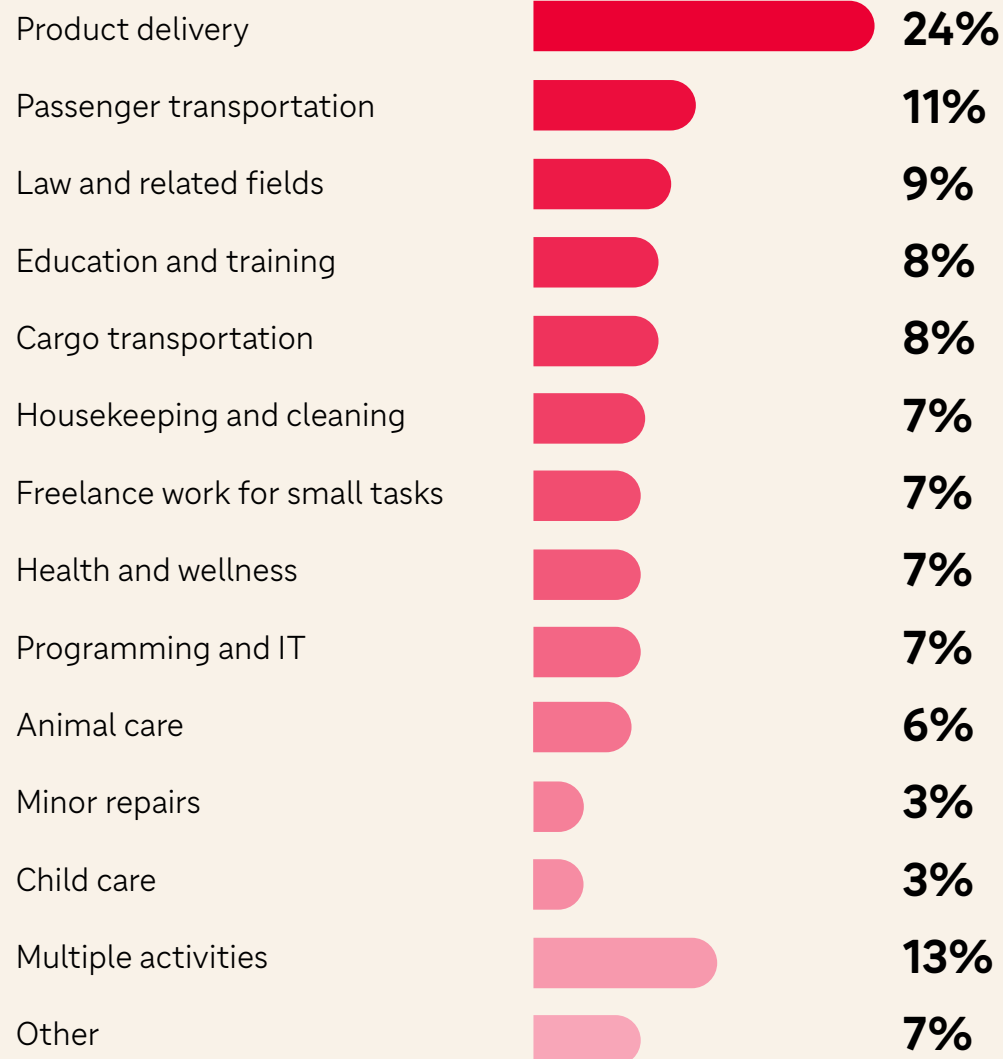
WHO ARE THE DELIVERY DRIVERS ON IFOOD

As elsewhere in the world, Brazil is witnessing a revolution in the labor market, with the growth of the sharing ecosystem and intermediation platforms between customers, businesses, and service providers. A **mapping** study conducted by the Center for Teaching and Research in Innovation (CEPI) at FGV in 2022 identified more than 100 digital labor intermediation platforms operating in the country. Following the global trend, delivery and passenger transportation apps lead the ranking.

Of these platforms, more than a third operate regionally, about a quarter have national coverage, and 20% are international.

PLATFORMS BY ECONOMIC ACTIVITY

CEPVFGV, 2022

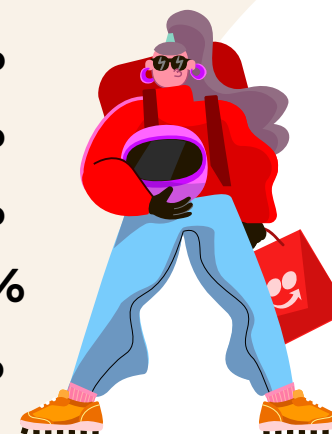


Cebrap (Brazilian Center for Analysis and Planning), in conjunction with Amobitec (Brazilian Association of Mobility and Technology), conducted a national survey in 2025 to gather administrative data from the sector's leading companies, combined with survey data from more than 3 thousand workers. The study revealed a workforce of more than 2.1 million, including 1.7 million drivers and 455 thousand delivery drivers. The majority are men (98%), Black people (68%), and High School graduates (63%).

2.1 million
people work through
apps in Brazil

1.7 million
work as drivers

455 thousand
Brazilians work as delivery
drivers



THE GIG WORK MODEL

We do not require prior education, courses, or training to join the platform, and 26% of active partners in the reported period were unemployed, marking their professional relocation (CEBRAP, 2025). Therefore, we offer free online educational content at iFood Decola to support the development and improvement of technical and behavioral skills essential for safe and effective deliveries and professional development. Once approved to begin deliveries, everyone completes Welcome training, covering best practices, features, and safety.

Our delivery drivers can work in two formats: Cloud, where people register independently directly on the iFood platform; or through a Logistics Operator (OL), a company specialized in delivery activities, which has a contract with iFood and employs its own delivery drivers.

We do not charge delivery drivers a fee; that is, they receive the full amount

specified upon order acceptance, as well as the full amount of tips when customers include them. It is important to note that, even with the intermediation of Logistics Operators (OLs), there are contractual clauses requiring these companies to be in good standing with their tax, social security, and labor laws.

Furthermore, all OLs, suppliers, and partners who sign a contract with iFood agree to the information contained in our Code of Ethics and Conduct and the Policy to Combat Discrimination and Violence, which expressly prohibits child labor, forced labor, or labor analogous to slavery. Any irregularities can be reported through our Integrity Channel, managed by an independent third party.

Platform registration

Platform registration is a free and voluntary process, open to anyone over 18 years of age. For those who use motorcycles or cars, simply present a valid driver's license in the category corresponding to the registration. Cyclists can register with an

ID card proving their legal age. We verify the information and documents provided during registration, thus ensuring their authenticity so that, upon approval, our partners can begin making deliveries immediately.

To ensure safety, we recommend the use of appropriate equipment such as reflective jackets and a cell phone with data, and we emphasize the mandatory use of a helmet. We facilitate access to these safety items and other equipment in our online store at affordable prices, encouraging their responsible and frequent use in daily work. We also offer free road safety courses on iFood Decola, our learning platform.

It is essential that the vehicle is in good condition and has all its documentation in order. To ensure greater efficiency for delivery partners, we match the transportation mode to the specifics of the orders, such as designating short routes for cyclists and heavier orders for car drivers.

According to a survey conducted by Cebap (2025), the gross hourly income of delivery and app drivers grew 5% in 2024, exceeding inflation. Between May 2023 and April 2024, delivery drivers, who worked an average of 39 hours per month, earned R\$ 31.33 per hour. With 40-hour workdays, net monthly income ranged from R\$ 2,669 to R\$ 3,581, above the minimum wage of R\$ 1,412 and the average for the same level of education. Net hourly earnings ranged from R\$ 17 to R\$ 22, considering costs and wait times.

- Flexibility and autonomy, followed by earnings, are cited as the main advantages of the job.
- The majority (67%) of delivery drivers are not looking for other work.
- 75% intend to continue working with the platforms in the future.

(Cebap, 2025)

REGULATION AND SOCIAL DIALOGUE

In the Gig Work model, unlike the CLT [Consolidation of Labor Laws], flexibility and autonomy are central, allowing delivery drivers to balance their activities with other responsibilities. Data indicates that 46% of delivery drivers use the platform as an additional source of income, valuing the possibility of working alternative hours (Cebrap, 2025).

The international debate on on-demand delivery and passenger transportation work brokered by digital platforms has led national governments to open dialogue with the sector and workers. In Brazil, iFood was the first Brazilian company to publicly support the regulatory debate in 2021 and has since contributed information and data. In 2023, the federal government established a Tripartite Working Group (GT Tripartite), with representation from

the Executive Branch, platform workers, and companies, to discuss and propose a bill that would guarantee social protection for workers and legal certainty for companies. This was the third such experience in the country, with two other roundtables held in 2008 and 2011 with the sugar and ethanol and construction sectors, respectively.

The Tripartite GT was established in May 2023 by Decree No. 11513/2023, with an expected duration of 150 days. At the end of the same month, Ordinance No. 1,745 formalized the participation of 45 members from the three different groups (15 from each) in the group. Nominal nominations were made by the institutions invited to participate. Although the group concluded in November 2023 with significant progress, a draft bill to regulate delivery services was not drafted.



We actively participated in the Tripartite GT and negotiated a regulatory framework for delivery drivers until its conclusion. The main obstacle to reaching an agreement in the delivery subgroup was the pension system; most Amobitec delivery drivers would not benefit from the system's proposed model due to their low level of engagement and current social security rules.

The Working Group's (GT) experience was relevant and unprecedented in the

OUR GOAL IS TO BALANCE FLEXIBILITY WITH SOCIAL PROTECTION

country for the Gig Economy, enabling significant progress in tripartite dialogue, such as the consensus around the fact that a new form of work is on the rise, one that is not confused with the traditional CLT contract.

iFood remains available to the Government and Congress to discuss proposals and provide information that can contribute to a fair and balanced model that places the delivery driver at the center.

*The Gig Economy is an economy that allows access to different forms of work, offering greater independence and autonomy, enabling professionals to work across different platforms.

GLOBAL DEBATE AND GOOD WORK ALLIANCE

The report **“Livelihoods in a Digital World”**, prepared by Prosus and presented at the World Economic Forum’s Annual Meeting in 2025, highlights the importance of transforming the Gig Economy through fairer and more sustainable work practices. In this context, iFood is highlighted as an example in Brazil, with initiatives that include accident insurance, free training courses, legal and psychological support, and bicycle rental partnerships.

This report was developed within the scope of discussions within the Good Work Alliance (GWA) - a global initiative that brings together international companies from various sectors to promote fair, sustainable, and inclusive practices in the workplace, amid market transformations in recent years.

The document presents examples of initiatives by companies in which Prosus invests to offer opportunities in each of the GWA’s guiding pillars: wage fairness, social protection, flexibility, workforce well-being, employability, capital development, and responsible technology.

From a broader perspective, it reflects on best practices for digital platforms to make the Gig Economy more sustainable and inclusive.

iFood’s engagement in the GWA demonstrates our commitment to implementing such innovative practices. As the first Brazilian Gig Economy company to join the global initiative, we seek to encourage the creation of policies that promote fair and inclusive working conditions. The alliance guides our strategies to align essential factors of our ecosystem with the guiding pillars.

Through this collaboration, we seek to improve the quality of life of our partners and also inspire positive change throughout the Gig Economy sector.



Ongoing dialogue

We have established dialogue initiatives with delivery drivers that allow us to better understand the impacts generated by our operations. Through this active listening, we were able to implement more effective measures.

These measures include:

- **Institutional dialogues** with industry representatives;
- **Focus groups** with delivery drivers to test changes to app features;
- **Monthly surveys** to monitor appreciation, transparency, and fairness rates;
- Chat **support channels** (with personalized support and in-app support), phone calls, and other automated options to clarify frequently asked questions and resolve issues;
- **Complaint channel:** allows delivery drivers to challenge decisions or issues directly through the app, where there is a specific option to file a complaint. This channel is monitored

by a dedicated team that analyzes each case individually.

Our goal is to deepen understanding of problems and develop solutions together with delivery drivers through social dialogue.

Social dialogue with delivery drivers began with the Delivery Drivers Forum, held at the end of 2021. As one of the forum's commitments, we launched the Delivery Drivers' Voice program, which consisted of more than 20 meetings in different cities throughout 2022, aiming to promote regionalized social dialogue.

This format evolved into Working Groups (GT) with delivery drivers, involving focus groups to address necessary improvements to the platform experience. Between November 2023 and March 2024, the GT included 35 delivery drivers, 35% of whom were women and 25% from outside the state of São Paulo. Four meetings were held, during which priority topics for partners were discussed, such as Support, Blocks, Security, Route Offers, and Score.

Delivery drivers can participate in the GTs through a structured selection process that prioritizes diversity in gender,

age, score, and modals, such as bicycle and motorcycle. The selection process includes invitations to register and an interest assessment, guaranteeing a team of 15 to 20 participants per cycle.

This approach ensures the inclusion of diverse and engaged profiles, essential for generating insights and promoting continuous improvements to the platform.

During the reporting period, we held several editions with highly relevant topics discussed, jointly building a process of transparency and improvements, reviewing deactivations and scores.

(More information in *Pillars of Action - Transparency*)



“ Thank you very much for the opportunity to listen to us delivery drivers and learn about our daily challenges on the streets ”

Juliana Alves February/24

FREEDOM OF ASSOCIATION

GRI 407-1

We maintain frequent and constructive social dialogue with workers' associations and unions to understand and meet the demands of the category. We established contact with more than 60 unions and associations, three union centers, and one confederation. On March 05, 2024, we established our first CCP (Prior Conciliation Commission) in conjunction with Sindimoto-RS, with the Regional Labor Court (TRT-4) as intermediary, to negotiate out-of-court settlements to resolve cases and claims of delivery drivers working in the capital of the state Rio Grande do Sul. With monthly conciliation hearings, the first session took place on March 28, 2024.

In July 2023, we signed an **agreement** Conduct Adjustment Agreement (TAC) with the Federal Public Prosecutor's Office and the Labor Public Prosecutor's Office. This agreement concluded the investigation



into suspicions that iFood, in conjunction with advertising agencies it partnered with at the time, had monitored delivery drivers and produced online content that contradicted the demands of these workers during the Covid-19 pandemic. We affirm that we did not commit any of the conduct under investigation. However, we reaffirm our commitment to respecting the freedom of association, the right to strike, and freedom of expression of all delivery drivers. iFood's obligations under the TAC are aligned with our values and principles, especially the promotion of an environment of greater transparency on social media, respect for the right to demonstrate and associate among delivery drivers, and investment in research that contributes to the country's sustainable development. Furthermore, the **Terms and Conditions** of the iFood app for Delivery Drivers contain explicit clauses that provide for these guarantees. There is no penalty for joining a union or becoming an associate, nor for participating in strikes, demonstrations and/or expressing any opinion contrary to the platform.



STRATEGIC DIRECTION

At iFood, we believe that sustainable growth and leadership in the Gig Economy are only possible with fair, dignified, and empowering working conditions for our delivery drivers. Our strategic focus is on promoting well-being, individual growth, and safety, contributing to re-defining global work standards. We operate on three main pillars, which reflect our priorities for transforming the reality of delivery drivers:

(More details below, in Pillars of action)

Health, Safety and Well-Being

Protecting and caring for delivery drivers is our priority to ensure a more humane and safe work environment.

Ongoing initiatives aligned with Vision Zero*, focused on risk prevention and safe driving education

A Policy to Combat Discrimination and Violence, with zero tolerance for rights violations, protecting all stakeholders in the ecosystem.

100% of our partners have free insurance coverage.

Free legal and psychological assistance in cases of discrimination, physical assault, threats, and sexual violence.

Free social and psychological assistance for family members in cases of accidental death and for the delivery driver in the event of a serious accident (causing life-threatening or permanent injury).

Expansion of support infrastructure, with the implementation of rest stops, restrooms, and access to basic preventive healthcare. We currently have 232 locations throughout Brazil.

Decent Income and Transparency

We value our delivery drivers, ensuring fair financial gains and fostering relationships based on trust and transparency.

All delivery drivers receive at least the minimum wage per hour worked, with full transparency in rules and operations.

100% of delivery drivers have access to humane and accessible channels to challenge blockages and other operational issues.

We guarantee the rights to freedom of association and strike action, promoting a dignified and equitable work model.

Education and Development

We believe that education is the path to personal and professional growth for delivery drivers, creating opportunities both on and off the platform.

All partners have access to training, continuous learning programs, and courses focused on practical and financial skills, offered by iFood Decola.

We offer educational scholarships to 100% of our base, enabling them to complete high school and other qualifications through the MDEM (My High School Diploma) program.

Strategic partnerships to expand technical and digital learning, fostering social inclusion and expanding opportunities in the job market.

Racial literacy and promoting awareness of good coexistence rules and respect for human rights;

*Vision Zero: a road safety concept originated in Sweden. The central idea is that no death or serious injury in traffic should be accepted. The concept prioritizes human safety over mobility and considers that human error is inevitable, but deaths and serious injuries must be prevented. Responsibility is shared between road designers and users, highlighting the importance of safe infrastructure to minimize the consequences of human error.

HEALTH, SAFETY, AND WELL-BEING

In Brazil, discrimination and violence faced by app-based delivery workers still occur, although they are decreasing. These incidents, both reported and underreported, occur especially in their relationships with consumers and restaurants. We observed that Rio de Janeiro was the capital with the highest number of conflicts, often resulting in physical or verbal violence, primarily motivated by the customer's demand that the delivery driver come upstairs to deliver the order.

In the first half of 2024 alone, several reports of discrimination and verbal and physical aggression against delivery drivers were recorded. Therefore, we created an Anti-Discrimination Plan that focuses on three pillars: prevention, education, and assistance.

Prevention: Policy to Combat Discrimination and Violence

In February 2024, we implemented the Anti-Discrimination and Violence Policy, reaffirming iFood's commitment to creating and maintaining an ethical, safe environment free from any rights violations for all users of our platform - from

customers, stores, restaurants, and delivery drivers. Since then, we have received more than 19 thousand valid reports, of which:

- **38%** were against establishments;
- **33%** against customers;
- **28%** against delivery drivers.

In the first year of implementation, 90% of valid reports resulted in sanctions. To reinforce its impact, we updated the Policy in 2025, segmenting violations into five levels of severity, with proportional penalties: from warnings and temporary blocks to permanent account deactivation in the most severe cases. Additionally, we created specific reporting channels:

- **Customers:** via the app ("Help > Critical Cases > Report a Serious Incident");
- **Delivery drivers:** emergency button on the route or "Serious case alert";
- **Partner restaurants:** Partner Portal, under the "Calls and Help" tab;
- **Logistics operators and franchisees:** management system.

The Policy also provides support for victims, particularly the Psychological and Legal Support Center, in partnership with the organization Black Sisters in Law. In 2024, we served more than 400 delivery drivers, with 40% of cases involving discrimination and 26% involving physical assault.

Campaigns like #BoraDescer [#Let's Go Down], in Brasília and Rio de Janeiro, also contributed significantly, reducing conflicts by up to 70% in Rio alone. In addition, we launched the Rights and Access to Justice Handbook, raising awareness about basic rights and available resources.

Additionally, we participate in collaborative initiatives, such as the Cooperation Agreement with the Ministry of Racial Equality, signed by Amobitec (Brazilian Association of Mobility and Technology). We continue to not tolerate discrimination, prejudice, or violence in our ecosystem, principles that guide our Code of Ethics and Third-Party Conduct.

Access the full Policy to Combat Discrimination and Violence [here](#).



RIGHTS AND ACCESS TO JUSTICE HANDBOOK

In December 2024, iFood, in partnership with Black Sisters in Law and the Secretariat for Access to Justice, which is part of the Ministry of Justice, launched a **Rights and Access to Justice Handbook**.

The handbook addresses topics such as racial literacy and discrimination and teaches how to identify and report situations of prejudice in everyday life. The material also shows how to react in police encounters.

For delivery drivers, it contains important tips on traffic safety, such as wearing a helmet, observing speed limits, and signaling maneuvers.

For customers, the handbook provides information that reinforces the need for courtesy and respect at the delivery point (which should be at the condominium entrance or at the front gate), prevention measures against scams, and the app's reporting channel.

The publication also encourages establishments to maintain a positive relationship with delivery drivers and employees, providing guidance on the correct use of the feature to avoid waiting too long for the delivery driver.

The handbook will be distributed in print and digital versions and will be available on the MJSP, iFood, and the Delivery Driver Portal websites. The goal is to reach 360 thousand active delivery drivers, 380 thousand establishments, and 55 million customers registered on the app.



CAMPAIGN TO COMBAT RACISM AND RELIGIOUS INTOLERANCE

To expand our efforts, we signed a Cooperation Agreement with the Ministry of Racial Equality through Amobitec (Brazilian Association of Mobility and Technology) in January 2025. The goal of this partnership is to carry out a campaign against racism and religious intolerance, promoting awareness and education for delivery drivers, drivers, and app users.

The campaign includes:

- Educational messages aimed at partners and platform users.
- Guidance on how to act and where to seek support in cases of discrimination.

The agreement reinforces our mission to create an inclusive work environment and continually educate our partners and consumers about racial equality, respect, and human rights.

Prevention: Road safety and vision Zero

Road safety is a core priority for iFood, especially given the daily risks faced by delivery drivers in medium-sized and large cities. Recognizing the severity of accidents, in 2024 we created the Vision Zero area, whose mission is to prevent accidents and reduce deaths and serious injuries in traffic. Using data and behavioral science, we identified the main risk factors and tested interventions that promote awareness and behavior change.

EMERGENCY BUTTON IN THE APP



In 2024, we updated the Emergency Button, now pinned to the app's home screen, to facilitate access to the Safety Center. Through this feature, delivery drivers can report incidents and accidents, activate insurance, and receive immediate support. In the first three months after the update, we observed

a significant increase in the number of open and closed calls, reducing under-reporting of critical cases and expanding support.

TRAINING FOR SAFER TRAFFIC

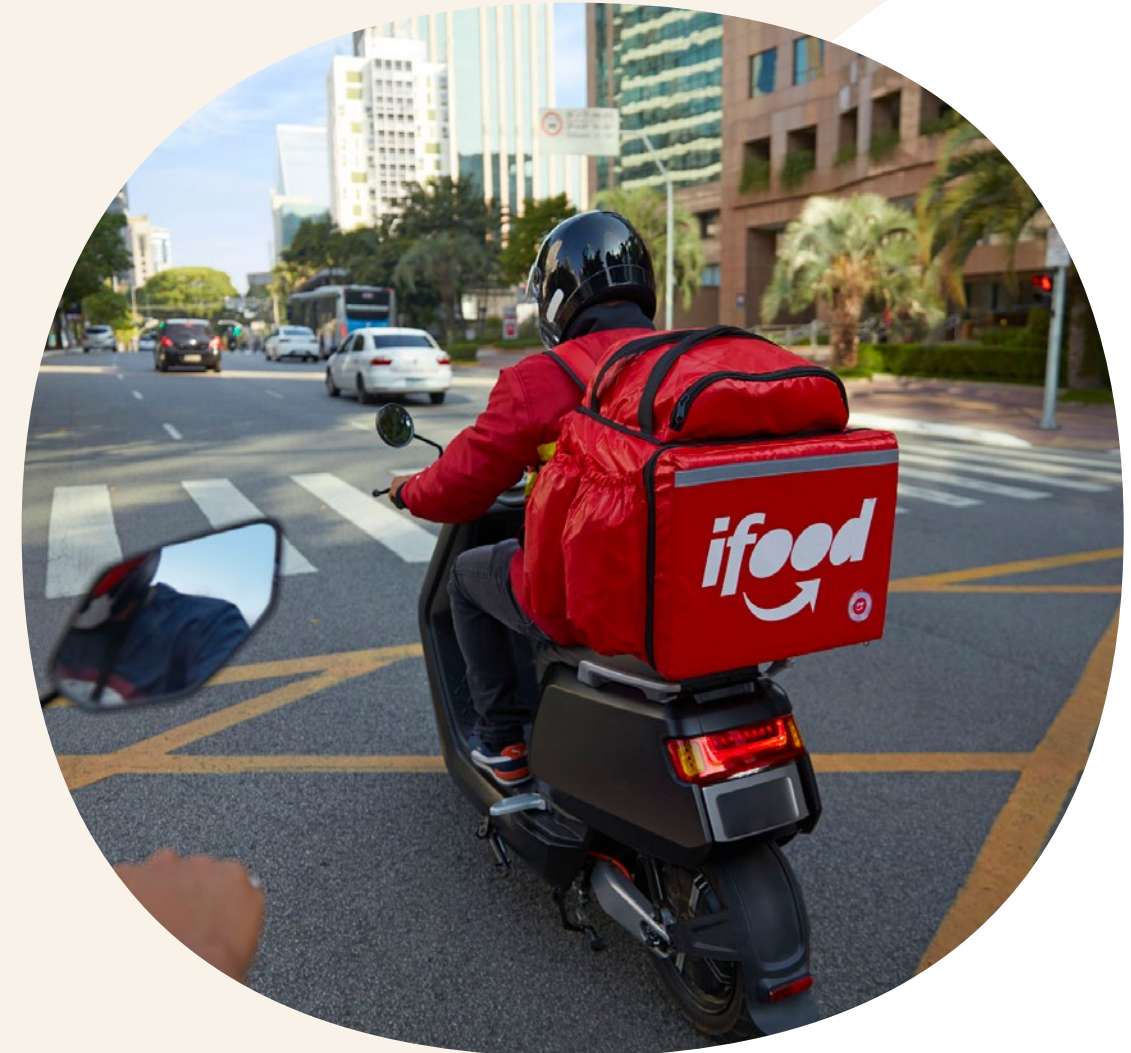
Training is an essential pillar of our safety strategy. We offer our partners educational programs accessible through iFood Decola, with courses on topics such as safe driving, vehicle maintenance (motorcycles and bicycles), and first aid.

- By March 2024, we had issued 35 thousand course certificates, with 25 thousand graduates in the final cycle alone.

Other educational initiatives include:

Pedal Responsa [Responsible Cycling]:

A specific program for delivery drivers who use bicycles, with content on modal



safety. More than 28 thousand delivery drivers have already been trained.

Angels with Helmets: In 2023, in partnership with City Governments and SAMU, we trained 400 delivery drivers to provide first aid in traffic.

AWARENESS CAMPAIGNS: YELLOW MAY

In May 2023, we conducted an awareness campaign on traffic accidents, aimed at both delivery drivers and the general public. This initiative reached more than 20 million people, reinforcing the importance of safe practices and responsibility on the road.

In 2024 and 2025, in addition to Yellow May, we joined the Yellow Ribbon, transforming the campaign into a continuous action throughout the year. This reinforces our commitment to raising awareness about safe driving for our delivery drivers throughout the year.

To strengthen our commitment, in 2023 we became sponsors of the National Road Safety Observatory (ONSV), the organization that created the Yellow May movement. The partnership includes:

- A seat on the Observatory's Board, allowing us to contribute data and participate in strategic discussions;



- Technical support for studies and research, as well as access to the institution's collection of materials.

With an investment of over R\$3 million over the last two years, we continue to carry out prevention actions in collaboration with stakeholders and contribute to the development of public policies.

BEHAVIORAL ECONOMICS APPLIED TO TRAFFIC ACCIDENT PREVENTION

Using data on the speeds practiced by partner motorcyclists, we conducted innovative experiments that applied behavioral science to promote safer driving. More than 50 thousand delivery drivers participated, organized into test groups in several cities across Brazil. Interventions included:

- **Nudges:** Behavioral and contextual messages that promoted awareness about safe driving;
- **Education:** In-person and online courses offered through Decola Safety,



with content focused on preventive practices;

- **Gamification:** We used points systems, financial rewards, and sweepstakes to encourage safe behavior among the most conscientious delivery drivers;
- **Direct Financial Incentives:** Delivery drivers who maintained their speed within the speed limit on all weekly routes received additional bonus payments.

These experiments resulted in positive behavioral changes. Based on these lessons, we are expanding our initiatives to reach our entire partner base, with the central goal of reducing traffic deaths and serious injuries.

Prevention: Resting support points

Currently, we offer approximately 232 support points in Brazil, spread across 15 cities, to offer daily convenience and provide breaks during deliveries. These spaces have complete infrastructure, including rest areas, parking, restrooms, microwaves, water fountains, cafeterias, refrigerators, and Wi-Fi, as well as cell phone charging.

We are committed to ensuring the best possible support for our delivery partners. Therefore, we have defined new criteria for the installation and operation of Support Points, prioritizing locations that offer all essential services for the well-being of delivery partners. As part of this continuous improvement process, some support points in restaurants were deactivated due to non-compliance with established standards.



Despite these occasional deactivations, no city that already had Support Points has lost units. Our commitment is to ensure that all delivery partners have access to locations that truly provide the support they need to carry out their activities safely and comfortably.

The strategic selection of locations is based on the concentration of orders and the location of delivery partners, ensuring that the points are well-positioned along the busiest routes. In February 2024 alone, more than 80 thousand delivery drivers used the Support Points. Currently, we have a variety of partnerships that make these spaces possible:

- **19** iFood-owned locations
- **6** in partnership with Tembici
- **3** in collaboration with the government
- **1** in partnership with Entregô
- **203** in partner restaurants and shopping malls



Prevention: Conflict reduction

To reduce conflicts between people in the ecosystem, we run national campaigns on our communication channels, including municipal initiatives we support in Fortaleza and Natal, detailed in the campaigns below, with the #BoraDescer campaign during the 2024 Rio Carnival.

Rio de Janeiro was chosen as the location for the pilot project focused on raising awareness in condominiums. Between August and October 2023, several cases of aggression, both physical and verbal, were recorded, often associated with the requirement that the delivery driver go up to the customer's door instead of stopping at the condominium's main entrance. The project encourages delivery drivers to report abuse through the iFood app for Delivery Drivers, so they can access Legal and Psychological Support.



The campaign was launched with a focus on raising awareness and reducing conflicts, educating customers on the importance of going down to pick up their orders as an act of kindness and respect toward delivery professionals.

During the 2024 Rio Carnival pre-festival, singer Preta Gil invited revelers to pick up their orders, kicking off the campaign. Furthermore, in partnership with the Rio de Janeiro Coordination for the Promotion of Racial Equality and the Brazilian Carnival Super League, cups bearing the campaign slogan were distributed during parades of the Silver, Bronze, and Evaluation samba schools on Intendente Magalhães Road in the city's northern zone.

We had the support of artists and influencers inviting revelers to pick up their orders, as well as in-person activations at strategic points throughout the event. The campaign was publicized throughout

society through social media, street clocks, elevator media, and beachside communications, among other means. The main results were:

Reduced Conflicts: In Rio, the campaign resulted in a 70% reduction in conflicts from the campaign's inception (November 2023) to September 2024.

Change in Consumer Behavior: There was a significant reduction in the number of customers waiting to receive their orders at their apartments, decreasing from 55% to 32% between September 2023 and October 2024.

Together with the Legal and Psychological Support Center, the campaign also achieved a significant milestone by being recognized as a global benchmark by the World Economic Forum, being the only initiative by a Brazilian company highlighted in the **2025 Lighthouse of Diversity, Equity, and Inclusion Report**. This recognition



highlights the campaign's contribution to promoting racial and ethnic equity, in addition to highlighting the positive impact of iFood's actions in mitigating conflicts

and transforming consumer behavior. The campaign reached more than 17 million people, with over 1,500 condominium managers participating in meetings to discuss the issue, making awareness a recurring theme in 70% of the meetings held. Efforts to adopt the behavior of getting off to receive the order help speed up delivery and reduce the risks faced by delivery partners, who often have to leave their vehicles exposed to theft when getting on to deliver. Based on these results, iFood remains committed to fostering an environment of respect and collaboration among all users of its platform, consolidating practices that reinforce the support and well-being of delivery drivers.

ASSISTANCE: PERSONAL INSURANCE, SOCIAL ASSISTANCE, AND HEALTH CARE

SASB TR-RO-320a.3

Since 2019, iFood has offered a comprehensive set of insurance policies for its delivery drivers, ensuring financial support and assistance in various circumstances, with a focus on well-being and safety during their work. Specialized coverage goes beyond traditional protection, including advanced benefits for women's health and family support.

AVAILABLE COVERAGES

- **Medical and hospital expenses:** Covers medical and dental expenses up to R\$15,000, with reimbursement options and access to care within an accredited network.
- **Temporary Injury:** Provides compensation based on the delivery driver's average earnings, covering up to 30 days of absence, with a minimum payment of R\$300.00 and a limit of R\$1,500.
- **Permanent Disability:** Offers compensation of up to R\$60,000.00 in cases of partial permanent injury and up to R\$120,000 in cases of total permanent injury, depending on the extent of the disability.
- **Accidental Death and Funeral Assistance:** Compensation payments of R\$120,000 and R\$5,000 in funeral assistance, respectively, to provide financial security for families.



EXCLUSIVE BENEFITS

- **For Women:** Compensation of R\$10,000 for breast or cervical cancer diagnoses and pregnancy assistance of R\$500.
- **Children's Education:** Financial support of R\$10,000 per child under 18 in the event of the accidental death of the delivery driver

AVUS BENEFITS PACKAGE

Exclusively through the AVUS package, delivery people have access to:

- **Accredited network** of clinics covering various medical and support specialties;
- **Telemedicine:** 24-hour online care with a general practitioner (free, up to 8 appointments per plan every 12 months);
- **In-person appointments** starting at R\$19.50;
- **Discounts on services:** Up to 40% on dental procedures, 75% on laboratory

and imaging tests, and up to 85% at partner pharmacies;

- **Inclusion of Dependents:** Possibility of adding up to 4 dependents.

More details at:

ifood.avus.com.br/ifood

SOCIAL ASSISTANCE

We have a Social Center, which offers free social and psychological assistance to family members in cases of accidental death and to delivery drivers in cases of serious accidents (where there is a risk to life or a permanent injury). Social support also provides support during the claims process with the insurance company.

ADDITIONAL BENEFITS AND COMPETITIVENESS

Setting itself apart from others in the market, iFood stands out for its broad and inclusive coverage, clear support

portals, and exclusive social benefits for women. This approach not only enhances the safety and well-being of delivery drivers but also reflects iFood's commitment to social responsibility and innovation in the mobility sector.

BLACK SISTERS IN LAW

Assistance: Legal and psychological Support Center

As part of our measures to guarantee access to justice and combat discrimination and violence against delivery drivers, in June 2023 we created the Legal and Psychological Support Center, a project in partnership with Black Sisters in Law, a global association of Black lawyers that offers free legal and psychological assistance to delivery drivers who have been victims of discrimination, physical assault, threats, and/or any type of sexual violence.



Covering all delivery drivers throughout Brazil, more than 1,400 delivery drivers have already requested assistance, and more than 400 consultations have been completed. In January 2024, we also began offering a physical support space at the Black Sisters in Law office in Vila da Penha, Rio de Janeiro.

Our goal is to encourage delivery drivers to report all cases of discrimination and violence, ensuring support through psychological support and access to justice through legal assistance.

DECENT INCOME AND TRANSPARENCY

Earnings

In September 2024, we launched the **iFood Data Portal** with the goal of increasing transparency and expanding dialogue with and about delivery drivers and our ecosystem. This portal provides access to unprecedented data on earnings, working hours, average speeds, the impact of educational programs, key figures from our ecosystem, and regional data from the iFood Effect (FIPE). It is a valuable tool for policymakers, academics, and the general public, supporting the creation of public

policies and the improvement of working conditions.

Cebrap's research (2025) also indicates that in 2024, the gross hourly income of delivery drivers and app-based drivers grew 5% in real terms compared to 2022 - an increase above the inflation recorded in the same period. Between May 2023 and April 2024, delivery drivers worked an average of 39 hours per month and earned an average gross earnings of R\$ 31.33 per hour.

The study also provides an estimate of monthly net income, which for delivery drivers working 40 hours ranged from R\$ 2,669 to R\$ 3,581 during the same period. These amounts are higher than the current minimum wage (R\$ 1,412) and the average earnings of those with this level of education, according to data from the PNAD (National Household Sample Survey).

- Delivery drivers' net earnings, according to Cebrap, range from R\$ 17 to R\$ 22 per hour worked (after deducting their costs and including variations in waiting time between deliveries).

We regularly review and adjust delivery rates and fees:

- **April 2021:** A 6.2% increase in the minimum delivery fee, from R\$ 5.00 to R\$ 5.31.
- **November 2021:** Up to an 8% increase in the fee per kilometer traveled, depending on the mode of transport and location.

- **April 2022:** The minimum route fare increased from R\$ 5.31 to R\$ 6.00, and the per-kilometer fare increased 50%, from R\$ 1.00 to R\$ 1.50. This resulted in earnings of at least R\$ 15 for 10-km routes, previously paid at R\$ 10.
- **July 2023:** The minimum fare increased to R\$ 6.50, with an 8.3% increase in base rates (pickup, delivery, and distance).
- **April 2024:** We implemented a new rule for grouped routes, increasing the

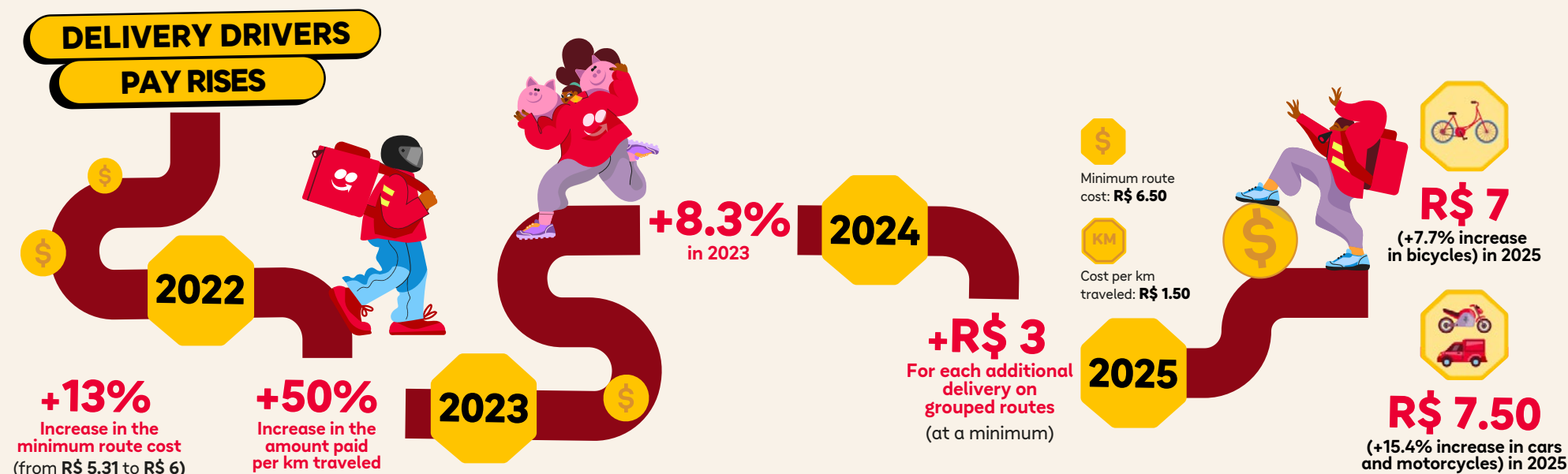
additional compensation to R\$ 3.00 (minimum) per additional order.

- **June 2025:** The current rate of R\$ 6.50 will be adjusted to R\$ 7 for bicycle users and R\$ 7.50 for motorcycle or car deliveries - increases of 7.7% and 15.4%, respectively, exceeding the accumulated inflation in 2024, which was 4.8%, according to the INPC (National Consumer Price Index).

Furthermore, we initiated emergency measures such as the **temporary fuel fund**, which

provided R\$ 8 million during the price spikes between November 2021 and January 2022.

Transparency regarding delivery drivers' earnings is a key priority. Therefore, the **iFood Data Portal** is constantly updated with the latest information, providing a clear overview of delivery drivers' earnings and working conditions.



Grouped routes

As part of our commitment to continuous improvement, we reviewed the pricing of grouped routes to ensure fairer and more appropriate earnings for our delivery drivers. Since April 2024, each additional delivery has been compensated with a minimum additional amount of R\$ 3.

This minimum amount applies to routes with more than one order, known as grouped, double, or multiple routes. Currently, delivery drivers receive R\$7 for bicycles and R\$7.50 for motorcycles

or cars, per route. With the update, for each additional order within the same route, there will be a minimum fee of R\$3 per additional route. This also applies to return routes when the delivery cannot be completed.

If the route has two additional deliveries (totaling 3 deliveries), the minimum route fee will be R\$7.50 (minimum for the motorcycle route) + R\$3 (for the first additional delivery) + R\$3 (for the second additional delivery), totaling R\$13.50.



Transparency

To build a relationship based on trust with our delivery drivers, we prioritize transparency through clear communication about app usage.

Account deactivation occurs in cases such as fraud, theft, app misuse, lost orders, account transfer to third parties, or violation of our Terms of Use or Anti-Discrimination and Violence Policy. To prevent deactivations, we provide guidance on inappropriate practices through our communication channels with delivery drivers. During the reporting period, we implemented several improvements to the delivery driver app so that drivers can monitor their account health and prevent unwanted deactivations.

We offer several in-app support channels, allowing delivery drivers to access support whenever needed. Whether for general questions, accidents, or other issues, our channels ensure that drivers receive the necessary assistance immediately and effectively.



Dispute Mechanisms

For delivery drivers whose accounts have been deactivated and have a valid reason, we currently offer two ways to file a dispute:

1. **Direct Dispute:** This must be filed within 90 days of deactivation, accessing the app to explain the situation.
2. **Second Chance Project:** Available after the dispute deadline, depending on city demand. It offers eligible delivery drivers the opportunity to return, as long as their accounts have not been deleted.

The Second Chance Project emerged from Working Groups with delivery drivers, targeting users interested in resuming deliveries through the app. By completing a form, we evaluate the delivery driver's profile and, if they meet the criteria, we schedule the account reactivation. It is important to note that

deactivation due to fraud, account rental, or loan are not eligible for the project.

Since 2023, more than 8 thousand delivery drivers have returned to the app through the Second Chance Project.

Score

The score is a weekly metric, ranging from 1 to 3, that reflects the quality and consistency of delivery partners' activities over the past four weeks. For the score to be calculated, the partner must log at least 28 hours of access to the app during this period. Its calculation considers four main indicators: orders delivered, orders collected, customer reviews, and punctuality. The goal of the score is to promote fair and efficient order distribution, taking into account factors such as the partner's familiarity with certain regions, proximity to high-demand areas, and the specifics of each order.

Aware of the importance of a fair and transparent system, we review the score

regularly to ensure it accurately reflects the characteristics of delivery partners' work. While the score may impact the supply and characteristics of distributed orders, it does not affect eligibility for or access to platform benefits, such as insurance and education programs, ensuring continuous support for delivery partners' development. We are committed to constantly improving the score to ensure a more transparent, balanced, and inclusive operating environment.

Since July 2022, during the testing period, the **score's development** has relied on contributions from delivery drivers themselves, resulting in several changes to provide greater transparency and continuous improvement.

Some of the recently **implemented improvements** include:

- Removal of the negative impact (dislike) in cases of refusal to access private residential areas, such as apartments;



- Updated the score screen to highlight what does not impact the score;
- Removed the dislike for delays attributed exclusively to restaurants;
- Increased service time in shopping malls, considering internal travel;
- Allowed for weekly reorganization due to unforeseen circumstances in the schedule;
- Removal of cancellation penalties for confirmed returns, unreachable customers, or closed stores;
- Automatic cancellation of orders after 15 minutes of waiting in the store.

Furthermore, it's important to emphasize that delivery drivers have full visibility into the factors that make up their score, as well as tips for maintaining a high score, on the Delivery Driver Portal, promoting greater clarity and support for continuous improvement.



Valuation and respect with the Chega Junto [Come Along] project

GRI 203-1

Valuing delivery drivers is essential, recognizing the essential role they play in the delivery chain. By investing in training, well-being, and safety, we strengthen the quality of life of these professionals and promote a safe and sustainable work environment. As part of our journey to value and respect delivery drivers, we launched the iFood Chega Junto fund, a call for proposals to select 25 delivery driver projects, offering financial support to develop their ideas. Each project received between R\$10 thousand and R\$100 thousand, totaling R\$1 million in investment, with a four-month implementation period after the funds were received. Additionally, the selected projects received basic training in project management, communication, and budgeting, in partnership with Semente Negócios. The projects included courses, lectures, discussion groups, meetings, fairs, and exhibitions. The selection process was conducted by a committee external to iFood, including the National Road Safety Observatory, Black Sisters in Law, Fundação 1Bi, and Avus.

EDUCATION: WE CONNECT EDUCATION WITH THE ECOSYSTEM

Universal access to lifelong learning and free educational scholarships for basic education certification

At iFood, education and innovation are essential pillars of our commitment to social transformation and the growth of our delivery drivers. Through innovation, we adapt quickly to market changes, while education provides a solid foundation for personal and professional development within our ecosystem.

According to the 2023 PNAD, 8.8 million Brazilians between the ages of 18 and 29 have not completed High School and do not attend basic education institutions. According to an internal iFood survey, in 2024, 26% of delivery drivers registered on the platform had not yet completed high school - approximately 120 thousand people. Despite this,

76% of them expressed interest in completing this educational stage.

Therefore, encouraging High School graduation and offering free online courses are essential areas of our work. These initiatives, part of the commitments made in the Good Work Alliance, together with the WEF, reinforce our role in establishing a fair and equitable workplace.

By promoting continuous learning and providing educational scholarships, we seek to eliminate barriers and foster an inclusive workplace with opportunities for all. Our main educational initiatives are the iFood Decola platform and the My High School Diploma program, both essential to creating a fairer and more equitable future.



iFood Decola is a completely free platform dedicated to our ecosystem, offering courses, workshops, and training with pathways to maximize the use of the app's features. This allows delivery drivers and restaurants to improve their performance and maximize their earnings in a safer and more practical way.

Created to provide content that helps with daily life, iFood Decola offers over 100 courses covering a variety of topics, such as traffic safety, personal finance, vehicle maintenance, digital marketing, and entrepreneurship.

**+ 373,000
DRIVERS HAVE
TAKEN COURSES,
WHICH HAVE
GENERATED
+ 1 MILLION
CERTIFICATIONS**

MAIN PATHWAYS

Welcome

iFood Way

Safety

My High School Diploma and iFood Conecta [iFood Connects]

Since its launch in 2021, the My High School Diploma program has been a central part of iFood's commitment to the education and development of its delivery drivers. Based on data from Cebrap, approximately 32% of delivery drivers did not complete high school. Aware of this scenario, in addition to launching the program, we promoted innovations and partnerships to expand its impact in the coming years.

SIGNIFICANT PROGRESS IN 2023:

- We encouraged more than 14 thousand enrollments in the Encceja preparatory course.
- The number of graduates increased fivefold, reaching more than 5

thousand self-declarations of full approval for the Encceja in 2023.

- Among participants, approximately 45% reported an increase in income.
- In line with our commitment to education, we partnered with Faculdade das Américas (FAM) to help partners complete their higher education.
- We now offer a subsidy of R\$ 50.00 on the day of the test so that delivery drivers can prioritize taking the test, minimizing the impact on their earnings.

CONSOLIDATION OF RESULTS IN 2024:

We recorded an additional 5,329 self-declarations of approval for the Encceja - We launched iFood Conecta, a platform for technical and higher education courses in partnership with Anhanguera Educacional.



With affordable tuition fees starting at R\$99, courses cover areas such as Business Administration, Physical Education, and Engineering.

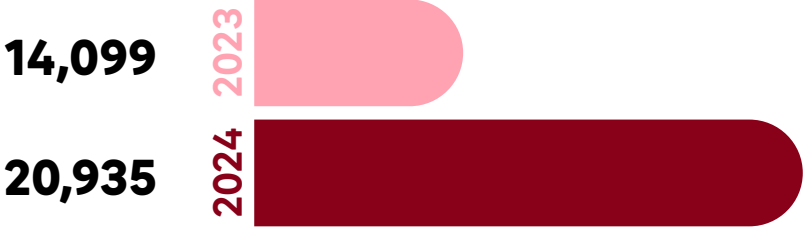
Among our projects using artificial intelligence, in 2024, My High School Diploma was integrated with AprenderZap Encceja, a digital tool developed by Fundação 1Bi. This integration uses Mai, a chatbot available on WhatsApp, which acts as a 24/7 tutor to support 19 thousand students on their learning journey. The tool not only encourages engagement but also allows for monitoring program performance.

Furthermore, it assists with learning for Youth and Adult Education (EJA) and the Encceja test simulation, providing reminders about registration and test dates, which facilitates student organization.

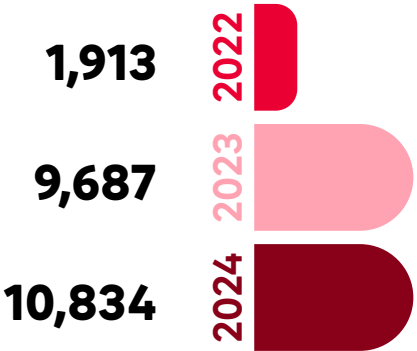
MDEM is a program consolidated in our strategy. Our goal is for all delivery drivers and professionals from partner restaurants to overcome academic barriers and gain new opportunities. This is another initiative fully aligned with the commitments made by iFood as a member of the World Economic Forum's Good Work Alliance, which include universal access to High School completion.

MY HIGH SCHOOL DIPLOMA
- PROJECT EVOLUTION

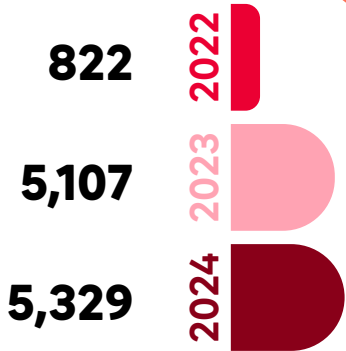
ENROLLED



ATTENDED



APPROVED



AI for good

Among our projects involving artificial intelligence, in 2024, My High School Diploma, in partnership with AprenderZap, a digital tool developed by Fundação 1Bi, created Mai, a WhatsApp chatbot that serves as a supplement to school and acts as a 24/7 tutor, supporting thousands of students on their learning path. The tool functions as a personalized virtual tutor and was trained using public Encceja data. In this way, Mai promotes engagement, allows monitoring of program performance, and helps with reminders about Encceja registration and exam dates.

ENVIRONMENTAL IMPACT: DECARBONIZATION AND FLEET ELECTRIFICATION

GRI 3-3

To combat climate change and directly impact our ecosystem, as our strategy matures, we have reassessed our commitment and have set internal goals: “Reduce emissions intensity by 63.8% and have 50% of deliveries via iFood (full service) using clean modals by 2035”

We will focus on expanding deliveries and delivery drivers using clean modals. We will submit our internal goals to the Science Based Targets Framework (SBTi), reinforcing our alignment with the Paris Agreement.

In addition to expanding the use of clean modals, we also aim to increase logistical efficiency in delivery distances, since the greater the distance traveled by polluting modals, the greater the greenhouse gas emissions.

We regularly monitor the use of clean modals, distances traveled, and the number of active users, seeking to expand utilization in both the number of deliveries and benefits for users. During fiscal year 2025, approximately 10% of full-service orders were delivered by clean modals, such as bicycles and electric motorcycles, significantly reducing the environmental impact of deliveries.

PARTNERSHIP AND INNOVATION:

In 2024, we joined the Alliance for Sustainable Mobility, created to promote the adoption of electric vehicles and charging infrastructure in Brazil. We believe that collective effort is essential to advance electromobility and generate a positive impact for the country. By joining forces with the Alliance, we bring our innovative spirit, expertise in logistics and technology, and our reach, actively contributing to the cause of sustainable mobility.

Approximately
83 thousand
delivery drivers use
clean modals

**45.1
million**
million orders were
placed using clean
modals, representing
an average of **10%** of
total iFood orders

+4.2 thousand
partners are part of
iFood Pedal, with an
average of
305 thousand
monthly orders

1,851
electric bicycles are
active in the fleet

iFood Pedal

iFood Pedal offers plans with differentiated conditions for delivery drivers when renting shared bicycles, whether conventional or electric. At the beginning of 2022, iFood Pedal was only present in São Paulo and Rio de Janeiro. Today, we are present in five additional cities: Recife, Salvador, Brasília, Porto Alegre, and Curitiba. Between April 2023 and March 2025, iFood Pedal handled approximately 800 thousand orders per month.

Made possible through a partnership with Tembici, a leader in micromobility and solutions for urban spaces, the routes are distributed according to the partner company's reach, considering the location of the bike pickup and drop-off stations. The fee received by delivery drivers using bicycles is calculated based on the mileage traveled.



Recognition

In September 2023, iFood Pedal received the SDG Innovation Award during the 2023 SDG Summit, an event hosted by the United Nations (UN) in New York. The project was recognized for its positive social and environmental impact, contributing to the Sustainable Development Goals.

As a member of Inova 2030 - a UN initiative to foster impact projects that contribute to the UN Sustainable Development Goals - iFood was invited to present a case study at the meeting, which aims to discuss and accelerate progress toward the SDGs. iFood Pedal was the only case study from Latin America selected, highlighting Brazil at one of the most important UN events.

EMISSIONS

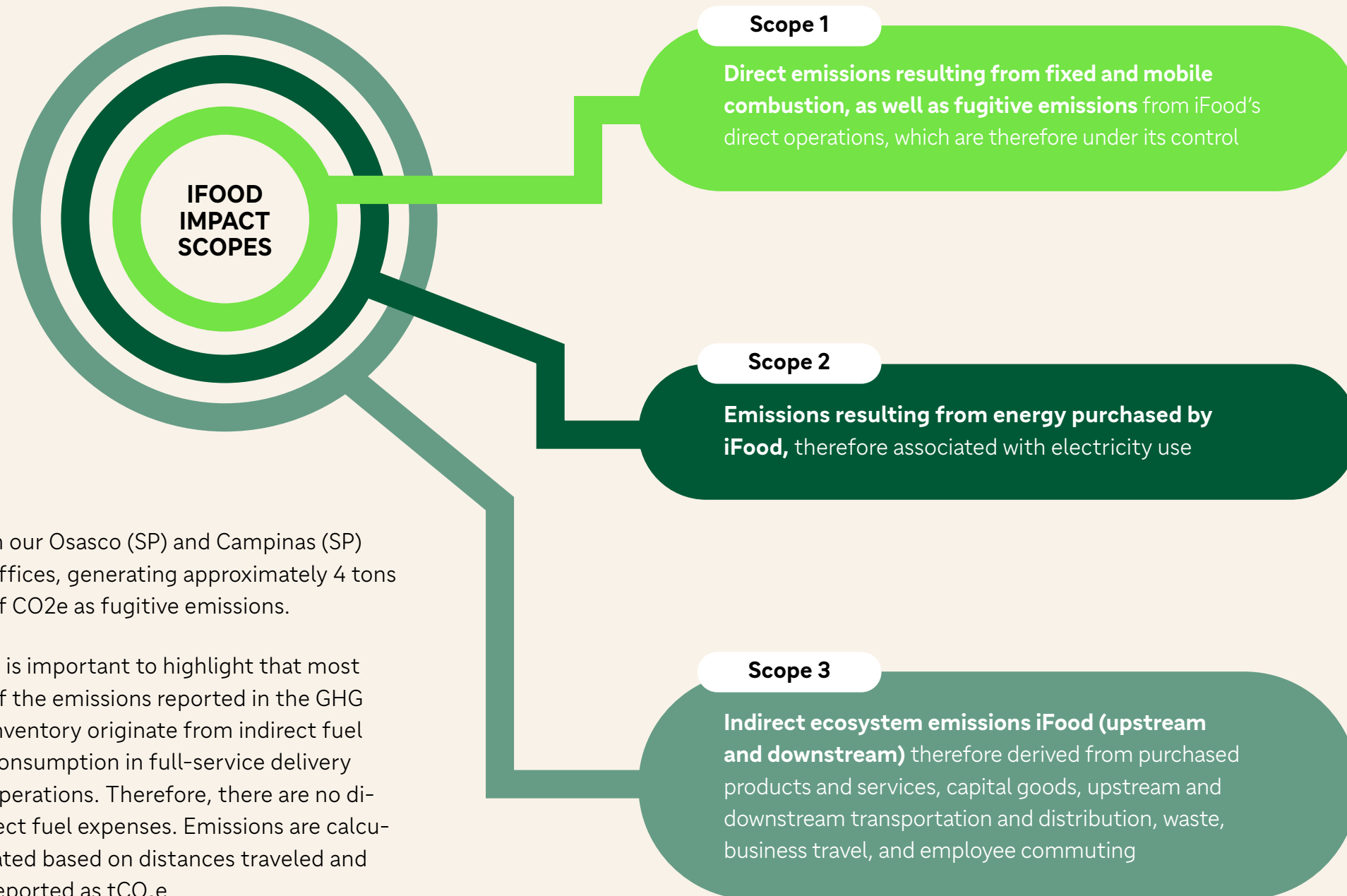
GRI 305-1, 305-2, 305-3, SASB TR-RO-110a.2
 S&P 2-6-1 Direct greenhouse gas emissions (scope 1);
 S&P 2-6-2 Indirect greenhouse gas emissions (scope 2);
 S&P 2-6-3 Indirect greenhouse gas emissions (scope 3);
 S&P 2-6-4 Climate Governance;
 S&P 2-6-7 Climate Risk Management

We prepare our greenhouse gas (GHG) emissions inventory annually in accordance with the GHG Protocol Brazil standard, with the assistance of a specialized consultancy (Future Climate). The data covers direct activities of our offices (Scope 1 and 2). In Scope 3, we primarily include data related to deliveries made via the app, which represent the most significant source of emissions. Of the 92 thousand tCO₂ emitted, 87% came from full-service deliveries”.

In our operations, the main impacts come from water and electricity consumption in the offices. In fiscal year 2025, we consumed approximately 1,728 liters of diesel

in our Osasco (SP) and Campinas (SP) offices, generating approximately 4 tons of CO₂e as fugitive emissions.

It is important to highlight that most of the emissions reported in the GHG inventory originate from indirect fuel consumption in full-service delivery operations. Therefore, there are no direct fuel expenses. Emissions are calculated based on distances traveled and reported as tCO₂e.



Emissions			
Metrics	Non-bio emissions	Bio emissions	Comment
Total direct (Scope 1) GHG emissions (CO ₂ , CH ₄ , and N ₂ O)	3.95 tCO ₂ e	0.58 tCO ₂ e	Diesel Oil: BEN 2023 and MCTIC 2016 consulted in the Brazilian GHG protocol tool
Total indirect (Scope 2) GHG emissions from energy purchases in metric tons of CO2 equivalent calculated based on location (CO ₂ , CH ₄ , and N ₂ O)	101.92 tCO ₂ e	N/A	Electricity consumption of iFood offices and <i>dark stores</i>
Total other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent	92,018.74 tCO ₂ e	27,242.58 tCO ₂ e	Scope 3 categories considered in the calculation: purchased goods and services, transportation and distribution (<i>upstream</i>), waste generated in operations, employee commuting, business travel, and transportation and distribution (<i>downstream</i>)
Emissions intensity per order. Specific metric for calculating the index: tCO ₂ eq. per million orders	188.30 tCO ₂ e/million orders	N/A	Directly estimated Scope 3 emissions: category 11 use of products sold. Focusing on deliveries made via the iFood app, as it has a greater impact on GHG emissions.

Additionally, we also invest in forest regeneration and restoration initiatives in partnership with the S.O.S Mata Atlântica Foundation. Since 2022, we have received more than **R\$1.4 million in donations** to the organization through the app, which are used to plant seedlings to conserve this biome. As a result, more than 80 thousand trees have already been planted, equivalent to 32 hectares of restoration.



Private social investment

GRI 3-3 - Material theme: investment in education
GRI 203-2

PRIVATE SOCIAL INVESTMENT

Recognizing the private sector’s responsibility to contribute to changes in social structures, we support initiatives that generate positive social and environmental impacts beyond our ecosystem. In 2021, we became sponsors of Todos pela Educação [All for Education] and created Potência Tech, which offers technology courses and scholarships, especially for underrepresented groups. In 2022, we co-created the Tech Marathon and launched Tech Movement, a coalition of organizations to promote the inclusion of low-income and underrepresented people in technology.

From October 2021 to April 2025, more than 50 thousand people from underrepresented or low-income backgrounds enrolled in Potência Tech. In total, we invested R\$ 12 million to train new classes in the program, providing scholarships, and employing more than 5 thousand people since its inception.

POTÊNCIA TECH

(April 2023 to March 2025)

+5,1 thousand

people employed in the technology market

+14,3 thousand

scholarships funded by the movement

TECH MARATHON

(April 2023 to March 2024)

+187 thousand

public school students impacted by technology-related content

We also support the Fundação 1Bi, created in 2018 to use technology to generate inclusive opportunities for vulnerable youth.



Source: Movtech 2030 Biannual Report

PARTNERSHIPS FOR INVESTMENT IN TECHNOLOGICAL INFRASTRUCTURE

GRI 203-1

We support the construction of the Computing Research Hub (CSHub) at Unicamp (State University of Campinas), a space designed to provide the necessary structure and support for students, faculty, and the general public to put academic knowledge into practice. This initiative seeks to foster the development of research and projects focused on new technologies with the potential to transform innovative discoveries into high-quality solutions for the market.

FOOD WASTE AND FIGHTING HUNGER

GRI 3-3 - Material theme: Food Security

We also work on food waste and fighting hunger, which are global challenges and very present in Brazil. As a food and beverage delivery intermediary, we engage stakeholders and develop projects focused on these agendas. We focus on three main fronts: the Todos à Mesa [Everyone at the Table] coalition, educational gardens, and encouraging donations through the app.



Todos à Mesa Movement

In 2022, we founded a coalition formed by different companies united by the common goal of generating systemic impact in the fight against food waste and hunger. Currently, the group has 25 members and has already donated 18 thousand tons of food to Civil Society Organizations (OSCs), benefiting more than 5 million people across the country. Between April 2023 and March 2024, we invested R\$ 300 thousand in the movement's management and governance.

SDGs to which the movement contributes:



In October 2023, we held a series of in-person meetings in Brasília with Todos à Mesa members to present the movement's actions to stakeholders and promote institutional agendas. The agenda aimed to promote a more favorable regulatory environment for food donations,

reduce food waste, and combat hunger in the country.

In 2024, Todos à Mesa signed a Memorandum of Understanding with the State Government of Alagoas, aiming to conduct a diagnosis of the state of Alagoas and establish a joint work plan that will provide strategic information to improve the local program to combat food waste and food insecurity in the state, Alagoas Sem Fome.

Last year, TaM also launched the study **"From Waste to the Table: Food Redistribution Strategies for a Hunger-Free Brazil,"** which maps the food redistribution landscape in Brazil. The launch took place at an event at the headquarters of Bain & Company, the firm that developed the study pro bono. Movement member companies, partner institutions, and institutions relevant to food redistribution were present.



Educational Gardens

Last year, we maintained three educational gardens, two located in Osasco and one in Ferraz de Vasconcelos, in Greater São Paulo. Between April 2023 and March 2024, approximately 2,000 children between the ages of five and 13 were impacted. We trained more than 80 teachers to be advocates for this topic and to use gardens in their educational programs, resulting in more than 350 educational activities carried out with students in the classroom.

Since the project's inception, a total of more than 3,000 students have been impacted across 5 different schools, and more than 100 teachers and educators have been reached and helped create more than 500 educational activities carried out in the educational gardens. During this period, more than 40 tons of food from 45 different species were produced. In addition, 4 compost bins were created in the educational gardens, generating more than 5 tons of organic compost for use in the gardens.

DONATIONS ON THE APP

Our app also serves as a channel for providing assistance to vulnerable people and supporting short- and long-term projects with organizations that combat hunger and poverty, improve education, social inclusion, and care for the environment. Simply and intuitively, you can make donations starting at R\$1 to the organization of your choice.

All funds raised are donated to partner NGOs and used for donations of basic food baskets, meals, hygiene and cleaning supplies, planting and monitoring the development of tree seedlings, scholarships, and other social and environmental services. During the reporting period, we received donations of R\$8.2 million from app users, and cumulatively since the tool became available, approximately R\$26 million. This has contributed to the actions and projects of iFood's partner NGOs, which have

benefited more than 500 thousand people throughout Brazil.

iFood's partner organizations included: Todos pela Educação, Fundação 1Bi, CIEE, Associação Nova Escola, Instituto Ayrton Senna, Associação Cactus, and Vocação, which contributed to the education agenda. To combat hunger and poverty, we worked with Ação da Cidadania, Amigos do Bem, CUFA, Gastromotiva, Orgânico Solidário, Gerando Falcões, and Voz das Comunidades. We also highlight our partnerships with SOS Mata Atlântica, which promotes forest regeneration; AACD, which provides medical and rehabilitation assistance to thousands of people with disabilities; and the Ronald McDonald Institute, which works directly with thousands of children, adolescents, and their families during cancer treatment.

It is worth noting that, during the reporting period, emergency campaigns were carried

out for victims of heavy rains in the South region (September 2023), Rio de Janeiro, Espírito Santo, and Acre (January and February 2024), and Rio Grande do Sul (April to June 2024). The funds raised were donated to the following organizations: CUFA, Ação da Cidadania, Voz das Comunidades, Amigos do Bem, and Gastromotiva, which provided immediate assistance with meals, clothing, hygiene, and cleaning supplies to the impacted populations.

We reiterate that we transferred the full amount of donations to Civil Society Organizations (OSCs), without deducting any fees. We absorb the cost of all financial transactions, which is considered a private social investment.

For transparency, the transfers are validated, and reports prepared by the MOL Institute and NEXO Consulting are publicly available at this [link](#).



SUPPORTING OUR ECOSYSTEM IN RIO GRANDE DO SUL

Due to the climate disaster caused by floods in Rio Grande do Sul in April 2024, we mobilized our assets to support the ecosystem and local society. At the time, we had 18 thousand establishments in the state, as well as more than 9 thousand delivery drivers and over 1 million monthly customers. Emergency payments were made to support our delivery drivers, restaurants, and stores in the region. We collected donations through the app for NGOs such as CUFA, and we worked with the Porto Alegre Professional Motorcyclists' Union (SINDIMOTO) to distribute food, hygiene kits, and essential items.

For restaurants, supermarkets, convenience stores, pet shops, and pharmacies, we waived monthly fees and advanced payments until October 2024.

For our delivery drivers, iFood made an emergency payment totaling R\$2 million to provide financial support during this critical period. In this case, the amount was calculated based on the delivery worker's average earnings over the last month, with a minimum payment of R\$ 100. To qualify for the benefit, the worker had to have made at least one delivery per week for the last four weeks. In addition, iFood designed a special package for delivery drivers who reported being more severely affected by the floods, implementing a new and differentiated emergency payment package for this group, with 3 additional monthly payments of R\$ 500.00. It also provided 100% free social and psychological assistance to delivery drivers and their families, access to telemedicine

appointments and exams, distribution of food baskets, and vouchers for the repurchase of damaged items at the delivery worker's store. In addition, we held an in-app donation campaign for Rio Grande do Sul, where over R\$2 million was raised. This money was donated to CUFA for the distribution of food, water, and other essential items. Through the app, it was also possible to donate to other partner NGOs operating in the region: Voz das Comunidades, Ação da Cidadania, and Amigos do Bem.

We developed a playbook based on the lessons learned to formalize our work in climate emergencies and document what was implemented in Rio Grande do Sul.

These initiatives are part of our ongoing commitment to social impact and sustainability practices, using our technology and reach to mitigate the impacts of climate crises and support affected communities.





FoodLovers

Culture & Diversity, Equity & Inclusion - DE&I

THE IMPACT STARTS AT HOME

GRI 2-7, SASB CG-EC-330a.2

GRI 3-3 - Material theme: Employee attraction and well-being

The impact begins internally, with a culture strongly aligned with the diversity, equity, and inclusion (DE&I) strategy, driving sustainable and continuous growth. We have more than 6,600 FoodLovers, and our initiatives are customized by area, ensuring that the diversity present in our ecosystem is reflected in internal teams. Through data tools, we provide ongoing insights, supporting leaders in making assertive decisions and implementing targeted actions to promote diversity.

Leadership plays an essential role in building a safe and inclusive environment, where psychological safety is prioritized and integrated into the People

team's set of indicators. This approach promotes a journey of sustainable evolution, where all people are valued and encouraged to contribute to the company's growth, with high performance and continuous positive impact.

6,600 FoodLovers



CULTURE. PEOPLE. TECHNOLOGY.

As one of the largest companies in Brazil and Latin America, we believe our success results from the combination of technology, people, and a culture directly connected to our DE&I strategy. Our values - Entrepreneurship, Results, Innovation, and All Together - support our purpose of Feeding the Future of the World and guide our decisions. These values are translated into concrete actions through the iFood Way of Working (J.I.T.), which brings together ten principles that guide our actions.

We believe that DE&I is a central pillar of our culture and essential to our sustainable business strategy. As iFood continues to expand, our ecosystem becomes increasingly diverse, and teams that reflect this diversity develop more effective solutions to our challenges. This perspective encourages us to innovate,

experiment with new ideas, and adjust our course whenever necessary.

To ensure assertive and inclusive decisions, we use technology and data intelligence as allies in raising awareness and developing leadership. Internal tools provide access to accurate, bias-free data, empowering our leaders to create safe and inclusive environments.

We are an ambidextrous organization, capable of combining operational excellence with creativity to innovate. With an owner-operator mentality, our FoodLovers collaborate with partners throughout Brazil, transforming our ecosystem. Together, we build solutions that fuel the future, promote inclusion, and generate a positive impact in a consistent and sustainable way.



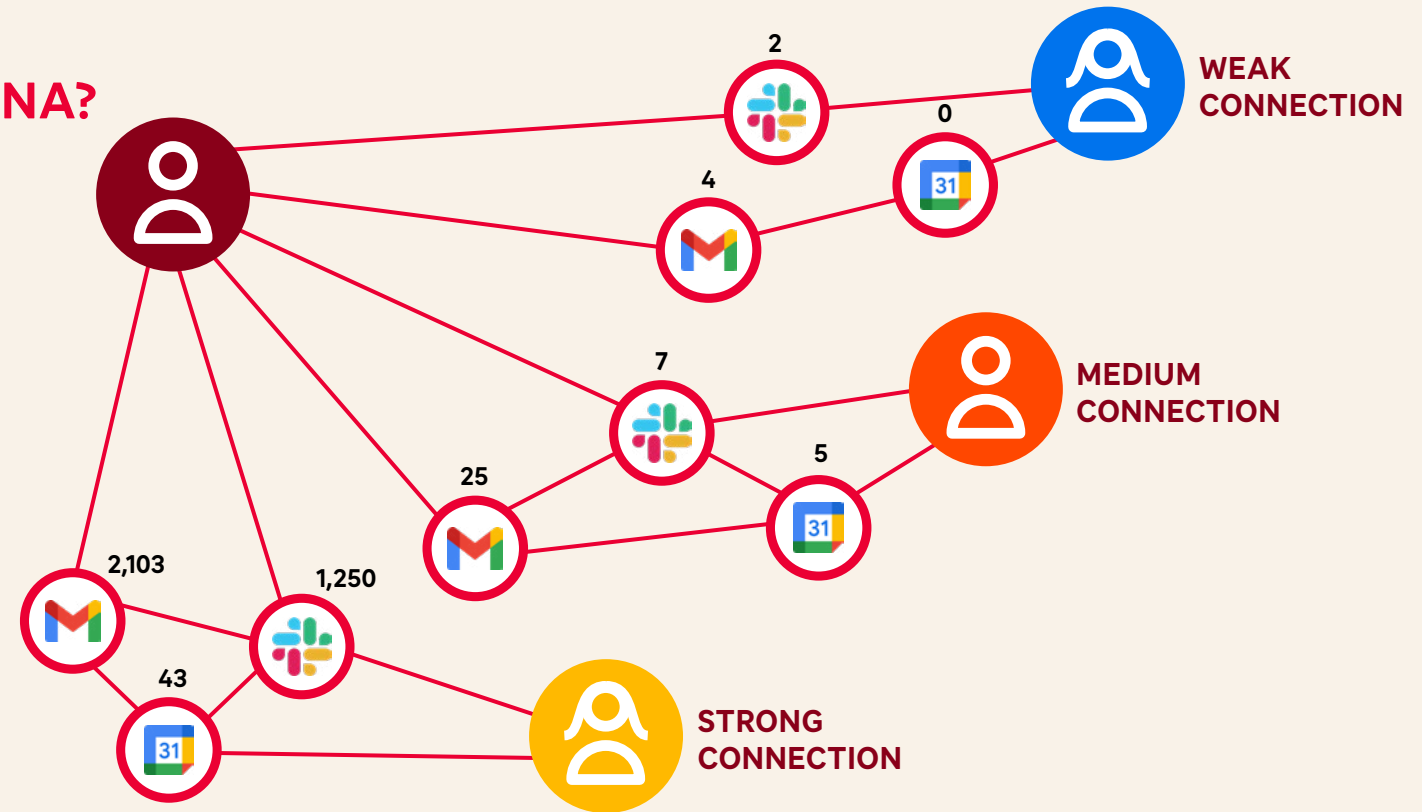
Fairness in Processes

PERFORMANCE EVALUATION

Performance Evaluation is a central mechanism for our people management, and since 2021, we have implemented this 360-degree process integrated into iFood's main internal communication tool, making the experience easy, bureaucracy-free, focused on people development, and data-driven. In addition to the final evaluation and the multiple feedback loops resulting from the cycle, the final score serves as a criterion for subsequent decisions regarding merits and promotions, as well as investment in development, retention, and other factors. This is a core process for promoting equity among different demographic groups within the team. Therefore, we use data and algorithms to help reduce unconscious biases in this sensitive decision.

One of our main actions is to use the ONA (Organizational Network Analysis) methodology, which maps the strength of connections between FoodLovers based on the volume of email exchanges, meetings, and interactions through official channels. This data helps identify who interacted most with the FoodLover as their evaluator, thus reducing common biases in evaluator nomination processes. It's important to note that we have no access to the content of interactions between FoodLovers, complying with the LGPD (General Data Protection Law) in this process.

The algorithm compares the evaluations of different FoodLovers and neutralizes potential biases related to, for example, the



gender and race of the person being evaluated. The suggestion is sent to the relevant leader to make the most assertive decision.

The results of the Performance Evaluation with Algorithm Suggestion in 2019 and 2023 highlight how the algorithm helped to more evenly distribute employees in each rating. In 2019, there was a greater disparity between genders, especially in the "Meets

Expectations" category. In 2023, the algorithm suggestion resulted in a more even distribution, reducing gender disparities and promoting a more equitable distribution of evaluations between men and women.

Last year, we changed the evaluation frequency from biannual to annual and achieved a 100% participation rate among eligible FoodLovers.

COMPENSATION AND BENEFITS

The compensation policy offered to FoodLovers stands out for being competitive and comprehensive, reflecting the company’s commitment to valuing its human capital. Furthermore, we offer opportunities for professional growth and development, with ongoing training programs and educational incentives.

Our policy is transparent and fair, ensuring rewards based on performance. We use an analysis methodology that takes into account the results of the performance evaluation, the role performed, time with the company and in the role, seniority level, and area of expertise, in addition to mitigating potential differences based on gender and race. We offer flexible benefits, allowing FoodLovers to choose the

combination that best suits their personal needs and lifestyle. Distributed through a points program, some of the benefits include: medical assistance, dental assistance, meals, life insurance, travel plans, pharmacy, cultural benefits, and pet care.

We also offer a range of benefits that don’t consume program points: gym membership, childcare assistance, payroll loans, legal assistance, financial assistance, gender transition programs, medication subsidies, language assistance, and more.

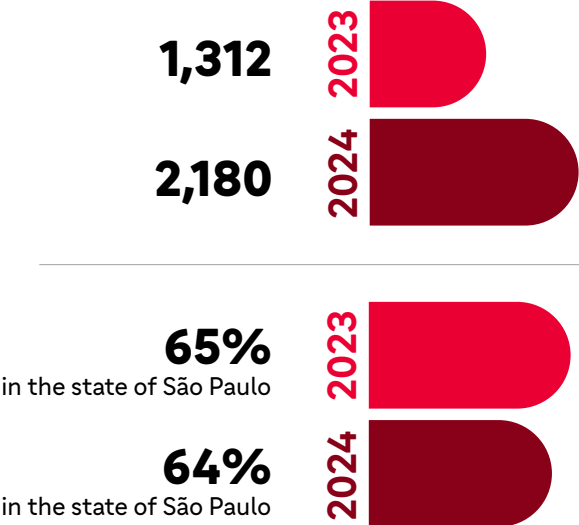
Our approach makes remote work possible, including financial subsidies for FoodLovers to equip their workspaces, as well as partnerships with coworking spaces throughout Brazil.

More than **30%** of our teams are outside São Paulo

51 FoodLovers work from other countries



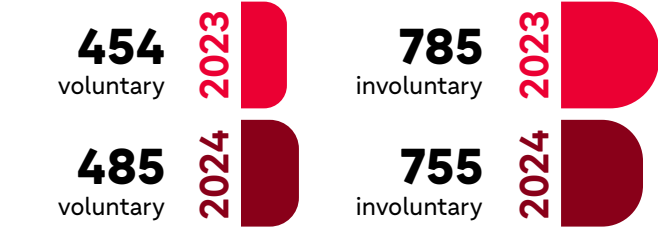
HIRING



TURNOVER



LAYOFFS



(See tables on this topic in the **Annexes** chapter)

DEVELOPMENT OF DIVERSE TALENTS

GRI 404-2
S&P 3-3-2 Employee development programs;
S&P 3-4-5 Performance assessment type;
S&P 3-4-7 Employee support programs;
S&P 4-2-1 People Analysis

The day-to-day behavior of leaders makes the iFood culture even more tangible for FoodLovers. Being able to handle different profiles, changes, and challenges, while building a strong team, is essential for the sustainability of the iFood business.

To develop iFood leadership, we have the Unique Leadership Journey, which empowers different levels of leadership with people-centered tools and practices, always considering the needs of the target audience and the dilemmas they face.

The journey begins with **Leadership Onboarding**, which aligns and trains new

leaders on culture, management processes, and the role of leadership, in addition to connecting them with senior leadership. The program is held monthly and boasts a high satisfaction rate of 87%.

To further this journey, we offer level-specific programs:

“I’m a Leader, what now?” program: aimed at first-level leaders (supervisors and coordinators), this program develops key team management skills such as self-awareness, focus on results, iFood culture, and feedback. Over the last two years, more than 900 leaders have been trained.

“Care to Dare” Program: complements the previous program with a focus on enhancing leadership skills. The content reinforces the importance of balancing care and challenge to enable our leaders to exponentially develop their teams. We have already trained 269 leaders in the program.

“UPLEADER” Program: empowers managers with tools for self-assessment, team understanding, and building high-performance teams, considering iFood’s complexity to increase exponential growth. The program aims to enhance adaptive leadership and promote organizational culture. Over the past two years, 263 leaders have been trained.



Entry programs

Our programs focus on the technical and behavioral development of FoodLovers. These include:

iFuture Program: develops interns in entrepreneurial skills and a business context, in addition to strengthening their protagonism to deal with challenges. Monthly meetings are held, led by external and internal suppliers, such as senior leadership.

Meteoro Program: empowers young apprentices in essential technical and behavioral skills for starting their careers, as well as career guidance and self-awareness in monthly meetings led by the People team and internal leaders.

Development in functional areas

The People Development team collaborates with all areas of iFood to align development needs with the strategic objectives of different areas

and business units. Furthermore, we foster an ecosystem that facilitates self-directed learning through our new internal platform, Prosus Academy, empowering FoodLovers to access the right content at the right time.

With Prosus Academy, we expand development possibilities by offering content that not only addresses various learning styles, whether through formal courses, articles, books, or videos, but also from providers internationally recognized for their quality and variety.

The new platform provides tools to address skills gaps, explore new learning opportunities, and support FoodLovers in ongoing development, such as their Individual Development Plan (PDI). With greater efficiency and resources aligned with current demands, Prosus Academy strengthens continuous learning, driving iFood's growth and success.



DIVERSITY, EQUITY, AND INCLUSION

GRI 3-3 - Material theme: Diversity, equity, and inclusion

As iFood continues to grow, our ecosystem becomes increasingly diverse, and the more diverse we become, the more we grow. Currently, 68% of iFood's delivery drivers are Black*. Women also make up the majority of iFood's consumers, representing 57%, while Black people make up 39% of this group**. Our partner profile is balanced between female (47%) and male (49%)***. With the company's continued growth, we anticipate even greater diversity among partner business owners, consumers, and delivery drivers, reinforcing diversity not only as a social agenda, but as essential to the business strategy that transforms and generates exponential results.

Since establishing the Diversity, Equity, and Inclusion (DE&I) agenda at iFood in

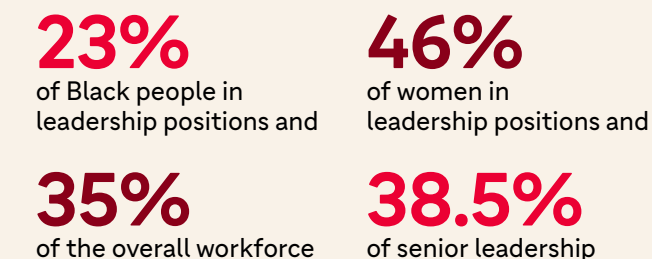
2019, we have achieved significant improvements in representation. Female leadership grew by 64%, with a 46% increase in women in senior leadership. We also saw a 76% increase in the presence of Black people in the overall workforce and a 64% increase in leadership.

In 2021, we publicly announced our commitment to rapidly increasing our representation percentages, and these advances have profoundly transformed both the people and the culture at iFood. We surpassed the challenging goal of women in senior leadership, reaching 38.5% by 2023. Despite the progress made, we acknowledge that we did not achieve some of our goals on time and remain committed to achieving the same objectives in the coming years.

With the deadline for these commitments ending in December 2023, we reaffirm our commitment to equity, inclusion, and increased representation in our teams through a strategy that includes personalized approaches by department, the development of conscious leadership, and the crucial role of senior leadership in promoting and managing a safe and inclusive environment for all FoodLovers. This strategy is supported by the People department and by innovation tools, technology, data, facts, and shared decisions, generating products and processes within our journey.

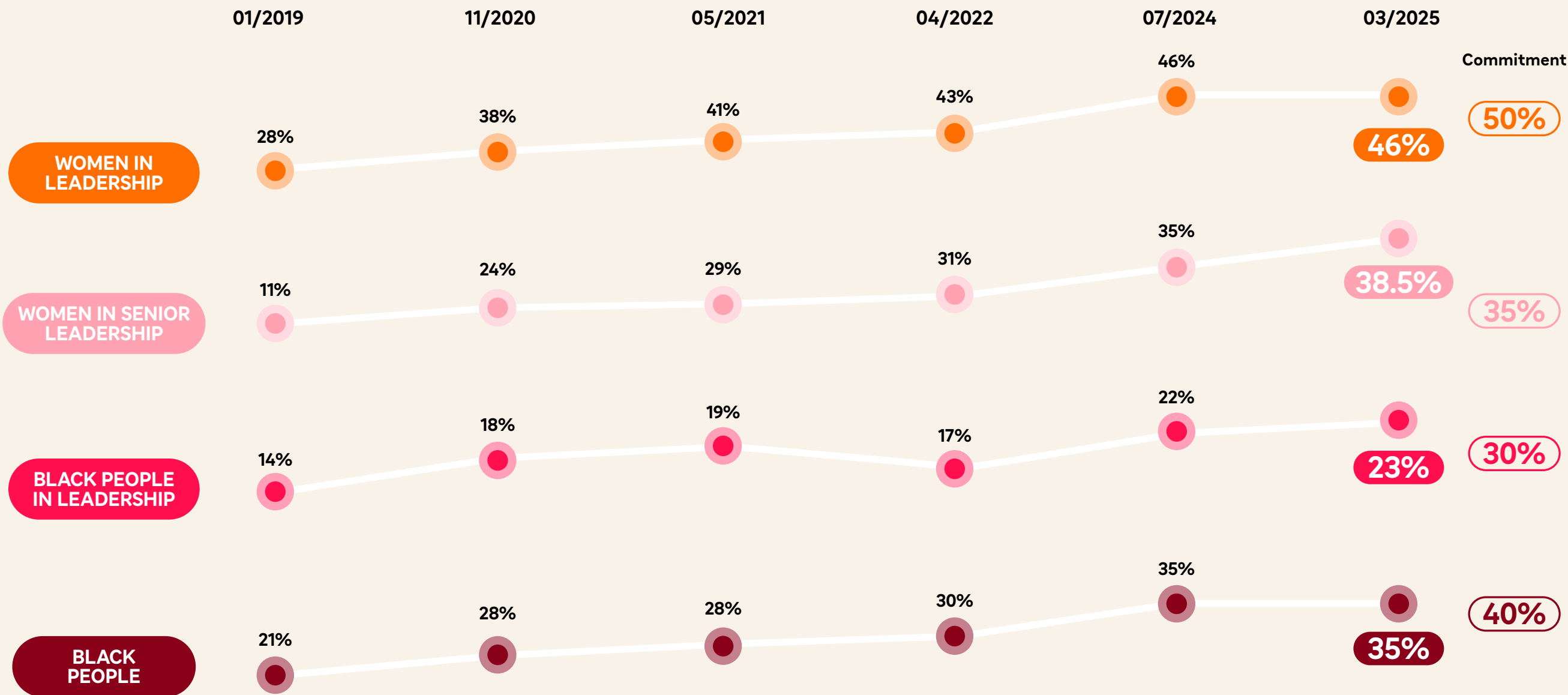


Between April 2023 and March 2025, we reached:



(See tables on this topic in the **Annexes** chapter)

*Source: Delivery driver profile is from the CEBRAP survey, 2025. **Source: iFood user profile, September 2024 (internal). *** Source: iFood Restaurant Owner Profile, Jul 2024, No. 385.



INCLUSION AND BELONGING

In a culture that values high performance and challenges FoodLovers to step outside their comfort zones every day, it's crucial that we work to ensure a psychologically safe environment. Coupled with this is our mindset that inclusion is part of building more diverse teams and, consequently, more realistic and innovative ones.

We work with affinity groups to address issues related to specific audiences. They are:

AFFINITY GROUPS

Pólen [Pollen] is a collection of our five affinity groups: Empodera Elas [Empower Them], Orgulho Negro [Black Pride], LGBTI+Amor [LGBTI+Love], Corpo Livre [Free Body], and Sem Barreiras [No Barriers]. Made up of FoodLovers from under-represented groups and allies, they promote human connection, inclusion, and belonging.



OTHER RECENT MOVEMENTS ON THE RACIAL AGENDA

Since 2021, we have been signatories to the Pact for the Promotion of Racial Equity, which encourages companies on a structured development journey toward inclusion and equity for Black people on their teams, in addition to promoting belonging agendas that further strengthen the network of Black professionals in Brazil.

In 2023, we joined the Carreiras Com Futuro [Careers with a Future] movement, an initiative focused on the inclusion of Black professionals in partnership with other companies. Together, we seek to promote career development for Black professionals at all organizational levels, inspiring more companies to create truly inclusive work environments.



In February 2024, we launched the Baobá project, a pioneering initiative focused on career development for Black FoodLovers, reaffirming our commitment to diversity, equity, and inclusion. The program was designed to offer continuous development paths, combining theory and practice, with the support of specialized consulting firms such as Crescimentum and Humãna, to ensure the depth and relevance of the content. Structured in modules, Baobá covered essential topics such as career and leadership, communication

skills, time management and prioritization, growth mindset, project management, and problem-solving. It also included practical activities, such as role-playing scenarios and group discussions, which helped transform learning into concrete actions in daily professional life.

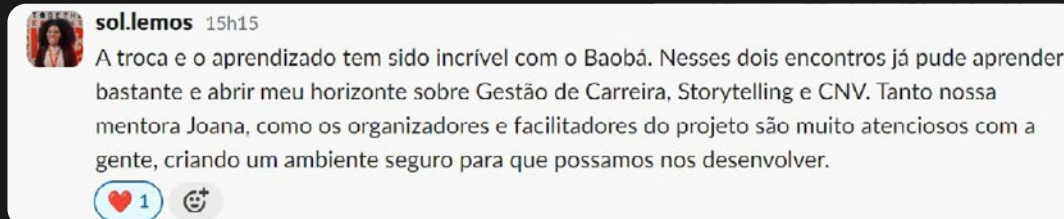
With a total of 1,676 hours of training, the program involved the participation of 276 eligible FoodLovers, from different job levels, and received 317 applications. Baobá was very well received, achieving an average

Net Promoter Score (NPS) of 91, exceeding the established target of 85, and maintaining an average of 45 participants per meeting. Participants highlighted the safe and welcoming environment for discussions and the impact of the content on their career development, emphasizing the relevance of the tools presented.

Benefits offered by the program include a certificate of completion for participants with at least 80% attendance, recognition for the top 10 in each class, and double the

Individual Development Plan (PDI) funding for participants who excelled in performance evaluations. The program also fostered the exchange of experiences and networking among participants, with an exclusive Slack channel that increased engagement and interaction.

The first phase was successfully completed, and as a way of sustaining this, we are working to improve future editions, updating the topics according to the needs of individuals, the business, and contemporary demands.



Our main inclusion metric

In 2021, we introduced the Psychological Safety Index (ISP) to assess the inclusion of underrepresented groups through an annual survey. Based on **Dr. Amy Edmondson's** methodology, the index measures psychological safety at

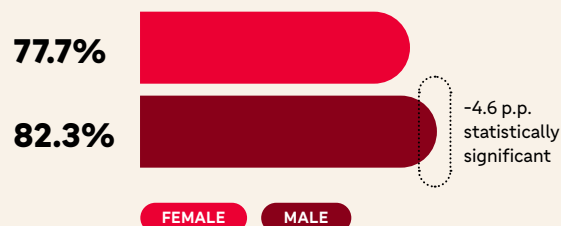
work in terms of expression, interaction, learning, and belonging.

In 2023, we strategically integrated the ISP with our main pulse tool, Fala Aí. This change allows for a more continuous assessment, with quarterly updates instead

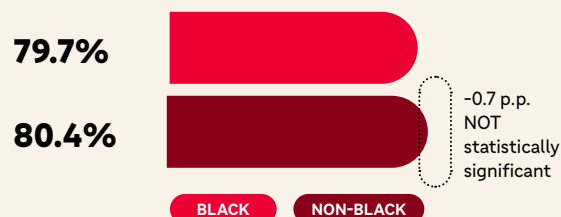
With the survey adjustment in December 2023, we now monitor Psychological Safety through Fala Aí's **"The team feels safe, respected, and included"** pillar.

Mar/2024

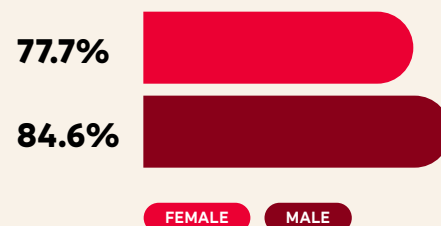
BY GENDER



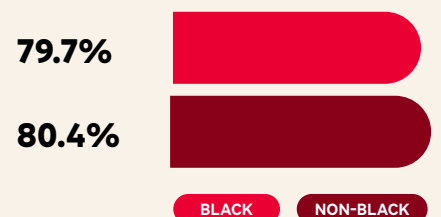
BY RACE



BY GENDER



BY RACE



of annual ones. Aligned with other People indicators, Fala Aí automates the process and facilitates the natural monitoring of psychological safety in the workplace.

Over the past two years, we've maintained an average of 8.7 in the ISP, advancing our goal of reducing the gap between the index for minority groups and other FoodLovers. With the evolution of the tool, leaders now have the ability to act more consistently and immediately based on the results.

FALA AÍ [SPEAK UP]

Fala Aí was created to efficiently monitor well-being, organizational climate, and leadership performance. It serves as a mechanism to gather insights from FoodLovers at strategic moments in their journey at iFood. By centralizing all surveys in a single system, we provide leadership and BPs (Business Partners) with simplified access to results and insights, accelerating decision-making and driving transformative actions based on reliable data.

By developing increasingly data-driven teams and leaders, this integration with analytics tools reinforces our strategic approach, ensuring long-term sustainable solutions.



HEALTH AND SAFETY

GRI 403-1; 403-2; 403-3, 403-4, 403-5, 403-6, 403-7, 403-8
S&P 1-4-1 Risk Management
S&P 3-4-1 SST Policy
S&P 3-4-2 SST Programs
S&P 3-4-9 Employee well-being trends

Close monitoring of FoodLovers and out-sourced professionals is part of our health and safety process. We have a management system that includes an occupational physician, an occupational nurse, a nursing technician, a safety engineer, and a safety technician, in compliance with legal requirements. Risk and control management is carried out through initiatives such as the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO).

We have over 6,600 FoodLovers in our offices. We verify the documentation and training of all outsourced professionals to ensure they perform their duties in accordance with the specific functions

for which they were hired. Additionally, we offer onboarding training focused on safety and risk prevention before they begin working at our facilities. CIPA meetings and the Safety Manual provide essential updates and information on best practices and standards.

To monitor and mitigate occupational risks, we follow a five-level risk control hierarchy: elimination, substitution, engineering control, administrative control, and PPE use. This system strengthens the health and safety of all professionals involved. Based on our ongoing monitoring, no significant occupational risks directly linked to our operations have been identified.



The iDoc Primary Health Care program focuses on multidisciplinary care accessible through internal tools, focusing on prevention and the promotion of health and well-being. It includes an ergonomic work analysis, addressing risks and preventive measures. The program features ongoing training, flexible schedules, clear communication, a confidential channel, and strategies to minimize risks. All work services are communicated through our digital channels. In the last cycle, we launched the iDoc LifeStyle program, encouraging habit change with professional guidance.



PARENTING PROGRAM

We've been offering 180 days of maternity leave since 2019, and 60 days of paternity leave since 2021. The benefit includes adoption parents, same-sex couples, and heterosexual couples, promoting stronger family bonds and a smooth adjustment after the arrival of a child.

We have the iFamily program to offer targeted support in three tracks:

- Maternity and career consulting with medical, nutritional, and psychological support for pregnant women;
- Flexible schedules to accompany appointments and exams for partners;
- A handbook and guidelines for leaders to support mothers and fathers on their teams.



For those considering the adoption process, we offer a process guide, as well as legal, financial, and social support. During the adjustment phase, we provide psychological support.

The iFamily program also supports the gradual return of FoodLovers after leave, with careful reintegration and updates on changes in the company, an essential process during the adjustment process.



Governance

GRI 2-1, 2-23

GRI 3-3 - Material theme: Governance, Risk Management & Compliance
S&P 1-4-1 Risk Management

We are a privately held company with solid leadership, committed to transparency, and guided by values that promote honest results, equity, and corporate responsibility.

Our corporate governance is supported by policies and practices that aim to identify, assess, and manage risks, in addition to generating a positive impact on our value chain. We recognize the importance of our commitment to all parts of our ecosystem: Foodlovers, suppliers, delivery drivers, partner restaurants and establishments, and end consumers.

The GRC (Governance, Risk, and Compliance) department, comprised of specialists, plays a fundamental role in promoting best practices in the areas within their areas of expertise. This area provides tools to encourage efficient, secure, and scalable management of compliance risks and processes, aligning our business strategy with the complexity of the challenges we face.

To guide our internal practices, we provide fundamental GRC documents that address essential topics such as:

- Code of Ethics and Conduct;
- Compliance Policy;
- Whistleblower Channel Policy;
- Anti-Corruption Policy;
- Relationship with Public Officials Policy;
- Anti-Money Laundering and Combating the Financing of Terrorism Policy;
- International Sanctions and Export Controls Policy;
- Conflict of Interest Policy;
- Donations and Sponsorship Policy;
- Risk Management Policy

These documents are reviewed regularly and are available for appointment through

official internal channels. In addition, the GRC area also provides training and guidance aimed at all FoodLovers and specific groups. These initiatives ensure the dissemination of essential concepts, practical examples, and suggestions for recommended methodologies for specific situations.

STRUCTURE AND INSTITUTIONAL MOVEMENTS

GRI 2-9, 2-12, 2-13, 2-14
S&P 1-2-1 Board Independence
S&P 1-2-2 Board Type

The CEO and the Executive Board are responsible for defining the company's strategic planning, also considering impacts related to sustainable development. The Board of Directors, based at Prosus - iFood's main investor and headquartered in the Netherlands - is responsible for approving strategic decisions that directly influence our stakeholders. We have a well-structured Governance matrix that covers strategic issues for the group. Additionally, we have two specific committees in Brazil, formed by senior leadership: the Audit and Risk Committee and the Ethics Committee.

In May 2024, we underwent significant changes in our leadership composition. Fabricio Bloisi became president of Prosus, while Diego Barreto assumed the presidency of iFood.

Diego Barreto, who has been with iFood since 2018, began as CFO and Vice President of Finance and Strategy. He actively contributed to consolidating the company's management model and strengthening our corporate culture. He played an important role at crucial moments, including the launch of logistics operations and expansion into new segments such as grocery,

pharmacy, pet shops, benefits, and financial services.

The new leadership continues the progress made in recent years, especially in investments focused on our ecosystem, value generation for delivery drivers, and business growth for restaurants and establishments. Beginning in July 2024, Fabricio Bloisi began leading an operation with over 100 companies. The executive attributes iFood's success to a highly dedicated team and constant investment in innovation, which has consolidated the company's positive impact in its segment.

Ethics Committee

Our Ethics Committee is comprised of representatives from various areas, including Compliance, Technology, Corporate Investigations, Legal, People, Impact & Sustainability. Acting independently, the Committee deliberates on cases related to our Code of Ethics and Conduct. Meetings are held monthly or extraordinarily, whenever necessary.

Audit and Risk Management Committee

Created in January 2022, although informal, it is composed of four members and holds quarterly meetings with key leaders. These meetings focus on discussing topics related to the Compliance Program, Internal Controls, Legal, Finance, and Technology.

INTEGRITY PROGRAM

GRI 2-24, 2-25, 2-26

The Integrity Program aims to protect our business and generate positive impacts across our value chain. Based on eight pillars, the program focuses on preventing, detecting, and remediating actions that violate the values and principles set forth in our **Code of Ethics and Conduct**, internal policies and procedures, and applicable legislation.

Internal policies address key topics such as:

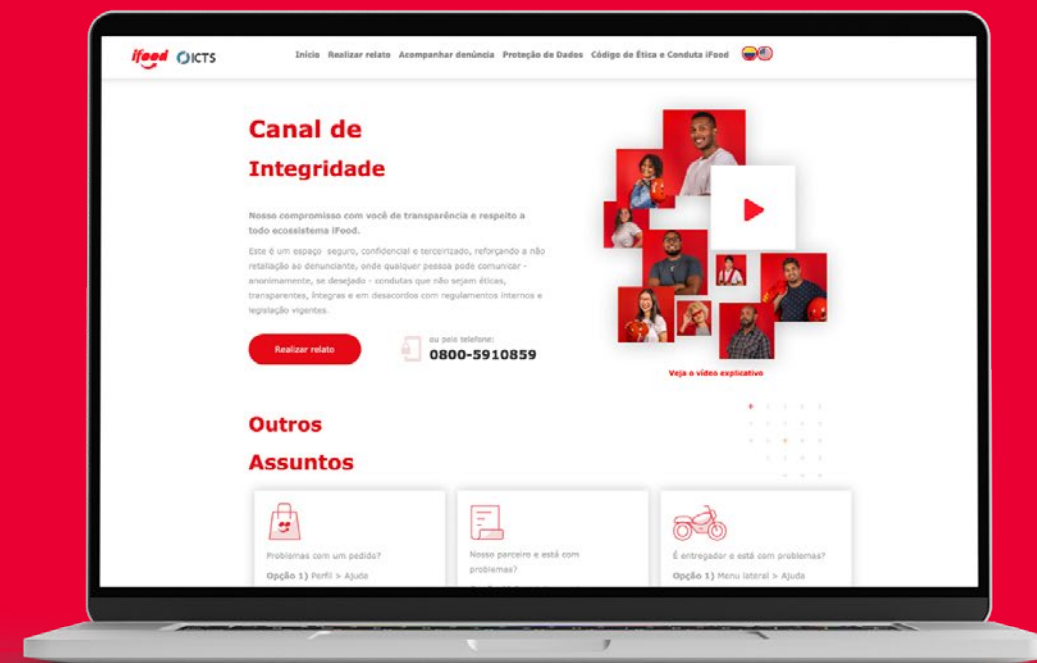
- Anti-Corruption;
- Integrity Channel;
- Compliance;
- Conflicts of Interest;
- Donations and Sponsorships;
- Interaction with public officials;
- Anti-Money Laundering and Combating the Financing of Terrorism;
- International Sanctions and Export Controls.

The Integrity Channel can be accessed via:

- Institutional website (internal and external audiences)
- Compliance Portal (internal audiences)
- Internal bots
- Phone: 0800 591 0859 (internal and external audiences)

After registration, reports are investigated based on structured methodologies and legal support. In proven cases of violations of the Code of Ethics and Conduct, internal policies and guidelines, and/or applicable laws, appropriate disciplinary measures are applied.

www.canaldeintegridade.com.br/ifood/





AI for Good

GRI 2-15
S&P 4-1-1 Artificial Intelligence Policy;
S&P 4-1-2 Artificial Intelligence and ESG Performance

Artificial intelligence and automation tools are widely used in our internal processes. A significant example is the conflict of interest management process, which covers everything from the initial form completion phase to the control and monitoring stages. This process is carried out through an automated tool, developed to ensure that 100% of FoodLovers have access to the form and the opportunity to report potential conflicts of interest. Conflicts of interest that can be recorded include: Relationships between Foodlovers; with suppliers; with partner establishments; with competitors; with public officials; with non-profit organizations; and other types of conflicts of interest.

This automated system ensures transparency, efficiency, and comprehensiveness in the process, strengthening our values of integrity and corporate responsibility.

ANTI-CORRUPTION

GRI 205-1, 205-2, 205-3
S&P 1-5-2 Codes of Conduct
S&P 1-5-3 Corruption and Bribery
S&P 1-5-4 Codes of Conduct: Systems / Procedures
S&P 1-7-1 Supplier Code of Conduct

We assess corruption risks in all our operations, considering their specific characteristics, the market in which they operate, the products offered, and relationships with public officials. This assessment is essential when conducting contracts and operations involving third parties, ensuring that our processes are well-defined to deeply understand our customers, partners, and suppliers.

Our commitment to integrity and risk prevention is reinforced in the Code of Ethics and Conduct, which highlights our intolerance of corruption, with strict practices in compliance with national and international anti-corruption standards and legislation.

Furthermore, our Compliance Program includes a robust Anti-Corruption Policy

that reflects our firm stance against accepting any form of corruption, whether through incentives, financing, funding, sponsorship, or any other form of support. Our guideline is to conduct business ethically and with integrity, in full compliance with the Code of Ethics and Conduct and applicable anti-corruption laws. In this context, all Committee members and 100% FoodLovers were informed about the Anti-Corruption Policy and received specific training on the topic.

We extend our practices and commitments to our value chain, requiring 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 Law to Combat Money Laundering and Financing of Terrorism, its financing,

or related acts (Law No. 9,613/98), the Law on Sanctions Imposed by United Nations Security Council Resolutions (Law No. 13,810/2019), as well as adopt international anti-corruption best practices and standards, established in the US Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act, and other related applicable regulations.

We also require the implementation of robust integrity practices and internal

controls by all involved parties, aiming to prevent acts of corruption, fraud, illicit practices, and/or money laundering and terrorist financing.

It is worth noting that, during the reporting period, we did not have any contracts terminated due to corruption-related violations.





TRAINING AND COMMUNICATION

The Compliance department is responsible for planning, implementing, and monitoring various training programs that are available through internal tools and accessible to all employees. As part of our training initiatives, we maintain an **Annual Training and Communication Program (PATC)**, aligned with strategic priorities and risks identified within our organizational context. It aims to train employees on key topics, promote the dissemination of ethical values, and reinforce the commitment to compliance across all areas of the company.

This plan includes communication strategies that reinforce messages related to ethical practices and integrity, using various internal channels, such as emails, automated bots, digital bulletin boards, and mass communication tools. For focus groups, such as leaders and teams

with high risk exposure (e.g., business areas and third-party relationships), the program offers more detailed and customized training, ensuring greater relevance and impact.

In addition, the department also monitors training engagement indicators and periodically presents the results to the Audit and Risk Committee.

The training programs are intended for all employees. The program covers topics such as: Code of Ethics and Conduct; Daily Ethics; Anti-Harassment; Conflict of Interest; Anti-Money Laundering and Anti-Corruption.

Through the PATC, we strengthen the construction of an organizational culture based on ethics, compliance, and a commitment to best practices.

RISK ASSESSMENT

GRI 201-2
S&P 1-4-2 Emerging Risks

We periodically conduct risk assessments of Compliance, processes, and systems, using internationally recognized methodologies. This practice aims to provide stakeholders with visibility into critical issues that require attention and/or decision-making.

We work closely with business teams to identify risks, propose actions, and implement mitigating controls that ensure greater safety and efficiency in operations.

Furthermore, we have expanded our scope of assessment to include risks related to climate change and physical risks that can directly impact the operation of our fleets. This approach ensures we are prepared to face emerging challenges and continue to strengthen our risk mitigation strategy at all levels.



TAX AND FISCAL MANAGEMENT

GRI 207-1, 207-2, 207-3
S&P 1-4-1 Risk Management

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

Formally reviewed and approved by senior executives, including the VP of Legal, Chief Tax Officer, and CFO, we ensure an efficient strategy. We also have a legal department dedicated exclusively to the group's regulatory affairs, ensuring our regulatory compliance.

Furthermore, we adopt procedures and workflows aimed at adhering to applicable accounting and tax regulations, reinforcing our commitment to transparency and business ethics.

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

Compliance with the governance and fiscal control structure is assessed by a specialized internal team, in addition to internal audits, independent audits,

audits by our investor, and specific consultancy services to improve internal processes and strengthen governance.

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

When it comes to public policy advocacy related to taxes, we take a proactive and responsible approach. We participate in relevant forums and discussion groups, where 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 ones, we maintain several open communication channels. This includes regular satisfaction surveys, feedback meetings, and a hotline for questions and concerns.

Third-party management

We adopt a well-defined “*due diligence*” process for third parties and partners, carried out at the beginning of our partnership. This process assesses the integrity, privacy, and security of information during registration.

The Compliance and Anti-Corruption clause is included in contracts with third parties, ensuring that these partners are aware of and fully aligned with our ethical and integrity values. Furthermore, acceptance/acknowledgment of the Third Party Code of Ethics and Conduct is required, reinforcing our commitment to the principles that govern our operations.

Disciplinary measures

After a report is filed through the Integrity Channel, a third-party company performs the validation and initial analysis of the case. Subsequently, the report is made available on the internal portal to

the corporate investigations department, which conducts impartial and qualified investigations, following the guidelines established in the Code of Ethics and Conduct.

Cases can be classified as valid, partially valid, unfounded, insufficient data, or out of scope.

These classifications are discussed monthly by the Ethics Committee, composed of representatives from the Compliance, Legal, Investigations, People, Diversity & Inclusion, Social Impact, and Technology departments. The committee deliberates on appropriate disciplinary measures, when necessary.

After the decision is made, incidents are closed on the platform and the whistleblower’s protocol is updated, allowing for inquiries about the progress and conclusion of the report.

Risk management

Based on the risk assessments performed, action plans are defined according to the level of criticality. Measures may include:

- Risk elimination
- Risk reduction
- Risk sharing
- Risk acceptance (when justified by probability and impact)

These decisions are made based on careful analyses that balance the probability of the event and its potential impact.



Image generated by AI.

DATA SECURITY

SASB TC-IM-220a.4, SASB CG-EC-220a.1, SASB CG-EC-220a.2, SASB CG-EC-230a.1, ASB CG-EC-230a.2

S&P 1-4-1 Risk Management

S&P 1-9-1 IT Security/Cybersecurity governance

S&P 1-9-2 IT Security/Cybersecurity measures

S&P 1-9-3 IT Security/Cybersecurity process and infrastructure

S&P 1-9-4 MSA information security/Cybersecurity and system availability

S&P 3-6-1 Privacy Policy: Systems / Procedures

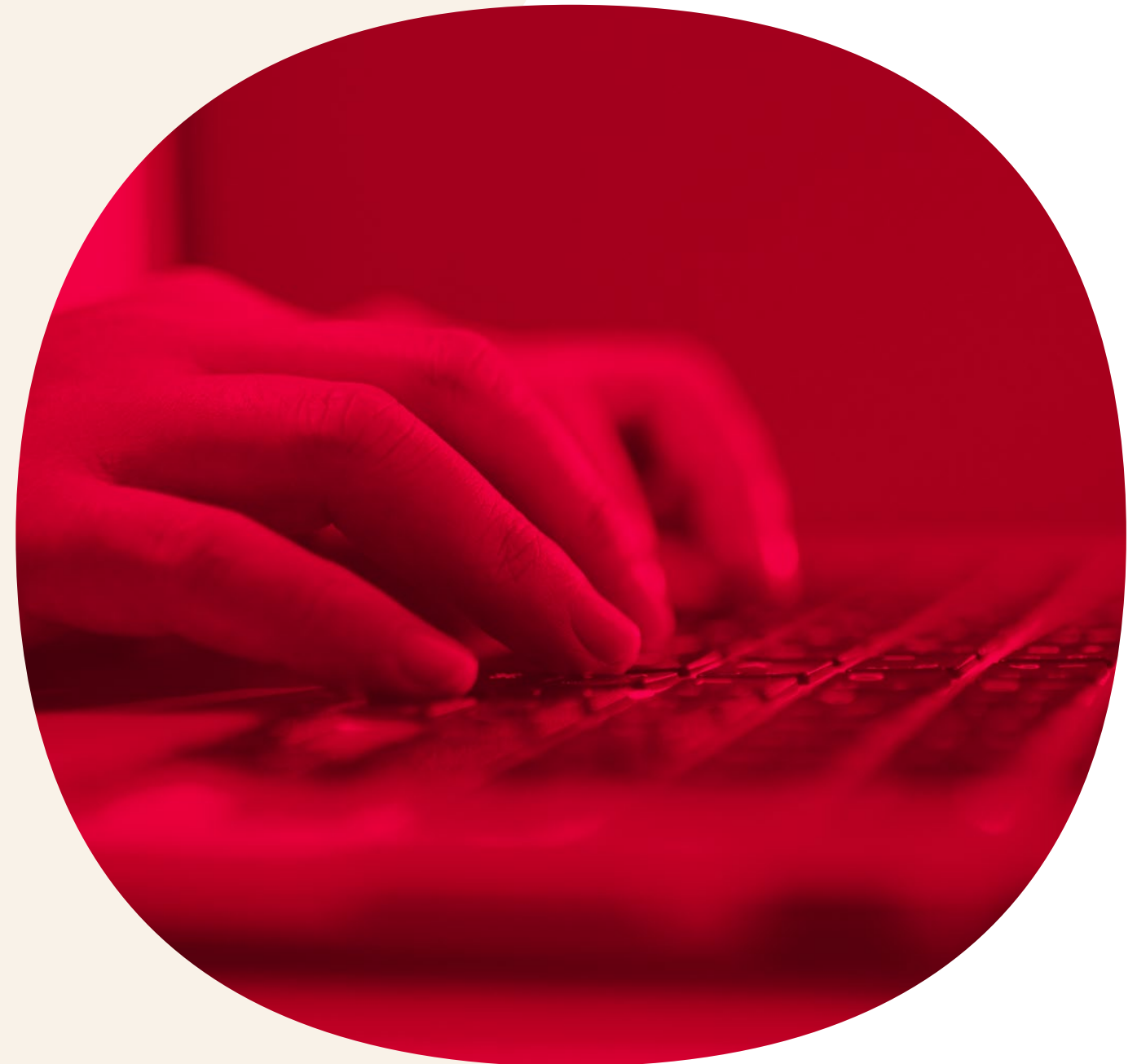
S&P 3-6-2 Customer Privacy Information

We adopt security measures such as antivirus, security patches, network firewall protection, mobile device management, and data loss prevention tools. We assess our suppliers for security requirements and conduct security training. We have monthly and quarterly risk and security committees to review and manage technology risks. During the reporting period, no data breaches were identified.

We use the principles of personal data protection legislation, particularly the General Data Protection Law

(Law No. 13,709/2018), to guide the implementation of technical and organizational measures that guarantee privacy and data protection throughout our internal processes.

Data is processed with a high degree of security through the implementation of industry-leading privacy and data protection practices, such as encryption techniques, monitoring, and periodic security testing, as detailed in our Privacy Statements on the **Privacy Portal**.





Stakeholder engagement

GRI 2-28; 2-29; 413-1
S&P 1-5-1 UN Global Compact Membership



We maintain transparent and productive relationships with various stakeholders to strengthen bonds, present projects, and clarify doubts. Our activities are tailored to the needs of each group, always based on clear communication, active listening, integrity, expectation management, and conflict resolution.

Among the groups with which we interact are academia, governments, political leaders, opinion leaders, NGOs, customers, restaurant owners, suppliers, competitors, delivery drivers, shareholders and investors, as well as our FoodLovers. We also participate in associations and entities that operate in areas related to our business.

Together with our stakeholders, we were able to accelerate our actions in important and emergency situations, such as the 2024 tragedy in Rio Grande do Sul.



The Brazilian Franchising Association is the leading representative of the franchising market in Brazil, promoting training, regulation, and events such as the ABF Franchising Expo. It has over 1,700 members and fosters the sector nationally and internationally.



The Brazilian Association of Bars and Restaurants represents and develops the foodservice sector, promoting gastronomy, professional training, and events, in addition to working on public policies and supporting entrepreneurship.



Ação Cidadania was founded in 1993, forming a massive nationwide mobilization network to combat hunger, promote citizenship, and social inclusion. The network is made up of volunteers who mobilize to collect food, clothing, and other items to distribute to people in socially vulnerable situations.



Amigos do Bem promotes the transformation of thousands of lives through ongoing projects in education, income generation, and access to water, housing, and healthcare. One of the largest social projects in the country, the organization regularly serves more than 150 thousand people in the backlands of Alagoas, Pernambuco, and Ceará.



The Brazilian Association of Mobility and Technology (Amobitec) brings together leading companies in innovative technological mobility solutions, operating in individual transportation, delivery, and road passenger transportation services. It works to advocate for innovation, efficiency, and democratization in the transportation of people and goods.



The National Restaurant Association represents the food service sector in Brazil, working to defend the interests of entrepreneurs and promoting initiatives to reduce food waste and sustainability.



AYA Earth Partners promotes Brazil's transition to a regenerative and zero-carbon economy, offering decarbonization solutions and mentoring, in addition to collaborating with sectors on sustainable practices.



The Brazilian Chamber of the Digital Economy is the leading multi-sector organization in Latin America and the most representative Brazilian entity in the Digital Economy. The association aims, in addition to promoting digital businesses, to encourage innovation, knowledge generation, and the sustainable development of the Digital Economy.



Conscious Capitalism Brazil (CCB) is the official representative of Conscious Capitalism Inc., a global movement originating in the USA. The institution operates in the area of corporate education and believes in the power of private enterprise to generate a positive impact on society.



CIEE is a nonprofit organization that supports young Brazilians in the process of preparation and inclusion in the corporate world. It provides free services to young people and provides social assistance throughout Brazil.



Conecta - Brazilian Association of Marketplaces and Payment Intermediaries is a non-profit association that represents technology companies that operate as marketplaces, sub-accreditors, initiators, and payment intermediaries. It acts as an official liaison for this sector with regulators, civil society, and the market.



CUFA (Single Center of Shantytowns) is a Brazilian organization recognized nationally and internationally in the political, social, sports, and cultural spheres, and has existed for 20 years.



The World Economic Forum is an international organization that promotes public-private cooperation. Since its founding in 1971, as an independent and impartial entity, it has provided a global platform for leaders to discuss and collaborate on complex global challenges. It stands out for annual meetings such as the Davos Forum, focusing on innovation and diversity of thought to improve the state of the world.



Aiming to reduce social inequalities in Brazil, the Fundação 1Bi was created in 2018 with the aim of using technology to generate inclusive opportunities for young people in situations of social vulnerability.



Gastromotiva is a non-governmental organization that uses gastronomy as a driver of social transformation. Since 2006, the organization has worked on initiatives to combat hunger and food insecurity, and to generate income through education.



GERANDO FALCÕES

A social development ecosystem, Gerando Falcões [Generating Falcons] works as a network to accelerate the impact of leaders in favelas across Brazil. It focuses on transformative initiatives capable of generating long-term results through education, economic development, and citizenship services in favelas, in addition to implementing systemic transformation programs such as Favela 3D.



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



Created in 1994, inspired by Ayrton Senna's dream, it works with children and young people to develop their potential through Education. Through its projects that serve thousands of children and young people across the country, its main goal is to accelerate education in Brazil.



Founded in 1999, the Institute annually benefits thousands of children and young people who need support during childhood cancer treatment. Headquartered in Rio de Janeiro, it operates nationwide. It is 100% funded by donations from legal entities and individuals.



The National Road Safety Observatory is a non-profit organization dedicated to developing actions that effectively contribute to reducing traffic accident rates in Brazil.



Orgânico Solidário [Organic Solidarity] is a non-profit platform organized as a philanthropic fund. Its implementation is carried out through a network of transformers whose common goal is to bring organic food to families in situations of social vulnerability.



The Pact for the Promotion of Racial Equity is an initiative that proposes the implementation of a Racial ESG Protocol for Brazil, bringing the issue of race to the center of the Brazilian economic debate and attracting the attention of large national and multinational companies and civil society on the topic.



The Global Compact is a United Nations (UN) initiative for companies worldwide to work toward sustainability, inclusion, and a better society. It has more than 15 thousand members, including companies and organizations, spread across 160 countries.



We work with SOS Mata Atlântica to regenerate forests. The NGO promotes policies for the conservation of the Atlantic Forest through monitoring the biome, producing studies, demonstration projects, dialogue with public and private sectors, improving environmental legislation, communication, and public engagement.



Todos pela Educação is an NGO that mobilizes public officials and leaders to ensure the right to a quality basic education for all Brazilians and guarantee greater equality of opportunity.



Vocação [Vocation] is a civil society organization dedicated to developing people's skills through work with communities, investing in comprehensive education projects, offering vocational training courses, and providing services to companies.



Zetta is an association that brings together financial and payment institutions focused on innovation and inclusion in the Brazilian financial market, acting as a benchmark for advancing the sector's digitalization.



Glossary

AMBIDEXTERITY

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

MATERIALITY ASSESSMENT

A tool used by companies to identify priority issues (material issues) for the sustainability of their business, society, and the environment. Based on a methodology that involves consulting key stakeholders and prioritizing results, the resulting matrix aims to reconcile the impact of each material issue on the business with its relevance to stakeholders.

FOODLOVERS

What we call our employees.

GIG ECONOMY

Economic activity generated by online platforms, including platforms that match the supply and demand of paid

labor (such as Uber), materials, or capital; sales platforms (such as eBay); accommodation platforms (such as Airbnb); financial services 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 accommodation), as defined by Eurofund (European Foundation for the Improvement of Living and Working Conditions).

GHG PROTOCOL

The Brazilian GHG Protocol Program is an initiative of GVCes (Center for Sustainability Studies of the Getúlio Vargas Foundation) for the registration and publication of Greenhouse Gas (GHG) Emissions Inventories. The goal is to encourage companies and governments to understand, quantify, and manage their GHG emissions

LLM (LARGE LANGUAGE MODEL)

A Large Language Model is a machine learning model trained to learn from

massive databases. The model is capable of understanding contexts, meanings, and languages, and developing responses in texts.

NEW ECONOMY

The New Economy refers to a new business model, based on investment in technology, innovation, agile management, more flexible hierarchies, diversity of people, and a focus on the **ESG agenda**.

SDGS (SUSTAINABLE DEVELOPMENT GOALS)

There are 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 can enjoy peace and prosperity.

SQUAD

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

STAKEHOLDER

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



Annexes

FoodLovers

GRI 2-7
2-7-A: TOTAL EMPLOYEES, BROKEN DOWN BY GENDER AND REGION.

S&P 3-1-4 Workforce disaggregation: Gender
S&P 3-1-5 Workforce disaggregation: Race/Ethnicity and Nationality

2023					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	44	100	1	0	145
Northeast	170	234	3	0	407
North	23	29	1	0	52
Southeast	2,078	2,145	23	3	4,248
South	185	266	3	0	453
Other Regions	5	19	1	0	25
TOTAL	2,505	2,793	32	3	5,330

2025					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	58	126	1	0	185
Northeast	220	291	3	0	514
North	27	27	0	0	54
Southeast	2,593	2,656	13	0	5,262
South	219	333	1	0	553
Other Regions	0	0	0	0	0
TOTAL	3,117	3,433	18	0	6,568

GRI 2-7
2-7-B: TOTAL NUMBER OF: I. PERMANENT EMPLOYEES, BY GENDER AND REGION.

2023					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	42	98	1	0	141
Northeast	163	224	3	0	390
North	21	28	1	0	49
Southeast	1,980	2,081	23	3	4,086
South	182	265	3	0	449
Other Regions	5	19	1	0	25
TOTAL	2,393	2,714	31	3	5,140

2025					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	52	123	1	0	176
Northeast	206	281	3	0	490
North	27	26	0	0	53
Southeast	2,462	2,562	12	0	5,036
South	214	328	1	0	543
Other Regions	0	0	0	0	0
TOTAL	2,961	3,320	17	0	6,298

GRI 2-7
2-7-B: TOTAL NUMBER OF: II. TEMPORARY EMPLOYEES, BY GENDER AND REGION.

2023					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	7	10	0	0	17
Northeast	2	1	0	0	3
North	98	64	0	0	162
Southeast	3	1	0	0	4
South	113	77	0	0	190
Other Regions	5	19	1	0	25
TOTAL	2,393	2,714	31	3	5,140

2025					
Region	Female	Male	Other	Not disclosed	TOTAL
Midwest	6	3	0	0	9
Northeast	14	10	0	0	24
North	0	1	0	0	1
Southeast	131	94	1	0	226
South	5	5	0	0	10
Other Regions	0	0	0	0	0
TOTAL	3,117	3,433	18	0	6,568



GRI 2-7

2-7-A: TOTAL EMPLOYEES,
BROKEN DOWN BY GENDER AND
REGION

S&P 3-2-2 - Workforce Disaggregation - Gender
S&P 3-2-3 - Workforce Disaggregation - Race/
Ethnicity and Nationality

2024

Grid	Female		Male		Other	
Apprentice (1)	53	0.41%	22	0.98%	0	0%
Assistant/Intern (5, 6 and 7)	392	5.20%	282	7.23%	0	0%
Rise (8, 9, and 10)	1,338	28.51%	1,545	24.69%	1	0.02%
Non-Executive (11, 12 and 13)	669	16.61%	900	12.35%	0	0%
Executives (14+)	79	2.55%	138	1.46%	0	0%

2025

Grid	Female		Male		Other	
Apprentice (1)	63	0.94%	16	0.24%	1	0.01%
Assistant/Intern (5, 6 and 7)	436	6.52%	346	5.18%	2	0.03%
Rise (8, 9, and 10)	1,740	26.03%	1,850	27.68%	10	0.15%
Non-Executive (11, 12 and 13)	830	12.42%	1,128	16.88%	5	0.07%
Executives (14+)	99	1.48%	158	2.36%	0	0%

2024

Grid	White		Yellow		Indigenous		Mixed-race		Black		Not provided	
Apprentice (1)	23	0.42%	1	0%	0	0.33%	33	0.02%	18	0.61%	0	0%
Assistant/Intern (5, 6 and 7)	324	5.98%	12	0.06%	3	1.90%	232	0.22%	103	4.28%	0	0%
Rise (8, 9, and 10)	1,628	30.04%	98	0.04%	2	6%	831	1.81%	325	15.33%	1	0.02%
Non-Executive (11, 12 and 13)	1,084	20%	62	0.04%	2	1.68%	329	1.14%	91	6.07%	1	0.02%
Executives (14+)	176	3.25%	11	0%	0	0.07%	26	0.20%	4	0.48%	0	0%

2025

Grid	White		Yellow		Indigenous		Mixed-race		Black		Not provided	
Apprentice (1)	40	0.60%	1	0.01%	0	0%	20	0.30%	19	0.28%	0	0%
Assistant/Intern (5, 6 and 7)	409	6.12%	9	0.13%	1	0.01%	258	3.86%	107	1.60%	0	0%
Rise (8, 9, and 10)	2,098	31.39%	120	1.80%	3	0.04%	945	14.14%	433	6.48%	1	0.01%
Non-Executive (11, 12 and 13)	1,370	20.50%	77	1.15%	3	0.04%	398	5.95%	112	1.68%	3	0.04%
Executives (14+)	211	3.16%	13	0.19%	0	0%	29	0.43%	4	0.06%	0	0%

2024

Grid	Under 30 years old		Between 30 and 50 years old		Over 50 years old	
Apprentice (1)	75	1.38%	0	0%	0	0%
Assistant/Intern (5, 6 and 7)	308	5.68%	357	6.59%	9	0.17%
Rise (8, 9, and 10)	1,382	25.50%	1,491	27.51%	11	0.20%
Non-Executive (11, 12 and 13)	1,295	23.90%	269	4.96%	5	0.09%
Executives (14+)	210	3.88%	4	0.07%	3	0.06%

2025

Grid	Under 30 years old		Between 30 and 50 years old		Over 50 years old	
Apprentice (1)	80	1.20%	0	0%	0	0%
Assistant/Intern (5, 6 and 7)	380	5.69%	397	5.94%	7	0.10%
Rise (8, 9, and 10)	1,619	24.22%	1,960	29.32%	21	0.31%
Non-Executive (11, 12 and 13)	280	4.19%	1,669	24.97%	14	0.21%
Executives (14+)	4	0.06%	248	3.71%	5	0.07%

GRI 401-1
**401-1.A: TOTAL NUMBER AND RATE OF
NEW EMPLOYEE HIRES DURING THE
REPORTING PERIOD, BY AGE GROUP,
GENDER, AND REGION.**

S&P 3-1-4 Workforce disaggregation: Gender
S&P 3-1-5 Workforce disaggregation: Race/Ethnicity and Nationality
S&P 3-4-4 Hiring; TS&P 3-4-8 Employee turnover rate

2023

Region	Number of hires	Rate of hires	Region	Number of hires	Rate of hires
AL	9	0.69%	PE	36	2.74%
AM	1	0.08%	PI	3	0.23%
AP	0	0.00%	PR	34	2.59%
BA	26	1.98%	RJ	93	7.09%
CE	16	1.22%	RN	6	0.46%
DF	17	1.30%	RO	2	0.15%
ES	17	1.30%	RR	1	0.08%
GO	12	0.91%	RS	20	1.52%
MA	7	0.53%	SC	32	2.44%
MG	90	6.86%	SE	5	0.38%
MS	2	0.15%	SP	861	65.63%
MT	3	0.23%	TO	2	0.15%
PA	6	0.46%	Others	1	0.08%
PB	10	0.76%	TOTAL	1,312	

2023

Age group	Number of hires	Rate of hires
Under 30 years old	703	54%
From 30 to 50 years old	604	46%
Over 50 years old	5	0%
TOTAL	1,312	

2023

Gender	Number of hires	Rate of hires
Men	649	49%
Women	663	51%
Other	0	0%
Not provided	0	0%
TOTAL	1,312	

2025

Region	Number of hires	Rate of hires	Region	Number of hires	Rate of hires
AC	2	0.09%	PB	19	0.87%
AL	6	0.28%	PE	44	2.02%
AM	5	0.23%	PI	5	0.23%
AP	1	0.05%	PR	86	3.94%
BA	45	2.06%	RJ	160	7.34%
CE	24	1.10%	RN	16	0.73%
DF	37	1.70%	RO	1	0.05%
ES	21	0.96%	RS	42	1.93%
GO	14	0.64%	SC	48	2.20%
MA	8	0.37%	SE	9	0.41%
MG	161	7.39%	SP	1403	64.36%
MS	9	0.41%	TO	4	0.18%
MT	4	0.18%	Others	3	0.14%
PA	3	0.14%	TOTAL	2,180	

2025

Age group	Number of hires	Rate of hires
Under 30 years old	1,054	48.35%
From 30 to 50 years old	1,117	51.24%
Over 50 years old	9	0.41%
TOTAL	2,180	

2025

Gender	Number of hires	Rate of hires
Men	1,137	52.16%
Women	1,040	47.71%
Other	3	0.14%
Not provided	0	0%
TOTAL	2,180	

GRI 401-1
401-1.B: TOTAL NUMBER AND TURNOVER RATE OF EMPLOYEES DURING THE REPORTING PERIOD, BY AGE GROUP, GENDER, AND REGION.

	2023		2025	
Age group	Number of hires	Turnover rate	Number of hires	Turnover rate
Under 30 years old	570	32%	428	21.52%
From 30 to 50 years old	690	35%	802	19.89%
Over 50 years old	10	45%	13	28.85%
TOTAL	1,270		1,243	

Turnover rate: Sum of the monthly turnover values for each group. The value was calculated within the groups themselves.

	2023		2025	
Gender	Number of hires	Turnover rate	Number of hires	Turnover rate
Men	649	29.31%	581	20.51%
Women	663	28.95%	653	20.43%
Other	0	very low	8	29.75%
Not provided	0	0%	1	-
TOTAL	1,312		1,243	

GRI 401-3
401-3.A: TOTAL NUMBER OF EMPLOYEES ENTITLED TO MATERNITY/PATERNITY LEAVE, BY GENDER.

2023		2025	
Gender	Total number of employees	Gender	Total number of employees
Men	2,857	Men	3,518
Women	2,532	Women	3,101
TOTAL	5,389	TOTAL	6,619

GRI 401-3
401-3.B: TOTAL NUMBER OF EMPLOYEES WHO TOOK MATERNITY/PATERNITY LEAVE, BY GENDER.

2023		2025	
Gender	Total number of employees	Gender	Total number of employees
Men	134	Men	164
Women	179	Women	166
TOTAL	313	TOTAL	330

GRI 401-3
401-3.C: TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK AFTER THE END OF MATERNITY/PATERNITY LEAVE, BY GENDER.

	2023		
Genders	Total number of employees	Voluntary termination	Involuntary termination
Men	128	0	6
Women	175	2	2
TOTAL	303	2	8

	2025		
Genders	Total number of employees	Voluntary termination	Involuntary termination
Men	161	2	1
Women	163	0	3
TOTAL	324	2	4

GRI 401-3
401-3.D: TOTAL NUMBER OF EMPLOYEES WHO RETURNED TO WORK AFTER THE END OF MATERNITY/PATERNITY LEAVE AND REMAINED EMPLOYED TWELVE MONTHS AFTER RETURNING TO WORK, BY GENDER.

	2023		
Genders	Total number of employees	Voluntary termination	Involuntary termination
Men	107	8	19
Women	156	9	14
TOTAL	263	17	33

	2025		
Genders	Total number of employees	Voluntary termination	Involuntary termination
Men	146	8	10
Women	153	2	11
TOTAL	299	10	21

Training and Education

GRI 404-1
404-1.A: AVERAGE NUMBER OF TRAINING HOURS COMPLETED BY THE ORGANIZATION'S EMPLOYEES DURING THE REPORTING PERIOD, BY: I. GENDER; II. EMPLOYEE CATEGORY.

S&P 3-3-2 Employee development programs;

	2022	2023	2024
Gender	Average training hours	Average training hours	Average training hours
All employees	8	25	23
Men	9	22	24
Women	10	24	26
Not provided	9	10	11
Other genders	5	23	20

	2022	2023	2024
Employee category	Average training hours	Average training hours	Average training hours
Executives (head to C-level)	3	28	46
Non-Executive (spec/early to senior leadership)	6	28	28
Advancement (senior and mid-level)	9	10	20
Other (other levels: interns, junior analysts, and assistants)	15	34	37

GRI 404-3
404-3.A: PERCENTAGE OF TOTAL EMPLOYEES, BY GENDER AND EMPLOYEE CATEGORY, WHO RECEIVED REGULAR PERFORMANCE AND CAREER DEVELOPMENT EVALUATIONS DURING THE REPORTING PERIOD*.

*Performance evaluation eligibility: To be eligible for the cycle, employees must have worked at least 90 days with the company during the cycle.

	2023			
Gender	Total eligible for performance evaluation April to September 23	Percentage of total employees April to September 23	Total eligible for performance evaluation October to March 24	Percentage of total employees October to March 24
All employees	4,899	92%	4,916	91%
Men	2,668	96%	2,632	91%
Women	2,229	89%	2,275	90%
Not provided	0	0%	0	0%
Other	2	8%	9	41%

	2024			
Gender	Total eligible for performance evaluation April to September 24	Percentage of total employees April to September 24	Total eligible for performance evaluation October to March 25	Percentage of total employees October to March 25
All employees	5,383	89.96%	5,911	88.20%
Men	2,878	91.74%	3,151	88.60%
Women	2,472	87.13%	2,760	87.70%
Not provided	33	0%	0	-
Other	0	0%	0	-

	2023				
Employee category	Total eligible for performance evaluation April to September 22	Percentage of total employees April to September 22	Total eligible for performance evaluation October to March 23	Percentage of total employees October to March 23	Category definition
Executives	208	79%	215	85%	head to c-level
Non-Executive	1,361	65%	1,559	82%	spec/early to senior leadership
Rise	1,432	55%	1,864	77%	senior and mid-level
Other	925	44%	1,275	66%	other levels: interns, junior analysts, and assistants

	2024				
Employee category	Total eligible for performance evaluation April to September 24	Percentage of total employees April to September 24	Total eligible for performance evaluation October to March 25	Percentage of total employees October to March 25	Category definition
Executives	222	93.28%	237	94.10%	head to c-level
Non-Executive	1,683	93.71%	1,852	95%	spec/early to senior leadership
Rise	2,202	68.53%	2,441	90.80%	senior and mid-level
Other	1,276	51.65%	1,381	85.80%	other levels: interns, junior analysts, and assistants

Diversity and Equal Opportunities

GRI 405-1
405-1.A: PERCENTAGE OF INDIVIDUALS WHO ARE MEMBERS OF THE ORGANIZATION'S GOVERNANCE BODIES IN EACH OF THE FOLLOWING DIVERSITY CATEGORIES: I. GENDER; II. AGE RANGE: UNDER 30, 30-50, OVER 50 YEARS OLD; III. OTHER DIVERSITY INDICATORS, WHERE RELEVANT (SUCH AS MINORITIES OR VULNERABLE GROUPS).

2023		2025		2023		2025	
Gender	Individuals in a governance body	Gender	Individuals in a governance body	Age group	Individuals in a governance body	Age group	Individuals in a governance body
Men	100%	Men	100%	Under 30 years old	0%	Under 30 years old	0%
Women	0%	Women	0%	From 30 to 50 years old	100%	From 30 to 50 years old	100%
				Over 50 years old	0%	Over 50 years old	0%

GRI 405-1
405-1.B: PERCENTAGE OF NEW EMPLOYEES BY JOB CATEGORY IN EACH OF THE FOLLOWING DIVERSITY CATEGORIES: I. GENDER; II. AGE RANGE: UNDER 30, 30-50, OVER 50 YEARS OLD; III. OTHER DIVERSITY INDICATORS, WHERE RELEVANT (SUCH AS MINORITIES OR VULNERABLE GROUPS).

2023							2025						
Gender	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification	Gender	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification
Men	62%	56%	52%	42%	28%	28%	Men	58.70%	59.52%	51.57%	50.24%	21.25%	0%
Women	38%	43%	47%	58%	72%	70%	Women	41.30%	40.48%	48.43%	49.29%	77.50%	0%
Not provided	0%	1%	1%	0%	0%	2%	Other	0%	0%	0%	0.47%	1.25%	0%

Age group	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification	Age group	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification
Under 30 years old	2%	17%	48%	46%	100%	31%	Under 30 years old	2.17%	25.06%	58.58%	57.11%	100%	0%
From 30 to 50 years old	97%	82%	51%	53%	0%	67%	From 30 to 50 years old	95.65%	74.46%	41.09%	42.18%	0%	0%
Over 50 years old	1%	0%	0%	1%	0%	0%	Over 50 years old	2.17%	0.48%	0.23%	0.71%	0%	0%
Not provided	0%	1%	0%	0%	0%	2%	Not provided	0%	0%	0%	0%	0%	0%

Color or race*	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification	Color or race*	Executives (14+)	Non-executives (11, 12, and 13)	Ascension (8, 9 and 10)	Assistant/Intern (5, 6 and 7)	Apprentice (1)	No grid identification
Black	2%	6%	11%	15%	24%	0%	Black	2.17%	6.02%	11.71%	11.85%	23.75%	0%
Mixed-race	12%	21%	29%	35%	44%	1%	Mixed-race	17.39%	16.14%	23.41%	28.91%	26.25%	0%
White	81%	69%	56%	48%	31%	1%	White	76.09%	73.01%	61.59%	57.35%	48.75%	0%
Yellow	5%	4%	3%	2%	1%	0%	Yellow	4.35%	4.82%	3.21%	1.66%	1.25%	0%
Indigenous	0%	1%	0%	1%	0%	0%	Indigenous	0%	0%	0.08%	0.24%	0%	0%
Not provided	0%	0%	1%	0%	0%	0%	Not provided	0%	0%	0%	0%	0%	0%

Environmental impact - Waste

306-3
TOTAL WEIGHT OF WASTE GENERATED IN METRIC TONS, BROKEN DOWN BY WASTE COMPOSITION
SASB FB-RN-150a.1
SASB FB-RN-150a.2

	2022	2023	2024
Waste composition	Waste generated	Waste generated	Waste generated
Recyclable mix		43.28 t	44.74 t
Compostables		45.70 t	39.40 t
Rejects		35.59 t	39.67 t
Hospital waste		1.90 t	0.00 t
Construction waste		6.23 t	7.32 t
Vinyl canvas/textile waste	0.03 t	19.71 t	0.00 t
TOTAL	0,000.03 t	0.152.41 t	0,131.14 t

306-5
TOTAL WEIGHT OF WASTE DESTINED FOR DISPOSAL IN METRIC TONS, BROKEN DOWN BY WASTE COMPOSITION.

	2022	2023	2024
Waste composition	Waste generated	Waste generated	Waste generated
Class II / Plastic (various + Styrofoam)	No. available	1.87 t	2.03 t
Class II / Nylon covers + Styrofoam bags	No. available	0.03 t	0.00 t
Category / Material type	No. available	No. available	No. available
Category / Material type	No. available	No. available	No. available
TOTAL	0.00 t	1.90 t	2.03 t

306-5
FOR EACH OPERATION, BREAK DOWN THE TOTAL WEIGHT IN METRIC TONS OF HAZARDOUS WASTE AND NON-HAZARDOUS WASTE DESTINED FOR DISPOSAL, INSIDE AND OUTSIDE THE ORGANIZATION.

S&P 2-3-2 Packaging Materials

2022				2023			2024		
Genders	Inside the organization	Outside the organization	TOTAL	Inside the organization	Outside the organization	TOTAL	Inside the organization	Outside the organization	TOTAL
Hazardous waste									
Incineration (with energy recovery)	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
Incineration (without energy recovery)	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
Landfill containment	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
Other disposal operations	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
TOTAL			0.00 t	TOTAL		0.00 t	TOTAL		0.00 t
Genders	Inside the organization	Outside the organization	TOTAL	Inside the organization	Outside the organization	TOTAL	Inside the organization	Outside the organization	TOTAL
Non-hazardous waste									
Incineration (with energy recovery)	10.77 t	0.00 t	10.77 t	21.61 t	0.00 t	21.61 t	0.00 t	48.91 t	48.91 t
Incineration (without energy recovery)	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
Landfill containment	0.00 t	50.00 t	50.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
Other disposal operations			0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t	0.00 t
TOTAL			60.77 t	TOTAL		21.61 t	TOTAL		48.91 t



GRI and SASB Summary



Usage statement:

iFood reported in accordance with GRI Standards for the period of April 01, 2023, to March 31, 2024.

GRI 1 used					GRI 1 - Fundamentals 2021			
					Omission			
General disclosure	Contents	Location - Chapter/Subchapter	Data/Information	Pages	Reason	Explanation	S&P	SDG
GRI 2: General Contents 2021: The organization and its reporting practices	2-1: Organization details	Our ecosystem and impact journey; Governance		6 and 94			1-1-1 Sustainability Report Boundaries	
	2-2: Entities included in the organization's sustainability report		IF-BR Comercial de Alimentos e Bebidas Ltda iFood Benefícios e Serviços Ltda iFood Com Ag de Restaurantes Online S/A (except Delivery Santa Fe SRL and Supera Inovações LTDA)					
	2-3: Reporting period, frequency, and point of contact	About the Report		126				
	2-4: Restatements of information		There is no previous information to be restated.					
	2-5: External verification		This report has not yet been subject to external assurance.				1-1-2 Sustainability Report Assurance	
GRI 2: General Contents 2021: Activities and Workers	2-6: Activities, value chain, and other business relationships	Our ecosystem and impact journey		6				
	2-7: Employees	FoodLovers; Annexes	2-7-e: No significant fluctuations in the number of employees were noted during the reporting period or between reporting periods.		Information unavailable/incomplete		3-1-4 Workforce breakdown: Gender 3-1-5 Workforce breakdown: Race/ Ethnicity and Nationality	
	2-8: Workers who are not employees	Our ecosystem and impact journey		6				

GRI 2: General Contents 2021: 3. Governance	2-9: Governance structure and its composition	Structure and institutional movements			Information unavailable/incomplete	2-9.c: The information refers to iFood's controlling shareholder and the data is not shared with iFood.	1-2-1 Board Independence 1-2-2 Board Type	
	2-10: Appointment and selection for the highest governance body				Confidentiality restrictions	Confidential information. The model for nominating members of governance bodies and other committees is confidential.		
	2-11: Chairman of the highest governance body				Confidentiality restrictions	Confidential information. As a privately held company, iFood is not required to disclose the names of its Board of Directors.	1-2-3 Non-executive Chairman/Lead Director	
	2-12: Role of the highest governance body in overseeing impact management	Structure and institutional movements		96				
	2-13: Delegation of responsibility for impact management	Structure and institutional movements		96				
	2-14: Role of the highest governance body in sustainability reporting	Structure and institutional movements		96				
	2-15: Conflicts of Interest	AI for Good			Information unavailable/incomplete	Declared conflicts are not shared with stakeholders.	4-1-1 Artificial Intelligence Policy; 4-1-2 Artificial Intelligence and ESG Performance	
	2-16: Communication of critical concerns				Confidentiality restrictions	Confidential information		
	2-17: Collective knowledge of the highest governance body				Confidentiality restrictions	Confidential information		
	2-18: Performance assessment of the highest governance body				Confidentiality restrictions	Confidential information		
GRI 2: General Contents 2021: 4. Strategy, policies, and practices	2-19: Remuneration policies				Confidentiality restrictions	Confidential information		
	2-20: Process for determining compensation				Confidentiality restrictions	Confidential information		
	2-21: Proportion of total annual compensation				Confidentiality restrictions	Confidential information		
	2-22: Sustainable development strategy statement	Message from Management		3				
	2-23: Policy commitments	Governance		94				
	2-24: Incorporation of policy commitments	Governance - Integrity Program		97				
	2-25: Processes for remediation of negative impacts	Governance - Integrity Program		97				
	2-26: Mechanisms for advice and raising concerns	Governance - Integrity Program		97				
GRI 2: General Contents 2021: 5. Stakeholder engagement	2-27: Compliance with laws and regulations				Confidentiality restrictions	Confidential information		16
	2-28: Participation in associations	Stakeholder engagement		104			1-5-1 Membership of the UN Global Compact	17
	2-29: Approach to stakeholder engagement	Stakeholder engagement		104				17
	2-30: Collective bargaining agreements		100% of our employees CLT [Consolidation of Labor Laws] are covered by collective bargaining agreements. Interns are covered by specific legislation, but we maintain the same benefits as an internal policy.					

GRI 3: Material Themes 2021	3-1: Material topics process	Material issues that drive our strategy		18			1-3-1 Materiality Analysis 1-3-2 Material Issues for Business Value Creation 1-3-3 Materiality Metrics for Business Value Creation 1-3-4 Material Issues for External Stakeholders 1-3-5 Materiality Metrics for External Stakeholders	
	3-2: Material topics list	Material issues that drive our strategy		18				
					Omission			
Dimension	Contents	Location - Chapter/Subchapter	Data/Information	Pages	Reason	Explanation	S&P	SDG
Economic/financial performance								
GRI 3: Material Themes 2021	3-3 Management of material issues	Financial performance		11				
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	Financial performance		11			1-8-2 Fiscal reporting	8
	201-2: Financial implications and other risks and opportunities arising from climate change	Restaurants; Risk assessment		30			1-4-2 Emerging Risks	
	201-3: Defined benefit plan obligations and other retirement plans				Not Applicable	The Organization does not have any employees who meet this indicator's profile.		
	201-4: Financial support received from the government		We did not receive any type of funding or financial support from the government, whether federal, state, or municipal					
Strengthening the ecosystem and social dialogue (Restaurants)								
GRI 3: Material Themes 2021	3-3 Management of material issues	Restaurants		30				
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and service support	Restaurants - iFood Acredita; Appreciation and respect for the Chega Junto project; Partnerships for investment in technological infrastructure		30, 43, 66 and 76				10
	203-2: Significant indirect economic impacts	Restaurants - Education to generate prosperity			Information unavailable/incomplete	We do not have a comparison between the results of the iFood education project and other national or international initiatives. This survey is not mapped.		
GRI 204: Purchasing Practices 2016	204-1: Proportion of spending on local suppliers				Not Applicable	The organization does not measure purchases made from local suppliers.		
GRI 413: Local Communities 2016	413-1: Operations with engagement, impact assessments, and development programs aimed at the local community	Restaurants - iFood Acredita; Delivery partners; Stakeholder engagement		43, 46 and 104				
	413-2: Operations with significant actual or potential negative impacts on local communities	Delivery partners			Not Applicable	There is no information on significant negative data.		

GRI 414: Social Assessment of Suppliers 2016	414-1: New suppliers selected based on social criteria				Information unavailable/incomplete	Indicator not measured by the organization.		
	414-2: Negative social impacts of the supply chain and measures taken				Information unavailable/incomplete	Indicator not measured by the organization.		
Strengthening the ecosystem and social dialogue (Markets)								
GRI 3: Material Themes 2021	3-3 Management of material issues	iFood Pago		9				
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and service support	Appreciation and respect for the Chega Junto project		66				
	203-2: Significant indirect economic impacts	iFood Pago; Education to increase prosperity		9 and 42				
Strengthening the ecosystem and social dialogue (Fintech)								
GRI 3: Material Themes 2021	3-3 Management of material issues	iFood Pago		9				
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and service support				Not Applicable	Business model operates without significant investments in physical infrastructure		
	203-2: Significant indirect economic impacts	iFood Pago		9				
GRI 204: Purchasing Practices 2016	204-1: Proportion of spending on local suppliers	iFood Pago		9				
Strengthening the ecosystem and social dialogue (Delivery drivers)								
GRI 3: Material Themes 2021	3-3 Management of material issues	Delivery partners		46				
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and service support	Delivery partners - Appreciation and respect for the Chega Junto project		66				
	203-2: Significant indirect economic impacts	Our economic impact		10				9
Governance, Risk Management, & Compliance								
GRI 3: Material Themes 2021	3-3 Management of material issues	Governance		94			1-4-1 Risk Management	
GRI 205: Fighting Corruption 2016	205-1: Operations assessed for corruption-related risks	Governance - Anti-Corruption		99			1-4-1 Risk Management;	16
	205-2: Communication and training on anti-corruption policies and procedures	Governance - Anti-Corruption		99			1-5-2 Codes of Conduct;	16
	205-3: Confirmed cases of corruption and measures taken	Governance - Anti-Corruption		99			1-5-3 Corruption and Bribery;	16
GRI 206: Unfair Competition 2016	206-1: Legal actions for unfair competition, trust practices, and monopoly	Agreements with Cade		41			1-5-4 Codes of Conduct: Systems / Procedures;	
							1-7-1 Supplier Code of Conduct	16

GRI 207: Taxes 2019	207-1: Tax approach	Governance - Tax and fiscal management		101				
	207-2: Governance, control, and management of tax risks	Governance - Tax and fiscal management		101			1-4-1 Risk Management	
	207-3: Stakeholder engagement and management of tax concerns	Governance - Tax and fiscal management		101				
	207-4: Country Reports		Organization operates only in Brazil.					
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints regarding privacy breach and loss of customer data		No substantiated complaints identified during the reporting period.				1-4-1 Risk Management; 1-9-1 IT Security/Cybersecurity Governance; 1-9-2 IT Security/Cybersecurity Measures; 1-9-3 IT Security/Cybersecurity Process and Infrastructure; 1-9-4 MSA Information Security/Cybersecurity and System Availability; 3-6-1 Privacy Policy: Systems/Procedures; 3-6-2 Customer Privacy Information	
SASB: Privacy of Private Data & Ad Standards	CG-EC-220a.1: Number of Users Whose Information Is Used for Secondary Purposes	Data security		103				
	CG-EC-220a.2: Description of Policies and Practices Related to Behavioral Advertising and User Privacy	Data security		103				
SASB: Privacy of Private Data, Ad Standards, 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	Data security		103				
SASB: Data security	CG-EC-230a.1: Description of the approach to identifying and addressing data security risks	Data security		103				
	CG-EC-230a.2: (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of affected users	Data security		103				

Waste management and value chain impact								
GRI 3: Material Themes 2021	3-3 Management of material issues	Environmental impact: sustainable packaging		45			2-3-1 Packaging Commitment; 2-3-2 Packaging Materials; 2-3-3 Plastic Packaging; 2-8-1 Raw Materials Policy; 2-8-2 Raw Materials Programs	
GRI 301: Materials 2016	301-3 Reused Products and Packaging	Environmental impact: sustainable packaging		45				
GRI 306: Waste 2020	306-1: Waste Generation and Significant Related Impacts	Environmental impact: sustainable packaging		45				12
	306-2: Management of Significant Waste-Related Impacts	Environmental impact: sustainable packaging		45				
	306-3: Waste generated	Environmental impact: sustainable packaging		45				
	306-4: Waste Not Designated for Final Disposal				Not Applicable	We properly dispose of waste generated within the organization for appropriate treatment or final disposal.		
	306-5: Waste destined for disposal	Annexes		115				
GRI 308: Environmental Assessment of Suppliers 2016	308-1: New suppliers selected based on environmental criteria				Information unavailable/incomplete	Indicator not yet measured by the organization		
	308-2: Negative environmental impacts in the supply chain and actions taken				Information unavailable/incomplete	Indicator not yet measured by the organization		
SASB: Food & Packaging Waste Management	FB-RN-150a.1: (1) Total amount of waste, (2) percentage of food waste, and (3) percentage diverted	Annexes		115				
	FB-RN-150a.2: (1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Environmental impact: sustainable packaging		45				12
	FB-FR-430a.4: Discussion on the strategy for managing environmental and social risks within the supply chain, including animal welfare.	Environmental impact: sustainable packaging		45				

Greenhouse gas emissions								
GRI 3: Material Themes 2021	3-3 Management of material issues	Emissions		70			2-6-1 Direct greenhouse gas emissions (scope 1); 2-6-2 Indirect greenhouse gas emissions (scope 2); 2-6-3 Indirect greenhouse gas emissions (scope 3); 2-6-4 Climate Governance; 2-6-7 Climate Risk Management	13
GRI 305: 2016 Emissions	305-1: Direct (Scope 1) GHG Emissions	Emissions		70				
	305-2: Indirect Energy (Scope 2) GHG Emissions	Emissions		70				
	305-3: Other Indirect (Scope 3) GHG Emissions	Emissions		70				
	305-4: GHG Emissions Intensity				Information unavailable/incomplete	Indicator not measured by the organization		
	305-5: Greenhouse Gas (GHG) Emissions Reduction				Information unavailable/incomplete	Indicator not measured by the organization		
	305-6: Ozone-Depleting Substances (SDO) Emissions				Information unavailable/incomplete	Indicator not measured by the organization		
	305-7: NOX, SOX, and other significant air emissions				Information unavailable/incomplete	Indicator not measured by the organization		
SASB: Greenhouse gas emissions	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	Emissions		70				
Employee attraction and well-being								
GRI 3: Material Themes 2021	3-3 Management of material issues	FoodLovers		81				
GRI 401: Employment 2016	401-1: New Hires and Employee Turnover	Annexes		111			3-1-4 Workforce breakdown: Gender; 3-1-5 Workforce breakdown: Race/ Ethnicity and Nationality; 3-4-4 Hiring; 3-4-8 Employee Turnover Rate	5
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees				Not Applicable	Our benefits package is offered to all contract types based on eligibility.		
	401-3: Maternity/Paternity Leave	Annexes		112				5

GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	FoodLovers - Health and Safety		92			1-4-1 Risk Management; 3-4-1 SST Policy	
	403-2: Hazard identification, risk assessment, and incident investigation	FoodLovers - Health and Safety		92			3-4-1 SST Policy	
	403-3: Occupational health services	FoodLovers - Health and Safety		92				
	403-4: Worker participation, consultation, and communication with workers regarding occupational health and safety	FoodLovers - Health and Safety		92				
	403-5: Worker training in occupational health and safety	FoodLovers - Health and Safety		92			3-4-2 SST Programs	
	403-6: Worker health promotion	FoodLovers - Health and Safety		92			3-4-2 SST Programs; 3-4-9 Employee well-being trend	
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	FoodLovers - Health and Safety		92			3-4-2 SST Programs	
	403-8: Workers covered by an occupational health and safety management system	FoodLovers - Health and Safety		92			3-4-9 Employee well-being trend	
	403-9 Workplace Accidents		Only 3 accidents required mandatory reporting, but with low severity. We do not have any specific risk that could cause serious accidents to our FoodLovers.				3-4-3 Fatalities	
	403-10 Occupational Illnesses		We had no deaths resulting from occupational illnesses or those that required reporting.					
GRI 404: Training and Education 2016	404-1: Average training hours per year per employee	Annexes		30			3-3-2 Employee development programs; 3-4-5 Performance assessment type; 3-4-7 Employee support programs; 4-2-1 People Analysis	4
	404-2: Programs for employee skills development and career transition assistance	FoodLovers; Delivery Drivers; Restaurants		30, 46 and 85				
	404-3: Percentage of employees receiving regular performance and career development reviews	Annexes		113				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers where the right to freedom of association and collective bargaining may be at risk				Not Applicable	There is no risk to freedom of association and collective bargaining.		
SASB: Recruitment, Inclusion & Employee Performance	CG-EC-330a.2: (1) Voluntary and (2) Involuntary Turnover Rates for All Employees	FoodLovers		81			3-1-4 Workforce breakdown: Gender 3-1-5 Workforce breakdown: Race/ Ethnicity and Nationality	
	CG-EC-330a.3: Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees							

Diversity, equity, and inclusion								
GRI 3: Material Themes 2021	3-3 Management of material issues	FoodLovers – Diversity, Equity, and Inclusion		88				5
GRI 405: Diversity and Equal Opportunities 2016	405-1: Diversity in governance bodies and employees	Annexes		114				
	405-2: Ratio of base salary and compensation received by women to those received by men				Confidentiality restrictions	Confidential information		
Working conditions and safety for delivery drivers								
GRI 3: Material Themes 2021	3-3 Management of material issues	Delivery partners		46				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1: Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	Delivery partners – Freedom of association		52			3-2-1 Commitment to human rights; 3-2-2 Human Rights Due Diligence Process	
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk of forced or compulsory labor	Delivery partners		46				
GRI 413: Local Communities 2016	413-1: Operations with engagement, impact assessments, and development programs aimed at the local community	Delivery partners		46				
	413-2: Operations with significant actual or potential negative impacts on local communities	Delivery partners		46				
	TR-RO-320a.3: Outline of the approach to managing short-term and long-term health risks for drivers	Delivery Partners – Personal insurance and health care		61				3
Investment in education								
GRI 3: Material Themes 2021	3-3 Management of material issues	Private social investment		76				
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and service support	Private social investment		76				
	203-2: Significant indirect economic impacts	Private social investment		76				
Food Security								
GRI 3: Material Themes 2021	3-3 Management of material issues	Private social investment		76				2
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of health and safety impacts caused by product and service categories				Not Applicable	The organization does not have food production operations.		
	416-2 Incidents of non-compliance regarding health and safety impacts caused by products and services				Not Applicable	Our business is delivery. Suppliers registered on the platform are responsible for assessing this type of product risk and must follow iFood's rules on this topic.		
Innovation								
GRI 3: Material Themes 2021	3-3 Management of material issues	Innovation as an identity		23			4-1-1 Artificial Intelligence Policy; 4-1-2 Artificial Intelligence and ESG Performance	9
GRI 3: Material Themes 2021								
GRI 3: Material Themes 2021	3-3 Management of material issues			18				



About the Report

GRI 2-3

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards version guidelines. It covers the period from April 01, 2023, to March 31, 2025, and adheres to the principles of context (balance), completeness, materiality, and stakeholder inclusion.

Its content was established by prioritizing the topics identified in iFood's Materiality Assessment, with the goal of sharing information of greatest interest to the company's stakeholders.

Questions, comments, and suggestions can be sent to:
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Credits



We thank everyone who contributed to the development of this report, which involved different teams and the active involvement of senior leadership. The work of bridging the gap between the areas and consolidating the project was carried out by:

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editing, graphic design, and design**

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through the Midjourney platform

**Impact and Sustainability Report
April 2023 to March 2025**



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