

RE: Report to Prevent Future Deaths

25 November 2025

Dear Mr Allen,

Thank you for sending us a copy of your report. I was saddened to read about the death of Mr Machado in your report and I extend my deepest sympathy to his family and loved ones.

I am writing in response to your request for further information on the actions we take around courier safety. For some background context, Just Eat is predominantly a marketplace, which means that the majority of the partners on our platform are independent businesses who directly employ or engage their own couriers. To complement this, we offer delivery for restaurants that do not have this service, engaging with self-employed independent contractors.

We have high standards for those that deliver on behalf of the business and our expectations are clearly communicated to couriers as part of onboarding and guidance processes, with a clear courier agreement which couriers sign up to in order to deliver on our network. When couriers sign up to the Just Eat network, we conduct background checks to determine eligibility, including checks that the courier is over the age of 18, has the right to work in the UK, does not have criminal convictions, and, if applicable, holds a suitable driving licence.

Under the UK's employment law, self-employed independent couriers have the legal, unfettered right to use a substitute and Just Eat provides guidance to couriers on how they can do this safely and responsibly. Whilst couriers have the legal right to substitute their work, this can only be to others who are over the age of 18 and have the legal right to work in the UK. We have recently introduced further enhanced checks to ensure that substitutes meet the requirements that we set for all couriers on our network. Couriers must now pre-register any substitutes and are given a short grace period to complete biometric checks and to submit documents proving their age and that they have the right to work. If these documents are not provided, both the main account holder and their substitutes will be removed from the network. Couriers also undergo random biometric screening checks throughout their runs to ensure the people using the accounts are only those who have been verified to do so.

More broadly, courier safety is a major focus at Just Eat and we have escalation processes in place for any serious issues raised. We are in regular contact with our couriers with a chat function within the app which couriers can use to raise any concerns and we have a safety and support section within our courier help centre which provides couriers with information on reporting incidents. We closely monitor any incidents regarding courier safety so that we can support our

courier network effectively. We also provide extensive safety guidance materials available on our [courier website](#).

I hope this letter has provided you with assurances on our processes and we would be happy to discuss this further if you require.

Kind regards,



Senior Delivery Director UK&I