



# **Deliveroo's UK Gender Pay Gap 2022**

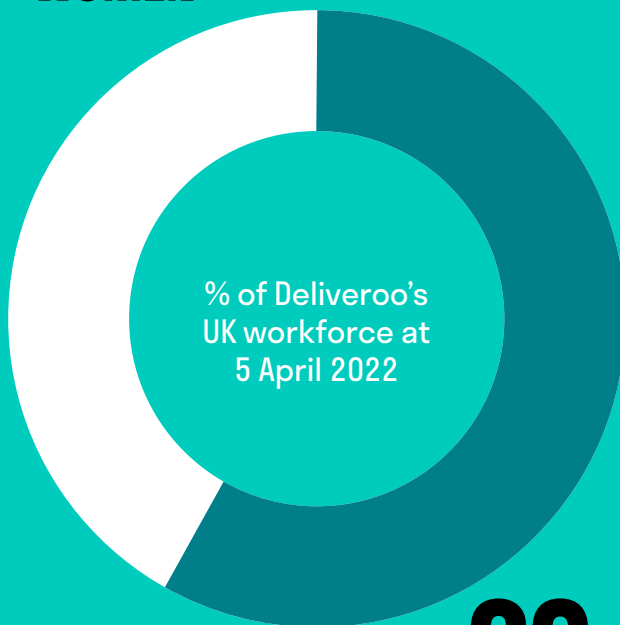
**At Deliveroo, we are building a table worth being invited to – one that is stable, balanced and welcoming. We want to be a place where everyone feels able to achieve what is possible.**

We believe in achieving gender equity and having a cultural experience that is balanced across all gender identities. Reviewing pay gap progress each year keeps us designing the right kind of actions that will get us there. We support the UK Government's efforts to increase transparency in gender pay gap reporting, which we believe will lead to improved outcomes for women in our workplace.

**“As long as we have a gender pay gap, we will apply the same ingenuity we do to our product to address it.”**

**Busi Sizani,**  
Head of Global Diversity,  
Equity & Inclusion

**40%**  
**WOMEN**



**60%**  
**MEN**

## What is the Gender Pay Gap?

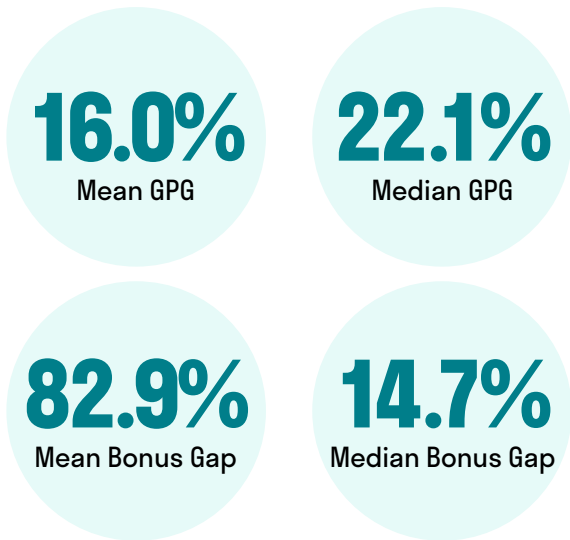
The Gender Pay Gap is the difference between the average (mean or median) pay of men and women in an organisation. In its simplest sense, it answers “Who is earning more wages within an organisation in total, men or women?” using hourly wages as the factor. It can help us understand what barriers exist for women at our company, be it in hiring or access to development opportunities.

The UK government requires companies with a headcount of 250 or more to publish their UK gender pay data every April, using payroll data from April of the previous year. Numbers in this report are calculated using both the 12 months preceding 5 April 2022, and the pay period in which 5 April 2022 sits.

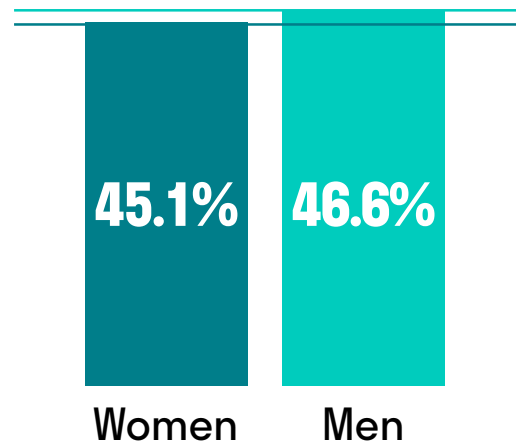
The numbers we are required to report by the UK Government are:

Mean and Median Gender Pay Gap	Mean and Median Bonus Gap	Proportion of Men & Women in Pay Quartiles	Bonus Proportions
The difference in hourly rates between men and women	The difference in average bonuses paid to men and women	The proportion of men and women by pay quartile	The proportion of men and women who received a bonus

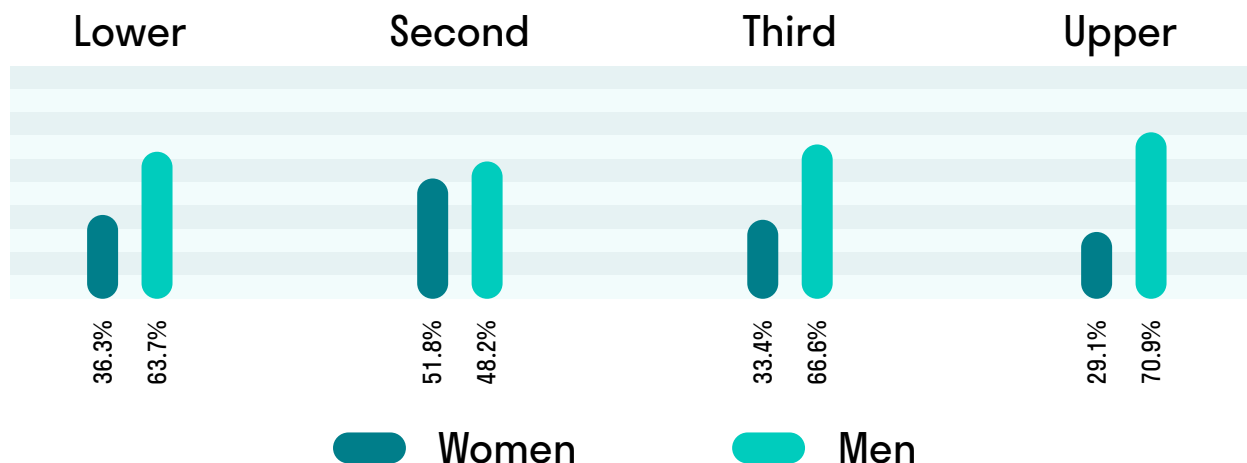
### Deliveroo's Gender Pay Gap



### Proportion of Men & Women Receiving Bonus Payments



### Proportion of Men & Women in Pay Quartiles



# The Overview

**While some progress was made in the reporting period, our 2021 and 2022 UK data shows that our gender pay gaps still exist and that there remains work to do.**

It is worth noting that our gender pay gap and bonus pay gap calculations are impacted by IPO related share-based payments, as was the case last year.

In 2021 we hired our first Global Head of Diversity, Equity & Inclusion and we better involved our Gender Equity Employee Resource Group - a group of employees that supports Deliveroo in creating an inclusive and supportive environment for women and other underrepresented genders - in solution-mapping.

January 2022 saw the introduction of our first Gender Equity Action Plan, with 14 commitments across five major areas of impact: setting targets for representation at senior levels; enhancing recruiting practices and interventions; introducing and maintaining compensation guardrails and controls; implementing inclusive benefits globally; and scaling targeted development programs and support for women talent and their managers. The Plan aimed to put in place the right mechanisms to create a more balanced workplace for women.

**“January 2022 saw the introduction of our first Gender Equity Action Plan, with 14 commitments across five major areas of impact.”**

The reporting period doesn't account for the full scope and impact of our Gender Equity Action Plan (as there was only a three month overlap with the reporting period of this analysis, Jan 2022 through April 2022), but we believe that with time and continued focus the steps we are taking to create a more equitable workplace for women will begin to show up as steady declines in the gender pay gaps in future reporting.

# Drivers of our UK Gender Pay Gap

## The impact of IPO related share-based payments

On 1 April 2021, Deliveroo IPOed and large amounts of share options were exercised, including a significant amount by our executives. This impacted our gender pay gaps in last year's report. In 2022, we saw a significant decline in the number of share options exercised. Because of how pay gap numbers are calculated, these shifts resulted in a decrease in our gender pay gaps and an increase in our gender bonus gaps. If we exclude IPO related share-based payments, however, the mean gender pay gap would have marginally increased by 4pp compared to 2020. The median gender pay gap would stay the same. Excluding IPO related share-based payments, the mean bonus gap would have increased by 31pp compared to 2021.

These increases can be attributed to the underrepresentation of women within our tech org; an uneven distribution of women compared to men in mid-level roles; more men than women in our executive team; and our Gender Equity Plan launching in January 2022, only three months before the 5 April 2022 snapshot date this report covers.

An increase in gaps is disappointing and is not what we would have hoped for. With time and our Gender Equity Action Plan now in effect, we hope to see decreases in future pay gaps.

## Distribution of women across levels

Women remain underrepresented at senior levels in Deliveroo in the UK. In mid-level roles, we have a smaller proportion of women than men in our tech organisation, compared to a larger number of women than men in our business organisation. This imbalance affects our mean and median pay gaps. Equally, the bonus gap figures are driven by the fact that we have a higher number of men compared to women on our executive team. We have since taken steps towards better balance, for example with Scilla Grimble, Chief Financial Officer, and Camilla Kater, SVP Restaurant, Rider and Care joining our Executive Team in early 2023.

## The lack of women in the tech industry

Industry-wide there are fewer women available to recruit, so it takes more time and effort to find and engage candidates. It is also important to be aware of the many other barriers women face even before they get to a job application, such as cultural or social expectations, which impact how and when women show up in tech. Our approach is therefore holistic, taking action both when women are in the recruitment process and employed at Deliveroo, as well as before these stages, for example through external partnerships, internships and mentoring programs for women and other underrepresented talent.



# What is Deliveroo doing to reduce our Gender Pay Gap?

In January 2022 we introduced a 14-point Gender Equity Action Plan to enhance gender equity at Deliveroo. Though there was only a three month overlap between the launch of this plan and the reporting period of this analysis (Jan 2022 through April 2022), we launched significant actions in those months, including:



**Setting and communicating clear targets for gender representation in senior roles by 2025**



**Introducing inclusive recruiting policies and practices to better manage pipeline diversity for key roles**



**Enhancing pay guardrails to better empower candidates during the recruitment journey**



Since the introduction of the Gender Equity Action Plan we have seen promising shifts within Deliveroo, especially in more inclusive recruiting practices and the resultant increase in the representation of women in senior positions. In 2022 we also relaunched a tailored leadership programme for women in mid-level roles that has seen a significant number of women successfully complete it.

Time will reveal the broader impact of our 2022 actions, and in 2023 we have committed to evolve our Gender Equity Action Plan.

We will keep exploring creative ways to create pipelines of women talent and increase the representation of women at senior levels, and also focus on retaining our talented women through targeted engagement, refining programs and processes that elevate them towards promotions. All actions in our plan remain specific, time-bound, and measurable.

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Diversity is multidimensional, so our five employee resource groups (Gender Equity, Women In Tech, Racial Equity, LGBTQ+ Pride, and Wellbeing) provide unique perspectives and insight that shape our Gender Equity Action Plan. We also partner with our People Analytics team to uncover more accessible and actionable data, to help us in diagnosing and mitigating other gender inequities. Every year, we commit to adapting our action plans based in part on our pay gap analyses and inputs from sources like our employee resource groups on the road towards true gender equity.

It is our responsibility to apply the same ingenuity we do to our product to power the type of inventive thinking that will close our gender pay gaps permanently. As a company, we remain clear about where we are—as long as we have a gender pay gap we will strive to remedy it, and shape a culture that is welcoming and sustainable for women.

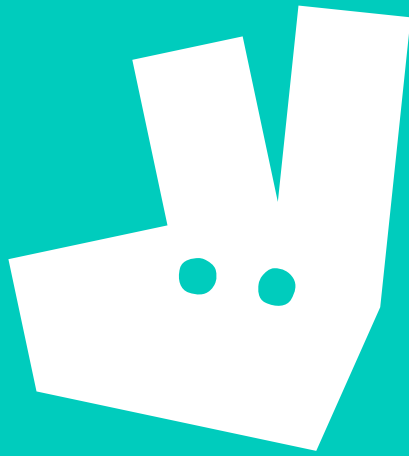
I confirm that the data and information in this report are accurate and published in accordance with the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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## Busi Sizani

*Head of Global Diversity, Equity & Inclusion at Deliveroo*





**deliveroo**