



# **Deliveroo's UK Gender Pay Gap 2023**

In 2023, Deliveroo's work on diversity, equity, and inclusion (DEI) has made progress, in particular on gender equity-related initiatives covering areas like inclusive recruitment, development of women in middle management and more. This has resulted in an increase in the number of women in senior business roles in the past year and improvements in our UK gender pay gap. (See details below)

Our efforts have been recognised by employees and beyond. For the first time Deliveroo was featured in The Financial Times 2024 Leaders in Diversity list, ranking 122 out of 850 companies. The ranking is based on three objective indicators including the share of women in management positions (executive committees, boards of directors, supervisory boards) and employee surveys, which account for 70% of a company's final score.

We support the UK Government's efforts to increase transparency in gender pay gap reporting, which will contribute to securing improved outcomes for women in our workplace.

**“The gender pay gap is a critical indicator, offering a snapshot of workplace disparities, but true progress extends beyond these numbers. Our ambition is gender equity; a broader and more meaningful aspiration for a workplace culture that fosters inclusivity, representation, and opportunities for all.”**

Busi Sizani, Head of Global Diversity,  
Equity & Inclusion

# What is the Gender Pay Gap?

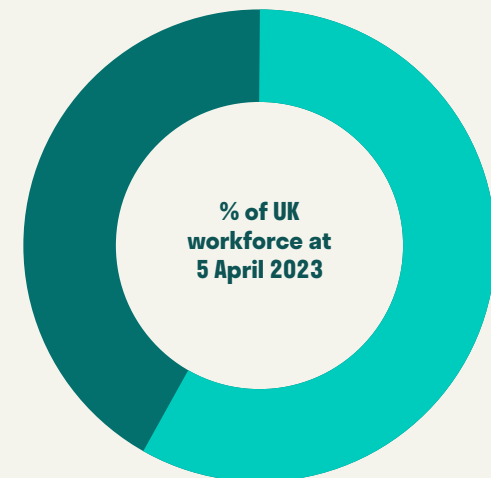
The Gender Pay Gap is the difference between the average (mean or median) pay of all men and women in an organisation. In its simplest sense, it answers “Who is earning more wages within an organisation in total, men or women?” using hourly wages as the factor. It doesn’t indicate that people who are doing the same role are being paid unequally, rather it uses pay as a tool to shine a light on the distribution of men and women within an organisation. Because of this, it can help us understand how we are doing against our targets for increasing the number of women that we have in our most senior and higher paying roles and help us to identify what barriers might 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. In accordance with these regulations, the pay related calculations that we are publishing today are based on the pay received by our employees in April 2023. The Bonus data that we

are publishing is calculated using data from the 12 months ending on 5 April 2023.

Deliveroo has two employing entities, but only one with more than 250 employees, which is Roofoods Ltd. This report therefore contains data for Roofoods Ltd (which we are required to publish publicly) specifically, as well as results for all Deliveroo UK employees (which includes Roofoods Ltd and Deliveroo Hop Ltd). Deliveroo is not required to publish both sets of data, but we believe that this additional transparency will aid understanding of our progress towards greater parity in pay between men and women across our entire business. It is worth noting that Roofoods Ltd employees represent 92% of Deliveroo UK, so all the details in the following pages are relevant to both Deliveroo UK and Roofoods Ltd results.

**40%**  
**WOMEN**



**60%**  
**MEN**





### **Mean and Median Gender Pay Gap**

The difference in hourly rates between men and women

### **Mean and Median Bonus Gap**

The difference in average bonuses paid to men and women

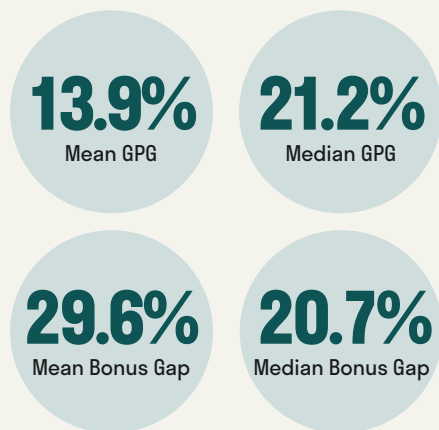
### **Proportion of Men & Women in Pay Quartiles**

The proportion of men and women by pay quartile

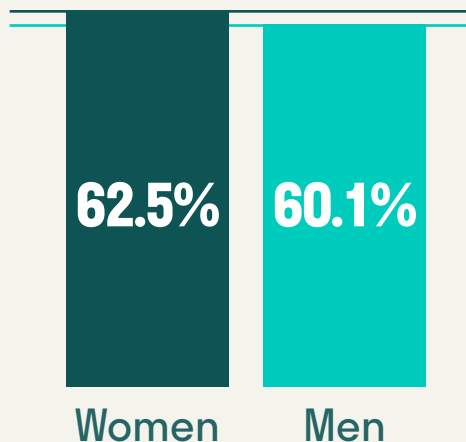
### **Bonus Proportions**

The proportion of men and women who received a bonus

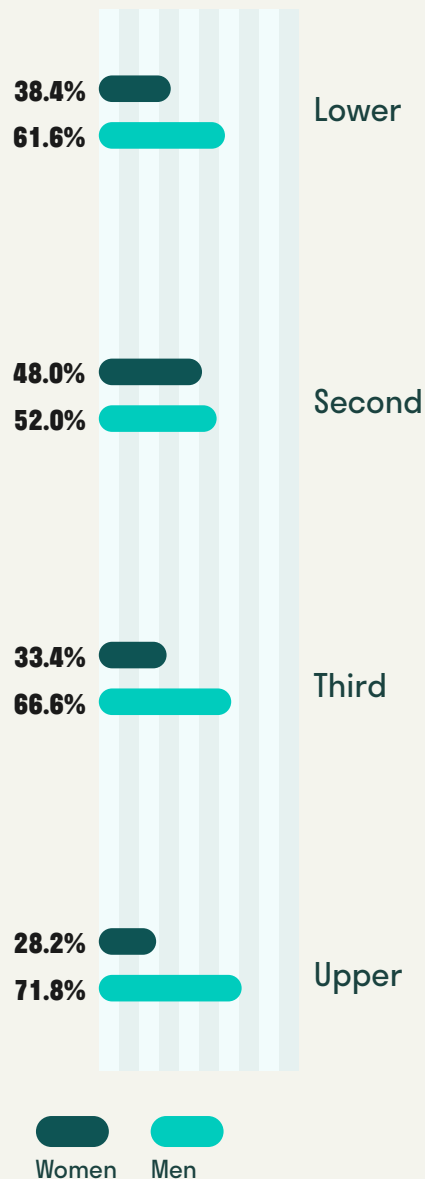
## Deliveroo's Gender Pay Gap ("GPG") for all UK employees



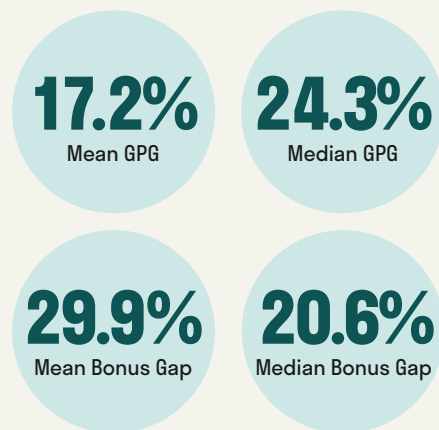
## Proportion of Men & Women Receiving Bonus Payments



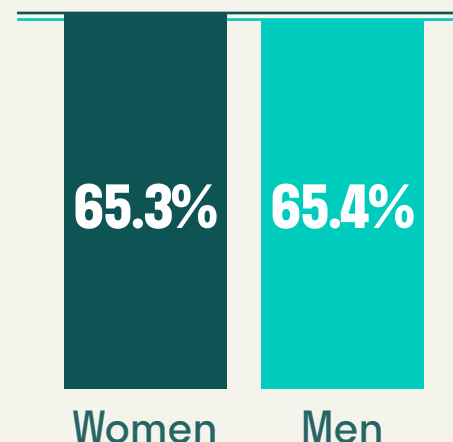
## Proportion of Men & Women in Pay Quartiles



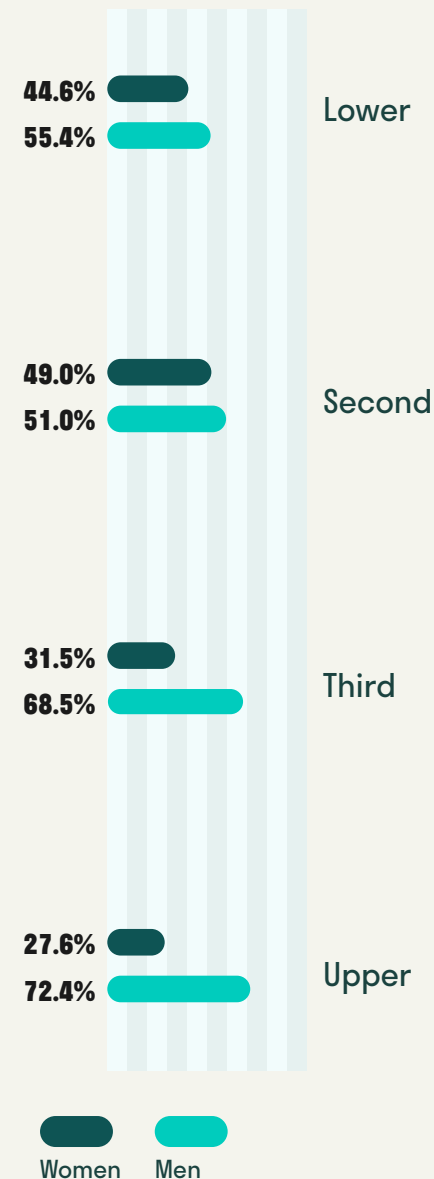
## Roofoods Ltd's Gender Pay Gap ("GPG")



## Proportion of Men & Women Receiving Bonus Payments



## Proportion of Men & Women in Pay Quartiles



# 2023 Data Summary - All Deliveroo UK

Our mean  
UK gender pay  
gap **decreased**  
from 16.0% to  
**13.9%.**

Our median UK  
gender pay  
gap **decreased**  
from 22.1% to  
**21.2%.**

**60.1%**  
of men and  
**62.5%**  
of women  
received bonuses during  
2023, up from 46.6% and 45.1%  
respectively in 2022

Our mean UK gender  
bonus gap **decreased** by  
53.3pp from 82.9% to  
**29.6%.**

Our median  
UK gender bonus  
gap **increased**  
from 14.7% to  
**20.7%.**

*The proportion  
of women has  
remained broadly  
unchanged across  
all pay quartiles*



# Drivers of our 2023 UK Gender Pay Gap

## Distribution of women across levels

While there has been progress in the last year, women remain underrepresented at senior levels in Deliveroo in the UK.

In mid-level roles, we continue to 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, since roles within the tech organisation tend to be more highly paid due to the demand and premium for technical skills (e.g. software engineering, in the labour market).

The bonus gap figures are driven by the fact that we have a higher number of men compared to women on our executive team and have a higher number of men hired in technology roles where bonuses tend to be higher.



## The lack of women in the tech industry

Industry-wide there are still 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.

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

In January 2022 we introduced a global 14-point Gender Equity Action Plan to enhance gender equity at Deliveroo. We have since increased this to 17 actions in response to ongoing analysis. Our approach is holistic, taking action both when women are in the recruitment process and employed at Deliveroo, as well as before these stages, for

example through employer branding campaigns, external partnerships, internships and mentoring programs for women and other underrepresented talent. We are pleased with the progress made since the introduction of this Action plan, most notably in relation to representation.

## Representation in senior and technology roles

📌 **More women in senior leadership roles.** As of December 2023, we've seen an increase in the number of women in senior roles from 26% to 29% in tech and 46% to 47% in business roles with Scilla Grimble, Chief Financial Officer, and Camilla Kater, SVP Restaurant, Rider and Care, joining our Executive team. This increase brings us even closer to our target of 50% in business and 33% in tech by 2025, an aspiration already realised on our Board of Directors, which is 50% women.

📌 **More women hired in technology roles.** Improved tech recruitment mechanisms and expanded diversity goals beyond senior roles, higher representation of women at each stage of the hiring process and employer branding campaigns have had a positive effect. These interventions have resulted in an increase in the



percentage of women hired in tech roles, from 23% to 30%.

## Talent Development for women at more levels of seniority

📌 **Increase in promotion rates.** Our first women development programme for mid-level talent, 'Accelerate', was launched in 2022 and has now been completed by 157 employees (42.9% of total eligible female talent). One objective of this program is to increase promotion rates for women, and we saw graduates of this program promoted at a slightly higher rate than their counterparts who did not attend during our 2022/3 end-year promotion cycle.

📌 **Women in high potential leadership development programs.** 'Elevate' is an extended development program designed to develop future leaders within Deliveroo. This program is designed for mid-senior level talent, nominated by leaders for strong performing employees who are considered to have the potential to move into leadership roles at a future point in their Deliveroo career. This year saw the first two cohorts complete the program and we're thrilled to see that 54% of the graduates were women.

📌 **New development program for junior-mid level female talent.** We continued our investment in women's development programs by introducing 'Inspire', targeted at junior-to-mid-level talent. The program aims to empower women to be proactive about creating and sustaining change, build their self-awareness and resilience, help them understand how to navigate their careers, play to their unique strengths and evolve a reputation that matters.

**All our talent development programs for women engage managers and sponsors in the challenges for women and provide practical actions to support a more gender-balanced workforce.**

## Executive sponsorship and community

📌 **Launch of a reciprocal mentoring program for our Executive leadership team.** The reciprocal mentoring programme provides an opportunity for underrepresented groups, including women, to mentor and share their experiences, knowledge, and perspectives with an Executive



member who they may otherwise never have worked with. When senior leaders engage in reverse mentoring with women, they gain a deeper understanding of the challenges and barriers women face in the workplace. This opportunity also increases the visibility of women, and other underrepresented groups within the organisation, leading to sponsorship and advocacy for their ideas.

📌 **Launch of additional employee resource groups to better support women.** Diversity is multidimensional and intersectional and we believe our gender equity work must be holistic. 2023 saw us grow the total number of employee resource groups (ERGs) from five to seven, launching ERGs for our family & carer, and disability communities with executive support. Our continued sponsorship and support of employee resource groups helps build community for women at Deliveroo. This has had a positive impact on voluntary attrition for women at senior roles which has improved by 5 ppts (from 12% in 2022, to 7% in 2023).

# Look ahead

We're proud of the work done in 2023 but recognise the long road ahead. Our focus in 2024 will be on sustaining the progress made and deepening an intersectional approach to our work by considering more identities and experiences of women. We are also excited about new apprenticeship programs for women and other underrepresented groups that will see Deliveroo contribute to increasing the number of women in the technology industry overall.

While the gender pay gap is a critical indicator, offering a snapshot of workplace disparities, true progress extends beyond these numbers. Our ambition is gender equity; a broader and more meaningful aspiration of a workplace culture that fosters inclusivity, representation, and opportunities for all.

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.

**Busi Sizani**

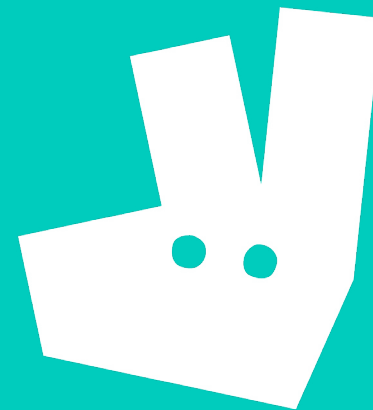
*Head of Global Diversity, Equity & Inclusion at Deliveroo*

**Tony Murphy**

*Interim Chief People Officer*







**deliveroo**