



Deliveroo's UK Gender Pay Gap 2021

At Deliveroo we're committed to a diverse and inclusive culture - it's part of who we are.

Overview and action plan

Our 2020 / 2021 UK report shows that progress on our gender pay gaps has been mixed. It is worth noting that our results this year do not represent a like for like comparison of the data with previous years as, for the first time, our gender pay gap calculations include equity (notably connected to our IPO transactions) but our bonus pay gap calculations, as a result of the prescribed methodology do not.

Deliveroo's 2021 snapshot data is also prior to the launch of our Gender Pay Gap Action Plan in December 2021. The initiatives that we committed to then have not yet had an opportunity to impact the results.

While we wanted to see more consistent progress in this pay gap report, we do now have a strong and clear plan in place. This plan is focused around delivering a goal of 50% female representation in leadership roles by 2025. To achieve this we have set out 14 actions across recruitment, compensation, benefits and development which we are tracking and reporting internally each quarter. Our leadership team is committed to continued progress on increasing gender representation and decreasing the gender pay gap in the coming years.

2021 data summary

- We saw a slight improvement in our UK median gender pay gap decreasing from 27% to 24.7%
- Our mean UK gender pay gap has increased in favour of men from 25.6% to 37.23%. This is where we have seen the greatest impact of the inclusion of equity for the first time.
- 36% of men and 35% of women received bonuses during 2021, up from 27% and 29% in 2020 respectively.

- Our UK median bonus gap also widened, although this time shifting further in favour of women from -20.2% to -23.2%.
- Our UK mean bonus pay gap decreased from 58.4% to 14.3%.

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Mean GPG	Median GPG	Mean Bonus Gap	Median Bonus Gap
37.2%	24.7%	14.3%	-23.2%

Proportion of Men & Women in Pay Quartiles

	Lower	Second	Third	Upper
Male	61.4%	46.2%	60.9%	69.3%
Female	38.6%	53.8%	39.1%	30.7%

Drivers of our UK Gender Pay Gap 2021

The impact of IPO related equity transactions - the equity transactions that occurred at IPO - such as an employee exercising their vested options for the first time - have had a large impact on the Mean Gender Pay Gap (GPG). For our gender pay gaps, if we removed IPO related equity transactions, the Mean GPG would have reduced by 10.4% compared to 2020.

The impact of our Executive team gender representation - excluding our Exec team from the gender pay gap calculations reduces our Mean GPG from 37.2% to 19.3%. This is because of the number of

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men on our Exec team, compared to women, which has a significant impact on the overall mean hourly pay for men. Will Shu, specifically as a founder CEO, also has a significant impact on our mean pay gap, again due to the inclusion of IPO related equity transactions.

“Our goal is to have 50% female representation in business leadership roles by 2025.”

Female representation in senior roles - females are still under-represented at senior levels in Deliveroo in the UK, which continues to be a main driver of our mean gender pay gap, even though we have seen overall improved distribution.

Impact of representation in the tech industry - we continue to see the impact of the industry-wide challenge of recruiting females within tech as well as the overall impact of our tech org on company-wide representation.

Overall we saw an improved distribution of female employees across all levels compared to 2020.

Action plan

Extensive work is going on across the company to drive continued improvements in representation and we hope to see this start to take further effect and influence our 2021/22 report.

Deliveroo has a 14-point action plan to improve our gender pay gap, with specific, measurable and time-bound targets that are focused on the following: recruitment policies that deliver strong female representation; compensation policies that guard against bias; company benefits that help level the playing field between men and women and strong development that helps to support existing female talent to progress.

We are also constantly analysing all our people systems such as performance processes to ensure equity. Lastly, our employee resource groups continue to play an important role in amplifying the voices of historically marginalised and underrepresented groups. Today we have four employee resources groups that focus on gender equality, racial equity, LGBTQ+ inclusion and Wellbeing with other informal communities supporting neurodiverse employees and women in tech.

