

## PEOPLE

# MAKING AN IMPACT

### Deliveroo's employee value proposition

At Deliveroo, we offer an exciting environment in which to build a career, where individuals can leave their mark on our business as we scale rapidly. Our employees can work alongside talented colleagues in an inclusive environment which provides them with the opportunity to be part of something bigger through the impact we can make together in our marketplace and communities.

Specifically our employee proposition is as follows:

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### GROW FAST

We offer the same growth opportunity to our people that we have experienced as a business namely, a fast-paced, dynamic culture where people can stretch themselves and broaden their experiences while working with brilliant people in collaborative, supportive teams. We are rapidly scaling our learning and development offering, by rolling out manager and commercial training programmes and with established training via LinkedIn learning. In 2022 we are launching initiatives to clarify and accelerate career paths and to provide coaching for senior management.

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### LEAVE YOUR MARK

Although we have grown fast there are still large parts of our business which are still in the early or build phases. That means we innovate and solve problems at speed and the problems we are looking to solve are distinctive and challenging. People in all roles, at all levels of Deliveroo, have the opportunity to have a tangible impact on the business and our success.

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### BE PART OF SOMETHING BIGGER

Regardless of the area of the business, we encourage our people to develop a deep understanding of our three-sided marketplace and the communities in which we work.

Our proposition is underpinned by our values. They are also integral to our Performance Review process and are tracked through our monthly employee engagement survey which asks for feedback on how we are living up to our values.



## Employee volunteering

We have launched charity partnerships in many of our markets – from working with the Red Cross in Italy and Belgium to supporting Secours Populaire in France, Food From The Heart in Singapore, Feeding HK in Hong Kong, Eat UP in Australia and The Felix Project in the UK. Additionally, all employees receive a paid day off, annually, to volunteer with a charity of their choice.

Our consumers, riders and restaurant and grocery partners are at the heart of everything we do. Since Will Shu became the first rider in 2013, we have always encouraged employees who want to experience the business from the viewpoint of our different types of customers. This year we launched our 'We Are Deliveroo' programme. This programme encourages employees to volunteer to spend time as a rider making deliveries, to work in our Care team or to do a shift in one of our Editions kitchens.

**“ AT DELIVEROO, EVERYONE’S VIEWS ARE IMPORTANT SO LISTENING CAREFULLY TO OUR PEOPLE IS AN INTEGRAL PART OF OUR CULTURE.”**

## Our approach to employee engagement

At Deliveroo, everyone’s views are important so listening carefully to our people is an integral part of our culture. In December 2020, we launched a new engagement tool – Peakon – which provides a continuous employee engagement platform. This means that our employees’ voices can be heard throughout the year, that we can engage deeper and more flexibly on a range of topics and reflect the feedback in ‘real time’ into departmental action plans. Our overall engagement score has moved +0.6 since December 2020 from 7.5 to 8.1 in December 2021, compared to a benchmark movement of +0.1 in the same time period for comparable companies. This signifies improved sentiment across four engagement areas: ‘Belief (in product)’, ‘Satisfaction (in job)’, ‘Loyalty (to Deliveroo)’ and ‘employee NPS.

We share news and engage with employees on a regular basis through a number of different forums and mechanisms. Our fortnightly Company-wide meetings, which are usually led by our CEO, provide an opportunity to update employees on key activities within the business. This has included financial results, cultural activities, business developments and diversity, equity and inclusion (DE&I) initiatives. Several times a year we also have open Q&As with our Executive Team. These Company-wide meetings are supported by regular team level meetings where employees can engage with leadership teams and hear more specific updates relevant to their part of the business. Our communications platforms (Workplace and Slack) also encourage dialogue and interaction between employees daily. In 2021, we also established our first Senior Leadership Forum – the Deliveroo Leadership Council comprising over 70 of the senior leaders of the business – which meets on a monthly basis to discuss Company strategy and issues impacting the business.

## PEOPLE CONTINUED

### Diversity, equity and inclusion at Deliveroo

Deliveroo is committed to creating an inclusive environment and diverse organisation where different perspectives are listened to and people of all backgrounds are welcome. Over the last year we have made significant steps in our approach to DE&I. In May 2021, we appointed a Director of DE&I who has since established a team dedicated to DE&I matters.

An important part of Deliveroo's approach to DE&I has been to establish DE&I and Belonging groups (DIB), which currently include Gender Equality, Racial Equality, LGBTQ+ and Wellbeing. These groups enable employees to engage on Company policy and activity to ensure they are inclusive of under-represented groups. They also run their own programme of events, contributing to greater education and awareness across the Company. Over the course of 2021, the DIB groups have organised a wide range of events and initiatives including the following:

- the 'Spotlight On Series' – a global interview series with women at Deliveroo;
- a co-ordinated month of activity to support Pride including the launch of a Pronouns awareness campaign;
- the launch of the Deliveroo School of Allies, an external resource website which provides educational content for allies of the LGBTQ+ community; and
- the hosting of a series of events during Black History Month including a Q&A session with David Olusoga OBE and an 'in-conversation' session on intersectional allyship with Lady Phyll.

The DE&I commitment at Deliveroo starts with our Board and Executive Team. The Executive Team has continued its advocacy and support for DE&I through the following initiatives:

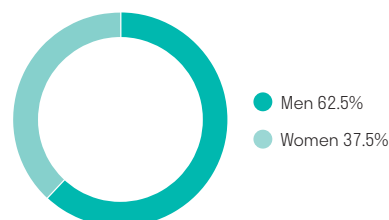
- Executive Sponsorship of our DIB groups;
- meetings with the DIB leaders to advise, sponsor and participate in various events as panellists, facilitators and speakers; and
- commencing its own dedicated programme of training and development.

Our Board is also committed to supporting management's efforts on DE&I matters and so it receives regular updates on Company progress including planned engagement by Dominique Reiniche our designated Employee Non-Executive Director, as well as reflecting diversity principles in its own succession planning. Further information on this is set out in the Governance Report on page 70.

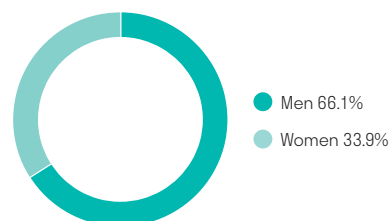
A key area for improvement is the need to address the gender pay gap and the balance of female representation, particularly at senior levels and in our technical teams within Deliveroo. The aim is to drive sustainable change through a multi-year action plan.

### Gender diversity (as at 31 Dec 2021):

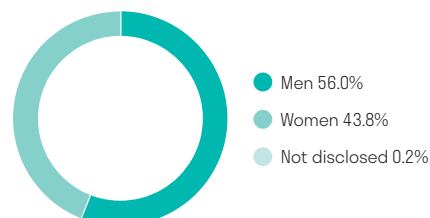
#### Gender split of directors (of PLC): 8



#### Gender split of senior managers (excluding CEO and CFO): 109



#### Gender split of all employees of the Group: 3,108



**Gender pay gap stats (2020/21 report):****Mean gender pay gap:****37.2%****Median gender pay gap:****24.7%****Mean bonus gap:****14.3%****Median bonus gap:****-23.2%**

The Executive Team is very supportive and has been highly engaged in taking steps to establish our response and action plan to address these areas through changes in our hiring, progression and compensation policies as well as leadership development programmes. Most notably, we launched a tailored leadership programme for women in mid-level roles to help support future progression and opportunities for inclusion in the Women in Hospitality, Travel and Leisure (WiHTL) global female leader programme.

During 2021 we also rolled out unconscious bias training across the Company and included an introduction to DE&I at Deliveroo as part of our induction programme for all new joiners. In early 2022, we launched our global Self-ID programme encouraging as many employees as possible to self-identify. This will enable us to get a better picture of Deliveroo's workforce, their individual needs and to measure their experience more accurately.

Technology is at the heart of our Company and so we believe that we have a responsibility to support change and to lead by example. As such, we have extended our DE&I commitment to address DE&I issues across the broader technology industry by joining over 600 other companies as a signatory of the Tech Talent Charter (TTC), a non-profit organisation leading the movement to address inequality in the UK tech sector. By joining the TTC we are signalling our commitment to improving diversity, equity and inclusion in the UK tech sector and within our own tech organisation.

## Supporting our people during a global pandemic

We are a global business and the COVID-19 pandemic has had a significant impact across our markets, which is ongoing. Given the complexity around COVID-19's global impacts and the various government responses, we have had to respond flexibly to events. However, what has remained consistent throughout these difficult times has been the focus of our leadership teams across Deliveroo on maintaining our culture and supporting our employees.

At the outset of the pandemic we moved swiftly to close our offices in all markets and to provide suitable working-from-home equipment for those who needed it. When it became apparent during 2021 that the pandemic was continuing, we developed guidance for our employees by launching our new 'Remote and Home Working' policy which set out a number of different work location options based on employee roles. For those employees who work from our offices when government guidelines permit, we have instituted policies and protocols in each of our markets to safeguard employee health and safety, which include measures such as social distancing, limiting office desk capacity, temperature checks and lateral flow tests. These measures have been tailored to comply with local government regulations and best practice.

As well as keeping our office environment safe, we have taken steps to provide enhanced wellbeing support throughout a challenging year. We provided free access for all employees to the Headspace app, have run wellness weeks with multiple events for employees and continued to provide access to free counselling sessions via our Employee Assistance Programme. In recognition of the importance of giving people time off to recharge, in addition to our annual leave allowance we have given employees extra time off post our IPO and during the holiday period in December.

## Building the organisation and competing for talent

Deliveroo competes for talent in a highly competitive market, and being able to hire well and quickly is critical to the competitiveness of our business. In 2021 we made significant progress in building the capabilities needed to recruit top talent, including growing our internal recruiting function from 14 to 104 staff, which enabled us to reduce our dependence on third-party recruitment agencies, more than double the size of our technology organisation in the UK and launch our first Deliveroo Hop sites in the UK.

2021 was a challenging year for hiring and 2022 is set to be no less challenging, particularly in technology. Part of our strategy to remain competitive has been to increase our talent pool by expanding into new geographies (such as building a new engineering hub in India and a remote hub in Poland), as well as opening fully remote opportunities for certain types of roles. More broadly, we will continue to invest in building the capabilities and expertise needed to scale recruitment efficiently, such as targeted marketing and branding initiatives to position Deliveroo as an employer of choice for the best talent.