

# Deliveroo's UK Gender Pay Gap 2025



**“At Deliveroo, we continue to hold ourselves accountable for building an equitable and inclusive organisation, where everyone has access to opportunity and the ability to thrive. For me, that commitment is fundamental to how we operate as a business.**

**Gender equity is a key part of that commitment. Diversity strengthens our organisation, improves the quality of our decisions and ensures we better reflect the diverse marketplace we’re part of, supporting long-term innovation and growth.”**

***Maria Onyango***

**Director - Diversity, Equity & Inclusion**

# Driving progress on gender pay

**Deliveroo is committed to valuing the different lived experiences of our workforce, treating them with dignity and creating an inclusive and equitable workplace where everyone can thrive, regardless of identity or background.**

Since the last report, we've made progress on overall representation of women, which is a reflection of our commitment to equitable hiring and processes. We also continue to make meaningful progress in advancing gender equity through rigorous inclusive hiring practices, improving and updating our policies, and sustaining significant investment in our Gender Equity and Women in Tech Employee Resource Groups, supporting community and development.

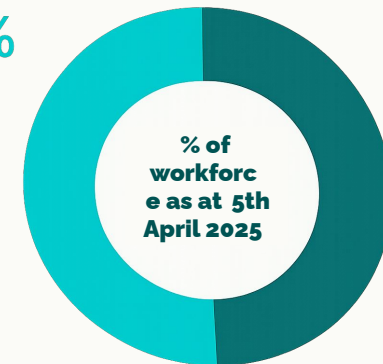
Through our focus on systemic improvements in talent and performance processes, our data shows no meaningful difference across men and women, which is encouraging.

Gender pay gap reporting remains an important measure for driving accountability and transparency in our gender equity and inclusion efforts. This report outlines our current gender pay gap, the factors contributing to it, and the actions we are taking to close the gap.



**Men**  
57%

**Women**  
43%



# What is the gender pay gap?

The gender pay gap measures the difference in average earnings between men and women within an organisation. It highlights the overall distribution of men and women across different pay levels, rather than comparing individuals in the same role.

It is important to note that the Gender Pay Gap is different from equal pay, which ensures that men and women receive the same compensation for performing the same job or work of equal value. This report focuses exclusively on the pay gap.

By analysing this gap, we can evaluate our progress towards increasing the representation of women in senior positions and identify potential barriers to their career advancement.

## Why we report on the gender pay gap

In the UK, legislation requires companies with 250 or more employees to publish their gender pay gap data on an annual basis, using payroll data from the previous April. Deliveroo UK operates through two entities: Roofoods Ltd and Deliveroo HOP Ltd. Only Roofoods Ltd employs more than 250 people and is legally required to publish a gender pay gap report. Roofoods Ltd accounts for 92% of Deliveroo UK's workforce.

As with last year, we're voluntarily sharing data for all Deliveroo UK employees, across both Roofoods Ltd and Deliveroo HOP Ltd, to offer a full picture of progress towards gender pay parity across our entire UK business.

The data we're sharing here is in accordance with the Government regulations, based on the pay received by our employees in April 2025. The Bonus data that we are publishing is calculated using data from the 12 months ending on April 5, 2025.

### **Equal pay**

Compares the pay of men and women in the same role



### **Gender pay gap**

Difference in average pay between all men and women across all roles



# Key definitions



## Mean Gender Pay Gap

The difference in average hourly pay of women compared to men



## Median Gender Pay Gap

The difference in hourly pay between the middle-earning woman and the middle-earning man when all employees are ranked from lowest to highest pay



## Mean Gender Bonus Gap

The difference in average bonus payments received by women compared to men



## Median Gender Bonus Gap

The difference in bonus payments between the middle-earning woman and the middle-earning man when all bonuses are ranked from lowest to highest



## Pay Quartiles

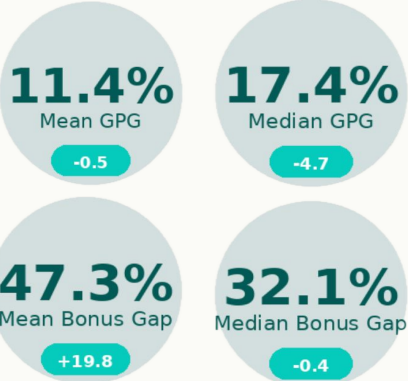
The workforce is divided into four equal pay groups (quartiles) to analyse the gender distribution at different pay levels



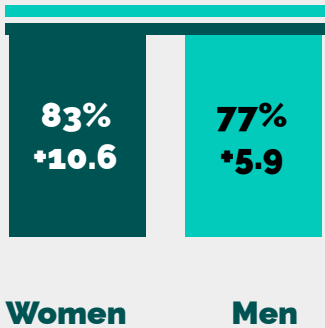
## Bonus Proportions

The proportion of men and women who received a bonus payment

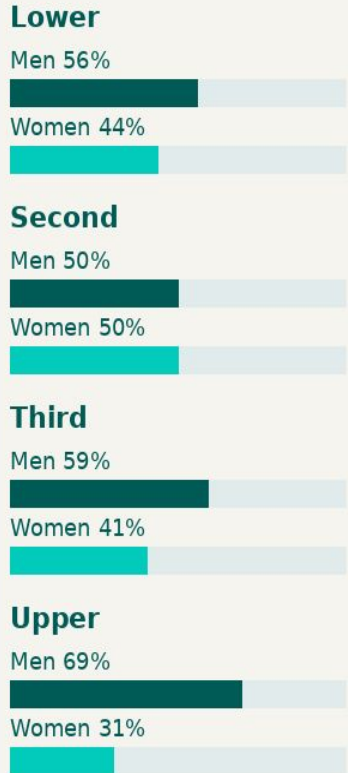
## Deliveroo Gender Pay Gap ("GPG") for all UK employees



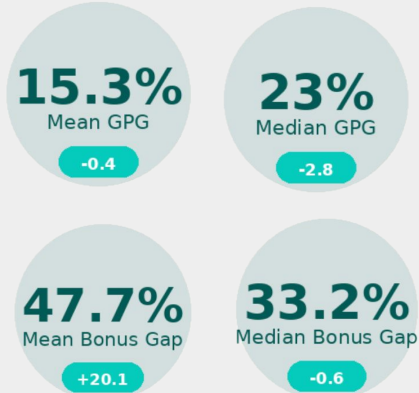
## Proportion of Men & Women Receiving Bonus Payments



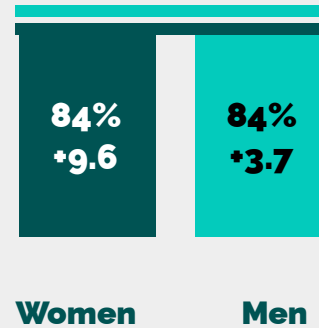
## Proportion of Men & Women in Pay Quartiles



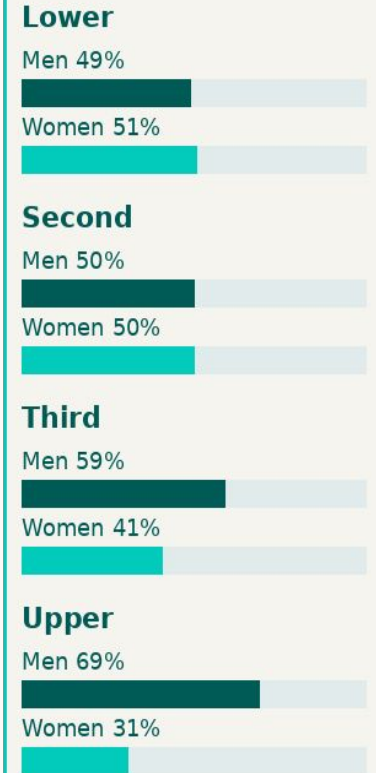
## Roofoods Ltd's Gender Pay Gap ("GPG")



## Proportion of Men & Women Receiving Bonus Payments



## Proportion of Men & Women in Pay Quartiles



# 2025 data summary

*All Deliveroo UK*

Mean UK gender pay gap  
**decreased** by 0.5  
from 11.9% in 2024 to  
**11.4%**

Median UK gender pay  
gap **decreased** by 4.7  
from 22.1% in 2024 to  
**17.4%**

**77%**  
of men and  
**83%**  
of women received  
bonuses, up from 72.4%  
and 71.1% respectively

Mean UK gender bonus  
Gap increased by 19.8  
from 27.5% to  
**47.3%**

Median UK gender bonus  
gap **decreased** by 0.4  
from 32.5% to  
**32.1%**

**The proportion of  
women in the third and  
upper pay quartiles  
continued to increase  
year on year**

# Drivers of our 2025 UK gender pay gap

## Gender representation across levels

A large part of the current mean and median gaps is down to imbalanced gender representation at more senior levels.

Overall, the organisation is 57% male, however male representation in the third and upper quartiles is greater. Despite meaningful progress, women are still less represented in both tech and senior leadership positions.

This suggests pay within each quartile is similar and that the headline pay gap is a result of gender distribution. The only exception to this is the upper quartile, where both pay gaps are in favour of women, which may explain narrower gaps in comparison to 2024.

The proportion of each gender receiving a bonus has increased each year since 2023 and this year, the proportion of women increased significantly. The median bonus gap, which shows the midpoint of bonus pay, has decreased by a small amount.

For the purposes of gender pay gap reporting, a bonus includes the exercise of stock options and the vesting of share awards. In our case, more high-value share awards vested and stock options were exercised by men during the reporting period.

## The gender gap in tech

The tech industry continues to face a gender gap at all levels.

In 2025, the Women in Tech Network reported that, in fields like engineering and programming, women hold only 23% of roles and just 16.9% across all engineering and technology jobs - despite accounting for 56% of the wider workforce. This makes it challenging to recruit women, particularly at senior levels.

In line with the broader tech industry, the proportion of women working in tech roles at Deliveroo remains smaller compared to our business roles. This disparity contributes to our mean and median pay gaps, as tech roles generally command higher salaries associated with technical skills and market demand.

While we are constrained by this, addressing this issue is a long-term effort across hiring, progression and a continued commitment to inclusive policies and culture.

# What is Deliveroo doing to reduce its gender pay gap?

**Gender equity and inclusion has been a core and consistent part of Deliveroo's diversity, equity and inclusion efforts for a number of years. Our approach addresses all stages of the employee journey, including:**

- Equal pay for equal work: we conduct reviews of pay equity to ensure fairness
- Talent attraction and hiring: aspirational hiring goals across all areas, focusing on Tech roles
- Performance and promotion processes: including detailed and systemic reviews of data and outcomes
- Focus on development and retention: through policies, benefits and manager capability
- Supporting an inclusive community: including thriving Gender Equity and Women in Tech ERGs, which have dedicated budgets and resources.

These initiatives, alongside consistent and intentional inclusive approaches through the People Team and Managers, are aimed at creating a more equitable and inclusive environment. We have seen the positive impact across attrition and promotion in particular, and a modest shift towards more female representation in leadership roles since 2023.



## Representation in leadership roles

At the end of 2025, women represented 44.9% of senior positions, up from the 43% reported in our last Gender Pay Gap report. Notably, we have also seen that in our last performance cycle, men and women had very similar performance ratings, and promotion rates are broadly similar overall.

## Representation in tech roles

Representation of women in our tech organisation has remained broadly flat, with a small increase of +0.2pp through 2025. There is more we can do here, as well as with representation in senior roles - our recruitment team is focused on increasing representation in key areas such as Engineering.

## Representation through hiring

Hiring remains a core focus for representation, as a tech-focused company. While many areas see balanced hiring, there are still some that need continued proactive effort. We have seen positive outcomes in senior hiring in 2025, with over 50% women hires, and will continue to focus on inclusion through the talent attraction and hiring process overall.



# Representation of women in key areas

# Creating a supportive workplace and community

## Policies and benefits

Deliveroo provides benefits that support the needs of its employees, with inclusion in mind, which are consistently reviewed and updated. These policies include support for family journeys, mental health, menopause and time away from work to care for dependants. In 2024, we introduced a Menopause Support Policy, with menopause support available within the core medical plan. And in 2025, we launched our Neonatal Care Leave policy, offering enhanced pay from day one.

After consulting with employees, we introduced greater flexibility, simpler processes, and stronger support for health and wellbeing benefits, hosting 'Roowards Roadshows', optional sessions for people to deep-dive into specific benefits.

## Guidance and processes

We continue to focus on policies and inclusive guidance, launching company-wide guidance on inclusive language and microaggressions, and putting stronger frameworks and processes around workplace harassment, inclusive of third-party harassment. This work will continue into 2026, including updates to training, guidance and processes around key moments such as performance and promotion review cycles.

## Employee Resource Groups

Our Employee Resource Groups (ERGs) are a cornerstone of enhancing community and inclusion at Deliveroo. Open to all, they are led by employees with dedicated budget and guidance from the Diversity, Equity & Inclusion team. Our groups, including 'Gender Equity', 'Women in Tech', 'Parents and Carers' and DeLOVEeroo (LGBTQ+) continue to thrive and actively foster inclusive communities.

Notable initiatives include Lesbian Visibility Week, a new inclusive gym hour for women and non-binary employees and increased focus on women's health and work-life balance.



**We remain committed and ambitious on our journey toward embedded gender inclusion and equality. In 2026, we will continue our focus on increasing representation of women in key areas as well as ensuring we support our employees day-to-day - through dedicated bodies of work as well as focused systemic changes.**

We have begun to deepen our intersectional approach, ensuring we view outcomes across a variety of lenses, and we'll use these learnings to support the diverse identities and needs of our employees.

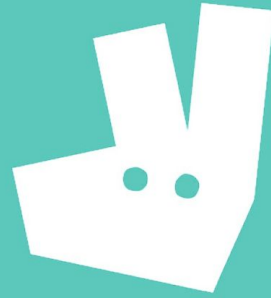
Our Employee Resource Groups are a cornerstone of our approach - we'll continue to meaningfully invest in and support them, to support women and other groups across all of our locations. We also continue to invest in tangible support for individuals, including the recent launch of the Inclusive Coaching Programme.

Deliveroo has been through change in 2025, so continuing to educate leaders on inclusion remains a priority, particularly with an intersectional lens. As always, the Gender Pay Gap remains an important metric, but we also look at the lived experience of women at Deliveroo, including engagement, retention, hiring and beyond. Through this, we build a holistic picture of the progress made, and where we can do more.

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.

***Maria Onyango***

Director, Diversity, Equity & Inclusion



deliveroo