



deliveroo



Deliveroo's UK Gender Pay Gap 2024

“At Deliveroo, we are committed to creating an environment where success is defined by what you do, not who you are. For me, this commitment is deeply personal, because it’s essential in ensuring that every individual has the opportunity and access to succeed. Central to this vision is gender equity, which ensures that Deliveroo reflects the rich diversity of our marketplace while driving innovation and growth.”

Laura Hagan
Chief People Officer

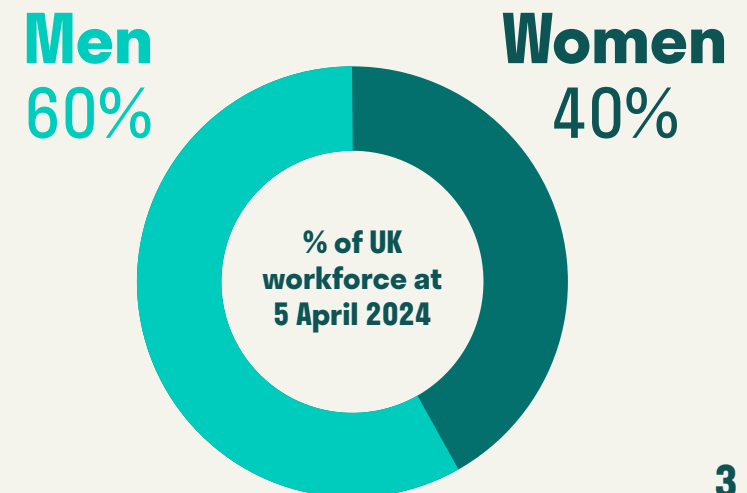
Driving progress on gender pay

Deliveroo is committed to connecting its people with opportunities and experiences they want by enabling the equity and inclusion they need.

Over recent years we've made significant progress in advancing gender equity through targeted investments in talent and leadership development programmes for women, inclusive hiring practices, improved performance management processes, and close collaboration with our ERGs to create a vibrant community and supportive environment. As a result, we have seen an increase in the representation of women across the organisation and an improvement in our mean UK gender pay gap.

Our efforts have been recognised by *Women in Work*, featuring Deliveroo in their *WiW100 Gender Equity Measure*. This recognition underscores our commitment to improving gender equity in all areas, including Board representation, pay gaps, and parental policy transparency.

Gender pay gap reporting remains a crucial tool for driving accountability and transparency in our gender equity efforts. This report outlines our current gender pay gap, the factors contributing to it, and the actions we are taking to close the gap. We are committed to building a sustainable future where gender equity is a reality, and we will continue to work tirelessly to achieve this goal.



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 distinct from equal pay. Equal pay 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.

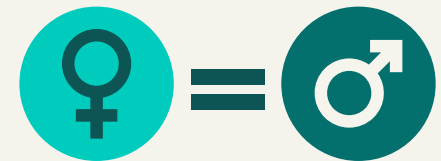
UK Government Regulations

As required by the UK Government, companies with 250 or more employees must publish their gender pay gap data annually every April, using payroll data from the previous April. The data we're sharing here is in accordance with the Government regulations, based on the pay received by our employees in April 2024. The Bonus data that we are publishing is calculated using data from the 12 months ending on April 5, 2024.

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. To provide additional transparency, we're voluntarily sharing data for all Deliveroo UK employees, which includes both Roofoods Ltd and Deliveroo Hop Ltd. We believe this offers a clearer picture of our progress towards gender pay parity across our entire UK business.

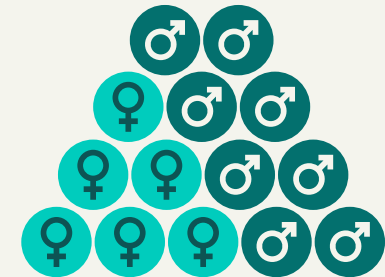
Equal pay

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

11.9%
Mean GPG

22.1%
Median GPG

27.5%
Mean Bonus Gap

32.5%
Median Bonus Gap

Proportion of Men & Women in Pay Quartiles

39.6% +1.2pp
60.4% Lower

50.2% +2.2pp
49.8% Second

36.8% +3.4pp
63.2% Third

30.0% +1.8pp
70.0% Upper

Women Men

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

15.7%
Mean GPG

25.8%
Median GPG

27.6%
Mean Bonus Gap

32.6%
Median Bonus Gap

Proportion of Men & Women in Pay Quartiles

47.0% +2.4pp
53.0% Lower

51.4% +2.4pp
48.6% Second

34.3% +2.8pp
65.7% Third

29.6% +2.0pp
70.4% Upper

Women Men

Proportion of Men & Women Receiving Bonus Payments

71.1%
+8.6pp

72.4%
+12.3pp

Women

Men

Proportion of Men & Women Receiving Bonus Payments

74.4%
+9.1pp

80.3%
+14.9pp

Women

Men

2024 data summary

All Deliveroo UK

Mean UK gender pay gap has **decreased** by 2.0pp from 13.9% in 2023 to

11.9%

Median UK gender pay gap has **increased** by 0.9pp from 21.2% in 2023 to

22.1%

72.4%

of men and

71.1%

of women received bonuses, up from 60.1% and 62.5% respectively

Mean UK gender bonus gap **decreased** by 2.1pp from 29.6% to

27.5%

Median UK gender bonus gap **increased** by 11.8pp from 20.7% to

32.5%

The proportion of women has increased consistently across all pay quartiles

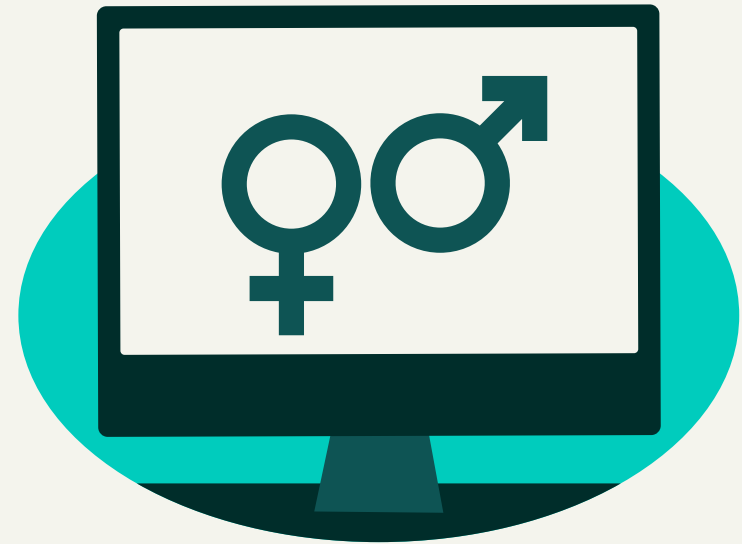
Drivers of our 2024 UK gender pay gap

Gender representation across levels

Our mean and median gaps are impacted by the imbalanced representation of women across levels and roles. Despite the progress in recent years, women are still underrepresented in senior leadership positions and overrepresented in junior roles.

The proportion of women working in tech roles 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've made progress in reducing the mean bonus gap and increasing bonus eligibility for both men and women, the median bonus gap remains. Compared to women, more men are in roles that receive higher value bonuses, commission and equity compensation. Despite these disparities, the overall trend shows improvement in addressing gender-based differences in bonus earnings, as seen in the decrease in the mean bonus gap.



The persistent gender gap in tech

The tech industry grapples with a persistent gender gap. Fewer women enter and remain in tech careers, making it difficult to recruit and retain women. Gender stereotypes and systemic biases often discourage women from pursuing tech roles. While we are constrained by this, addressing this issue is a long-term effort that we are committed to supporting.

What is Deliveroo doing to reduce its gender pay gap?

Since launching our global 17-point Gender Equity Action Plan in January 2022, we've made significant progress in improving gender equity at Deliveroo.

We've since updated our plan to be more comprehensive, addressing all stages of the employee journey - from talent attraction onward - and incorporating the intersection of identities beyond gender.

We've invested in developing women's careers through various talent programmes, empowering over 370 women in 2024 alone. These initiatives, alongside intentional inclusive hiring practices, have created a more supportive and inclusive environment, resulting in reduced attrition, higher promotion rates, and increased representation of women across the organisation, including in senior leadership roles.



Representation in senior and technology roles

Advancing women in senior leadership roles

At the end of 2024, women represented 43% of senior positions, up from 40% in 2023. This includes an increase from 29% to 30% in tech roles and from 44% to 49% in business roles, moving us closer to our goals of 50% women in business and 33% in tech by the end of 2025. Notably, our Executive Team is now gender balanced.

Increased representation of women in recruitment

The proportion of women in our hires rose to 44% in 2024, up from 42% in 2023. The most significant growth was in technology roles, where representation increased from 30% to 34%. These improvements reflect enhancements in our tech recruitment processes, deliberate efforts to attract more women talent, and focusing on diversity beyond senior roles.

Representation targets and Exec compensation

Gender diversity goals for senior leadership roles were embedded in our Executive Team's compensation plan in 2023. In 2024, we expanded these goals to include representation of women at junior to mid-level. This approach incentivises leadership to drive progress toward gender equity across the entire organisation.



Investing in women's career development

Talent development programmes

Our 'Accelerate' programme for mid-level talent has been completed by 228 women (61% of eligible participants) since the 2021 launch. The 'Inspire' programmes for junior-to-mid-level talent has been completed by 74 women since its launch in 2023 (24% of eligible participants). Both programmes are designed to empower women, helping them build on their strengths and advance their careers.

Women-in-Tech Leadership Apprenticeship

We've leveraged the government apprenticeship levy, totaling £196,000, to provide 14 women with £14,000 technology leadership apprenticeships in partnership with Corndel and Imperial College London. This 12-month programme, equivalent to a Master's degree, is designed to help mid-level women advance into senior leadership roles in tech at Deliveroo.

Mentorship programmes

In May 2024, we launched Wo[Mentors], a new mentorship programme for women at junior to mid-level and above, designed to foster one-on-one mentoring relationships that celebrate and elevate the unique strengths and perspectives of women. To date, 91 women have completed the programme. In addition, 210 active women mentees (45% of all mentees) are participating in our global mentoring programme, 'Going Global'.



High potential leadership development programme

Since launching the 'Elevate' programme in 2023—a targeted development initiative for high-potential mid-senior level employees—24 women, making up 49% of all participants, have successfully completed it. This underscores our commitment to advancing gender diversity in leadership.

External mentoring

We're building a talent pipeline of future women leaders. Through our £10k partnership with BelEve, we've inspired young women from underrepresented backgrounds, establishing 30+ mentoring relationships and showcasing role models to help them succeed.

It's worth noting that our talent development programmes not only empower women but also engage their managers and sponsors in identifying and addressing gender-specific challenges, fostering a more inclusive and equitable workplace.



“Through programmes like Accelerate and the Women in Tech leadership apprenticeship, we aim to support women in their progression into senior leadership positions at Deliveroo. While the decrease we’ve observed in our gender representation gap is encouraging, the real value of these programmes has been in shedding light on the systemic challenges we must address to make even more significant progress in this space going forward.”

Dan Winn

Deliveroo Chief Technology Officer
& Exec Sponsor of Gender Equity ERG



Creating a supportive environment and community

Menopause support

In 2024, we introduced a Menopause Support Policy to offer tailored support for employees experiencing symptoms, as well as guidance for line managers and colleagues. The policy includes flexible working options, workplace adjustments, medical support, counselling, and resources to facilitate open and supportive conversations.

Health and wellbeing

To further support the wellbeing of all employees, we have introduced several new benefits in the UK, including expanded healthcare coverage with fertility testing and assisted medical fertility options, as well as enhanced mental health support, including psychological support and diagnosis for gender dysphoria. Additionally, we have introduced Transitioning at Work Guidance for managers and employees to support colleagues undergoing gender transition.

Supporting our returning parents

To better support both returning parents and their managers, we launched a “Returning After Parental Leave” workshop series offering practical guidance and resources to help employees regain their career momentum and smoothly transition back into their roles.



Community building

Our Employee Resource Groups, including 'Gender Equity', 'Women in Tech' and 'Parents and Carers', 'Deloveroo (LGBTQ+)', have been actively fostering inclusive communities, expanding their global memberships, organising events, and offering support to our employees. By listening to their needs, these groups are collaborating closely with the People Team to shape key initiatives and programmes aimed at improving gender equity within Deliveroo.

Employee listening

Deliveroo has been awarded in the 'Best Use of Employee Voice' category at the [Engage Awards](#). Our Gender Equity ERG earned recognition for fostering candid, trust-based conversations to understand the challenges women face in achieving leadership roles in tech and inform our gender equity initiatives.

We are proud of the strides made in 2024 and remain dedicated to advancing our journey toward true gender equity. In 2025, we will continue to focus on increasing representation of women in tech roles and senior leadership positions. We will also deepen our intersectional approach, recognising and supporting the diverse identities and experiences that shape the careers of women in our organisation.

As we look to the future, we will continue investing in women's development programmes and empowering our Employee Resource Groups (ERGs) to support women and other underrepresented groups globally. Additionally, we will equip more decision-makers with detailed, intersectional diversity data to help them shape goals that align with our inclusion and equity efforts. Educating our leaders on inclusive leadership remains a priority, equipping them to foster an environment where women can thrive, grow, and stay with us.

While the gender pay gap remains an important metric, we are committed to tracking gender equity progress through various measures, including representation, retention, hiring, and promotion rates. Our ambition extends beyond gender equity—we are dedicated to creating a truly inclusive and equitable workplace 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.

Laura Hagan
Chief People Officer





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