

OUR APPROACH TO STAKEHOLDERS



We are dedicated to achieving long-term sustainable performance that benefits the three-sided marketplace of consumers, riders and merchants, as well as our shareholders and broader stakeholders. We prioritise building strong relationships and mutual trust with all stakeholders, recognising their crucial role in our success. We are focused on fostering diversity and inclusion, acknowledging the essential role we play in supporting the communities where we operate.

Stakeholder impacts are considered in our business decisions at every level, guided by our Board's leadership. This section outlines our engagement with key stakeholders to understand their priorities and how these insights inform the Board's decision-making process, as detailed further in our Section 172 statement on page 42.

Our employees



What they care about and why they matter to us

We provide an exciting environment for employees to build their careers, working with talented colleagues on unique challenges and impactful projects. Our people want to accelerate their growth by doing career-defining work and by working in a vibrant, diverse, and supportive workplace. Employees are the lifeblood of Deliveroo, crucial to supporting our marketplace and shaping the Company.

How we engaged

- Organised monthly events to share important company updates, including our 2024 plans. Hosted special events like the Golden Wings awards to celebrate outstanding employees at Deliveroo.
- Peakon is our employee sentiment measurement and engagement tool. We received over 31,000 Peakon Survey responses, with over 38,000 individual feedback comments, which helped to inform management decisions.
- Surveyed 500 employees and also held 60 focus groups to assess our culture and employee value proposition, along with Executive-led listening sessions.
- Engaged and empowered our award-winning employee resource groups ('ERGs'), which create communities made up of colleagues with shared identity and their supporters and allies.

Outcomes and support

- Responded to employee feedback from Peakon by launching initiatives to improve and streamline the goal-setting process, new interactive feedback training, clearer global expectations, and a handbook for better work practices.
- Launched a new process for assessing high potential employees at mid-to senior-grades, to enable more proactive development and career management for our top talent.
- Launched a mentoring programme for women, 'milestone' training for new director level employees, "Steer your Career", workshops, and group coaching for employees taking or returning from parental leave.
- Our 'Learning at Work' week, available to all employees in all markets, included 21 live workshops, book recommendations from Executive Team members, 10 custom-created on-demand digital courses, curated learning playlists on Roolearn, and unlimited access to all content from our learning partners. There were 1,770 enrolments in these activities.

Our consumers



What they care about and why they matter to us

We prioritise understanding what our customers want, which includes a service that is reliable, trustworthy, and provides great value. We make consumer-centric decisions to provide the best neighbourhood-level service with a leading selection across food, grocery and retail. Our aim is to transform how people shop and eat by bringing more of their local neighbourhood to their door. If consumers are unhappy, orders decline, affecting partner revenues, rider earnings, and Company growth. That's why we are consumer-obsessed.

How we engaged

- The consumer engagement programme gathered nearly 3 million pieces of feedback globally, helping us to assess satisfaction with our range and reliability, understand value perceptions, and identify ways to meet more customer needs.

Outcomes and support

- Focused on enhancing value for money by rewarding restaurants that offer great deals and making their options more visible on our platform. As a result, in 2024, 38% of orders in the UK came from top value restaurants, up from 18% in 2023. Due to this success, we expanded the programme to France in 2024.
- Improved the Plus loyalty programme by offering a 10% credit back on orders over £30 and a £5 on-time promise for Plus Gold members. Also launched 'Plus Diamond' for top customers, featuring priority delivery, on-time guarantee, and dedicated customer support.
- Continued to reduce defects on orders with 'orders marked delivered but not received' down by 38% year-on-year and order inaccuracy down 5% year-on-year. Our consumer satisfaction has improved with NPS up four points year-on-year.
- Improved our CVP by increasing platform selection, adding new restaurant partners, securing exclusive deals with popular eateries, and including major retail brands, independent retailers, and more non-food options with our grocery partners.
- Launched 'Now Just Got Even Better', a global brand platform that shows how Deliveroo enhances every moment, based on insights from the UK, France, and UAE. The new platform uses consistent visuals and branding for easy recognition across all consumer interactions.

Our riders



What they care about and why they matter to us

When we speak to riders – both directly, and through their unions in the UK, France and Italy – they are clear that they want a flexible way to work with attractive earning opportunities, protections and benefits. Riders are an integral participant in the three-sided marketplace so we continue to invest in improvements to our rider proposition and focus on the flexible work riders want.

How we engaged

- Engaged with riders through dedicated engagement teams in each of our markets, with regular surveys, an in-app feedback tool, roadshow events, and rider focus groups.
- Riders have access to our dedicated, live order support tool and team, which deals with order-related issues and is another forum for us to gather feedback.
- Engaged with riders through trade unions in a number of markets, including in the UK, France and Italy.

Outcomes and support

- Continued to offer riders unmatched flexibility and advocate for this with policy makers around the world.
- Globally, more than 137,000 riders completed an order in 2024 and satisfaction remained above 80% for the year.
- Following negotiations with the GMB Union we increased the pay floor for riders in the UK to £12 an hour for time on order, plus costs, a 15% increase in the pay floor since it came into effect in September 2022.
- Launched a Respect Charter in the UK in conjunction with the GMB Union to improve rider and partner relationships in the UK. Launched a further Respect Charter in the UAE.
- Partnered with Lynx Educate to offer a wide range of educational courses for riders worldwide, allowing them and their families to learn and gain new skills.
- Signed an agreement with French unions to protect riders against discrimination and ensure better protections for platform workers in the delivery sector.
- Continued e-bike partnerships to support rider transitions to green vehicles in France and Italy.

Our merchants



What they care about and why they matter to us

Our merchants work with us to reach new consumers, boost their sales and improve their bottom line, and we are proud to be a key part of merchants' growth. Our merchants provide the breadth of quality food and product selection that our consumers love. Our proposition to our merchant partners – restaurants, grocers and non-food retailers – aims to provide strong incremental demand generation, an excellent consumer experience, and tools to drive profitability and grow their business. We provide tailored support to our smaller merchants at an earlier stage in their journey to digitise, develop their business plans, and go greener.

How we engaged

- Merchant Insight and User Experience teams regularly engaged with groups of merchants to receive feedback and to test our products and services.
- Hosted the 'Food Forward' conference in October 2024 for over 300 merchants to learn about consumer trends and connect with experts and our Executive Team.

Outcomes and support

- Enabled more merchants to sign up to our increasing number of industry-leading marketing campaigns that drive incremental sales.
- Overhauled our Partner Hub to give merchants better insights and actions to boost performance, launching a mobile app for 24/7 management and real-time performance updates.
- Enhanced the order experience for merchants by adding 'Order Ready' and 'Need More Time' features and introducing 'Rider Check-In' scanning technology to better align rider arrival with food preparation.
- Expanded our Manchester commercial hub to better support new merchants and over 9,000 top independent restaurants in the UK, Ireland, France, Italy, and Belgium.
- Expanded our account management capability and rebooted onboarding processes to improve partner support through the first, critical weeks of operating with Deliveroo.
- Step changed our picking technology for grocery and retail merchants, improving operations and saving labour hours.
- Hosted the Deliveroo Restaurant Awards across several markets to celebrate, hero and drive awareness of our restaurant partners.

Our local communities



What they care about and why they matter to us

The communities in which we operate are as diverse and varied as the cuisines and merchants on our platform. Deliveroo is fundamentally a local company. We want to be more than a presence in local neighbourhoods, we want to actively support local communities on issues where we can make a difference, like food insecurity. This matters to our consumers, riders and merchant partners – so it matters to us.

How we engaged

- Partnered with local charities to provide free meals to those in need in the locations in which we operate.
- In 2024, our Full Life Campaign provided over 3.5 million free meals worldwide to those facing hunger through charity partnerships.
- Provided our employees with a paid day off to volunteer at a charity. Following internal awareness raising, we saw a 36% increase year-on-year globally of colleagues using their volunteering day.

Outcomes and support

- Addressed food insecurity by partnering with organisations globally: in the UK with the Trussell Trust for meals and volunteers, in Italy with the Red Cross in distributing over a million meals, in Kuwait with the International Charity Organisation to deliver essential food boxes, in Hong Kong with St James' Settlement, in Singapore with Food From The Heart to donate meals, and in Ireland with FoodCloud to reduce food waste. In UAE we distributed food essentials and Iftar meals during Ramadan and partnered with Bread for All, in Qatar we distributed dates and water ahead of Iftar and in Belgium we partnered with the Federation of Belgian Food Banks to deliver 35,000 meals.
- In collaboration with Sheffield Hallam University launched a Sustainable Packaging Challenge for students to design innovative, spill-proof, temperature-maintaining, cost-effective packaging. The winning design will be produced and available in the UK in 2025.
- Launched the Deliveroo's Open Kitchen Fund, which aims to contribute to improving LGBTQIA+ representation in the hospitality industry.
- Launched a partnership with Blue Light Card in the UK, offering all essential workers free delivery with Plus Silver for 12 months.

Our shareholders



What they care about and why they matter to us

We want to ensure that our investors understand our business model, strategy, growth potential, risks, performance, capital structure and ESG matters. Shareholders are the owners of our business and an important source of long-term funding so we are committed to understanding their priorities and perspectives and delivering long-term, sustainable value for them. We provide transparent and consistent information and appropriate ongoing dialogue with our Board and Senior Management.

How we engaged

- Announced full year, half year and quarterly financial results. This included hosting webcasts for full and half year results where Executive Directors responded to questions from analysts and investors, ensuring an open dialogue with the market.
- Our CEO, CFO and the Investor Relations team met with investors after our significant financial announcements as well as on an ad hoc basis.
- Our Board Chair discussed governance and Board matters with major investors before the 2024 AGM. Our Board attended the 2024 AGM to engage with our shareholders.
- Our Remuneration Committee Chair, engaged with our largest investors and certain proxy advisers regarding our proposed Remuneration Policy, which will be presented to shareholders for approval at our 2025 AGM.

Outcomes and support

- Throughout 2024, the CEO, CFO, and Investor Relations team held around 200 meetings with nearly 400 investors and analysts, and shared their feedback with the Board.
- Held a successful 2024 AGM with all resolutions passed, receiving in excess of 99% votes in favour.
- Continued to follow our capital allocation policy, announcing a return of a further £150 million of surplus capital to shareholders through an on-market buyback programme.
- Transferred to the equity shares (commercial companies) ('ESCC') category on the LSE. Entering the ESCC category has allowed our inclusion in the FTSE UK Index Series, potentially boosting passive investment and liquidity, as well as providing increased protections for investors under the UK Listing Rules.