

Welcoming everyone to the table

Diversity and Inclusion Report
2020–2021





Contents

Who we are	02	Increase representation	08
Diversity and Inclusion: At the heart of what we do	03	Enhance equitable structures and systems	14
Our D&I strategy	04	Promote inclusive behavior	20
A brief history of D&I at Delivery Hero HQ	06	The future of D&I at Delivery Hero	26
		Get in touch	27

Who we are

At Delivery Hero, we are driving the future of food delivery

Being one of the world's largest local delivery platforms, we want to deliver anything for anyone, in record time. From your favorite restaurant on the other side of town to the local neighborhood shop around the corner, we want to connect you with everything that your city has to offer. Our mission is to deliver an amazing experience, fast, easy, and to your door.

We love pushing the boundaries of food delivery. But using our business to make the world a better, more inclusive place is what gives our work meaning. Guided by our values, we are building a company the next generation can be proud of: We deliver solutions. We always aim higher. And we are Heroes because we care – for our teams and our communities, for the environment, and for the world around us.

Diversity and inclusion (D&I) are at the core of these ambitions. We strive to create a workplace where everyone feels welcome, where representation is championed, and where every one of our people – our Heroes – can thrive. We want Delivery Hero to foster and protect an inclusive, equitable, and caring culture. We want to provide a place where employees of any and all identities can be their true selves, and have equal opportunities to start, grow, and progress their career.

We also know that our responsibility goes much further than to our teams. Our impact extends to those who use our platform, to the communities we serve, the industry, and society at large. We want to show how D&I can be integrated into not just the workplace, but also our customer experience and wider business. In short, we hope that our journey and ambition can inspire others to follow suit.

Ultimately, we envision a world where everyone has equitable opportunities. We want to be one of the forces challenging and breaking down systemic barriers and obstacles, ensuring that a full and wide range of talent from different genders, ethnicities, generations, and cultural and social backgrounds can flourish and advance in an ever more inclusive world.

This is an extremely ambitious goal – but we believe we can rise to the challenge. While we still have a long way to go, we are in a unique position to take on this pursuit. Operating in around 50 countries across four geographical regions, our company is built on a foundation of cultural and international diversity. Our more than 45,000 employees represent thousands of identities, backgrounds, perspectives, genders, cultures, and religions. This diversity is not only the engine of our past achievements but also a prerequisite for our future success!

With this report – the first of its kind for Delivery Hero – we want to give insights into our D&I efforts, and share our experiences and learnings, because we know that building an inclusive culture is a never-ending journey, filled with continuous reflection, knowledge exchange, conversation, and – most importantly – action. This report is part of our contribution to the public discourse, transparently showing both progress and setbacks, and holds us accountable. It outlines our approach to D&I, the impact we hope to make, and what we have achieved already. We hope you will follow and support us as we draw a map for where our journey will take us next, and what we hope to accomplish – together with our Heroes – across the globe, for a stronger Delivery Hero.



Diversity and inclusion: At the heart of what we do

We founded Delivery Hero in 2011, with a shared mission of pushing the boundaries of food delivery. Back then, we could only dream of building a company that operates in around 50 markets across four geographical regions, and that connects more than 45,000 employees. Looking at what we have created makes me extremely proud.

During these past 10 years, diversity and inclusion has always been more than a commitment – it has been central to our work. We consider ourselves very fortunate that our global reach awards us a high degree of organic diversity. This diversity is a source of strength and adds tremendous value to our company culture.

At Delivery Hero, we believe in the power of people's differences. It is individual experiences, unique backgrounds, and new ways of looking at a challenge that drive innovation and creativity. I see this every day – within our teams and products, across brands and markets.

But our global reach comes with a lot of responsibility. When asked about my vision for Delivery Hero, it always boils down to one thing: I want to create a company the next generation can be proud of. I believe that we have an obligation to drive change and make a positive impact on the lives of the people we touch.

People connect over food, over sitting together, and enjoying a shared meal. At Delivery Hero, I want to make sure that everyone is invited to this table. So how can we ensure that we not only embrace differences but also create an environment where each and every one of our employees feels empowered to be their true self? How can we provide fair opportunities for all customers to enjoy our products? And how can we leverage the scale and size of our business to help create a more inclusive and equitable world?

These are the questions that drive our management team, myself, and all of our Heroes. I want Delivery Hero to promote representation, inclusivity, and fairness, not just as an employer but also as a company that leads by example. Wherever we are in the world, we want to offer a place of belonging. A place where you feel like you can be 100% yourself – and where your voice makes a difference.

I know that change does not happen overnight, but I want Delivery Hero to play its part. Even though we've made great strides so far, as this report will show, I look forward to what's to come.

Niklas Östberg

CEO and Co-founder of Delivery Hero



Our D&I strategy

We know that change has to start with us

Building a world where everyone has equal opportunities means looking at our own offices first. We want to create, preserve, and continue to enhance a culture where every Hero, regardless of their background, can flourish and advance in their career. We want to be an employer that is kind and caring, and inspires a full range of identities to find their potential. By cultivating a workplace where everyone feels they belong and are fairly recognized,

we believe we can build an upcoming generation of business leaders that is even more diverse. With this vision in mind, we identified the key areas for our 2020–2021 D&I strategy. As we are still at the beginning of our journey, the initiatives and progress covered in this report are applicable only to our office-based Heroes in our Berlin headquarters – unless otherwise stated.





Our three strategy pillars



Increase representation

We want to build a team of Heroes whose perspectives reflect the diversity of the customers we serve. Our main priority is creating an environment where all genders are fairly represented.¹

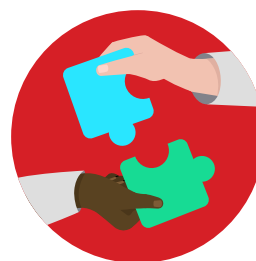
» ***Learn more about strategy pillar 1 on [page 8](#)***



Enhance equitable structures and systems

We want to ensure that all our Heroes have an equal chance to thrive in their careers from the moment they join us. This includes building systems that account for the unique needs of different groups.

» ***Learn more about strategy pillar 2 on [page 14](#)***



Promote inclusive behavior

We want all our Heroes to foster a culture where everyone can come to work being 100% themselves. It is our responsibility to provide dedicated spaces of belonging, and to encourage our employees to become activators of positive change.

» ***Learn more about strategy pillar 3 on [page 20](#)***



¹ Our initial focus is on achieving gender balance, as privacy laws allow for more comprehensive data collection on gender compared to other dimensions of identity. As our understanding of our workforce composition increases, we will expand representation initiatives to other underrepresented groups.



A brief history of D&I at Delivery Hero HQ

While D&I has always been an important part of Delivery Hero's story, 2018 was the year our D&I journey picked up pace. Since then, the scope and reach of our program has continued to grow and evolve. While we are proud of our initial steps, we know that we are only at the beginning of our D&I journey. We have been reminded of this by looking at our own workforce as well as at our wider society. Our dedication to progress toward a better world is evident throughout the company – from our management team to the individual Heroes who call out what and where we can improve.



2018

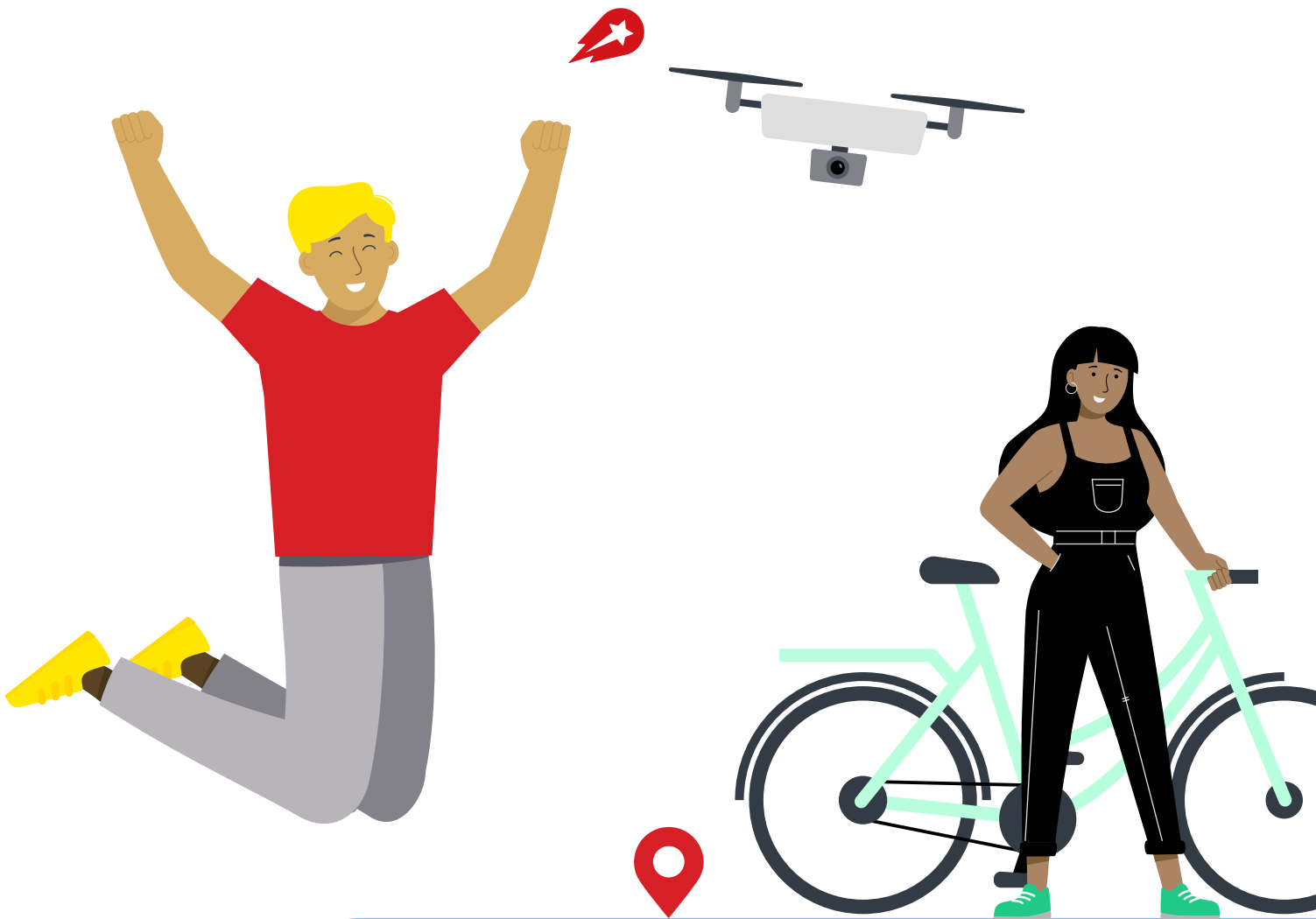
- » Established our flagship D&I program, laying the foundation for future development
- » Identified Delivery Hero's baseline for D&I through:
 - A quantitative and qualitative analysis of HR data
 - A qualitative study conducted by an external partner*

*Lisa Kepinski, Founder of Inclusion Institute



2019

- » Launched unconscious bias training locally and globally
- » Introduced our first Employee Resource Group (read more on [page 22](#))
- » Facilitated leadership workshops on D&I
- » Reviewed our People Operations processes to assess them for fairness

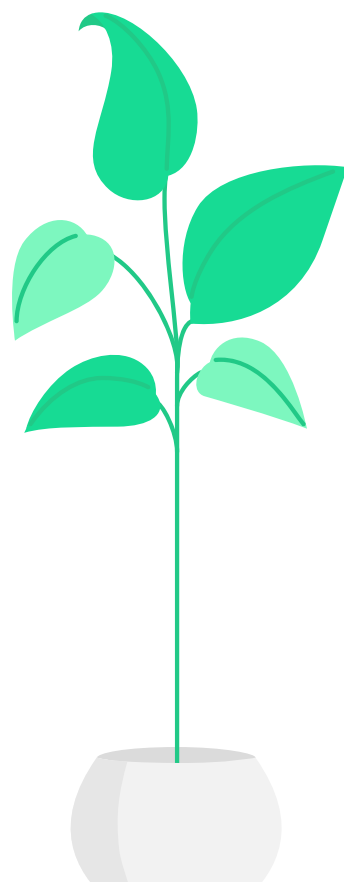


2020

- » Launched our first D&I Survey at HQ and Delivery Hero Austria
- » Integrated a D&I module into our onboarding process
- » Set our ambition to become a leader for women in the tech industry
- » Streamlined our strategy (see [page 5](#))

2021

- » Established the D&I Workstreams Program to scale relevant projects within the People department
- » Formed our Diversity and Inclusion Advisory Board
- » Launched the Delivery Hero Tech Academy to provide opportunities for all identities to join the tech industry
- » Introduced our first Women in Leadership Program
- » Hosted our inaugural Womxn Connect and Inclusion Week summits
- » Rolled out our second annual D&I Survey



Strategy pillar 1

Increase representation

We want to build a team of Heroes whose perspectives reflect the diversity of the customers we serve. Our main priority is creating an environment where all genders are fairly represented.

The commitment to increasing representation comes from our belief that it is both the right thing and the smart thing to do. It's smart, because we know that teams of people with different backgrounds, experiences, and perspectives drive innovation and creativity. As a company where so much revolves around food, one thing has always been certain for us: nothing improves a dish quite like the blending of different tastes. That is why everyone is always welcome at our table (and kitchen!).

Looking beyond our own organization, we consider it our responsibility to improve representation in the tech industry. As the world's leading local delivery platform, we have a unique opportunity to drive this change.



Equitable hiring and promotion processes

Inclusive tech programs to increase opportunities

Supporting diverse communities

Data-driven insights on our workforce

What does increasing representation look like at Delivery Hero?



Our approach to increasing representation

We wholeheartedly believe that representation matters. Cultivating a diversity of perspectives is a necessity for a thriving workplace and our responsibility as an equal opportunity employer. Representation makes our decision-making stronger, our products better, and our success more sustainable. While we have ambitious goals, we know that a balanced representation of various backgrounds takes time. To make meaningful advances in this key

area, we have started by focusing on one of the most prevalent diversity imbalances in our industry: the underrepresentation of women. By launching initiatives that work toward gender parity, reviewing processes that affect representation at different levels of our business, and leveraging the power of our people data, we have built the foundation to become a leading tech company for women.

Our progress

Fair career opportunities

Increasing representation starts with recruiting candidates from diverse communities that can bring varied perspectives to the table. In our recruitment team, weekly slots are set aside to look for talent that is gender and culturally diverse. What this means exactly depends on which perspectives are already represented in individual teams and which are not. In addition, all hiring managers and recruiters receive unconscious bias training to ensure fairness in job adverts and throughout the recruitment process.

Finding talent is only the first phase of building diverse teams; ensuring this talent can transition to becoming permanent Heroes is the second. Our relocation services are offered not based on seniority, but rather on where employees live and how a move would impact their families. Once hired, remote and hybrid working possibilities, along with flextime, enable our Heroes to do their best work.

Unbiased promotion processes

Our focus on representation means ensuring that the benefits of diversity are felt among our entry-level Heroes and throughout all job levels. This includes designing performance review processes that minimize unconscious bias in promotion decisions. Opportunities to self-request and collect 360-degree feedback year-round provide all Heroes and their managers with a clear picture of their achievements and areas for growth. Calibration rounds and management meetings then work to ensure cross-department alignment on fairly rating and promoting employees.

Equal access to coding lessons

As an industry leader, we have the responsibility and opportunity to promote diversity in the technology sector – tackling barriers that prevent access to tech education. In 2019, we teamed up with digital bootcamp Le Wagon to launch our Women's Coding Day on the fundamentals of web development for women at Delivery Hero. During the in-person event, 30 employees learned about the knowledge needed to design and code using HTML and CSS.

In 2020, we developed a new external program – the Delivery Hero Tech Academy – to build the next generation of software engineers. Launched in May 2021, anyone in Berlin looking to kickstart a career in tech was invited to apply for the fully funded coding training. From more than 700 applications, 20 students were selected. The 2021–2022 cohort – the first of many to come – contains representatives from 12 nationalities, with 75% identifying as female and ages ranging from 23 to 41.





Reflecting on International Women's Day

At Delivery Hero, International Women's Day is seen as a moment to recognize the achievements of women in business and more importantly, to reflect on and address the barriers women still face today. In March 2021, we hosted our inaugural Womxn Connect Summit, creating an internal and external platform for our global Heroes to discuss topics relevant to advancing gender equality in the workplace.

Throughout the three-day event, panelists spoke on topics including: why representation matters; how men can serve as workplace allies; and how to fight imposter syndrome. Our Heroes had the opportunity to share their insights and questions – transforming the summit into a shared exploration and conversation around how we each can support a more gender equitable workplace.

Commitments to LGBTQIA+ inclusion

While our current focus is on increasing female representation, our ambition to foster a diverse workplace extends beyond women. We actively welcome identities of all genders and sexualities, and encourage members of the LGBTQIA+ community to become Heroes. In 2020, we signed the UN Standards of Conduct for Business on Tackling Discrimination against Lesbian, Gay, Bi, Trans, & Intersex People and joined the Partnership for Global LGBTQIA+ Equality, a coalition of organizations committed to accelerating LGBTQIA+ equality and inclusion. Through an initiative of the Proud Heroes HeroCommunity, we also signed the Deutsche AIDS-Hilfe e.V. declaration – committing to creating a workplace where HIV-positive people do not face any discrimination. In 2021, we took another step to promote LGBTQIA+ inclusion by joining Amsterdam-

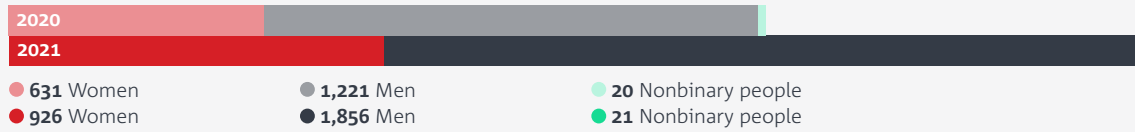
based network Workplace Pride, harnessing the organization's resources and expertise to share learning opportunities with our Heroes. Finally, members of our Proud Heroes community annually attend the Sticks & Stones LGBTQIA+ career fair to encourage LGBTQIA+ talents to join Delivery Hero (read more on [page 23](#)).

Data-informed approach

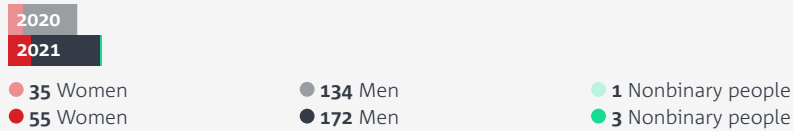
Looking at data is the only way to know how we are doing in achieving our goal of fair representation. At Delivery Hero, we aim to make all our people process decisions with a data-informed approach. Tracking our candidate pipeline and workforce diversity demographics in real time helps us understand how well we are doing. Going forward, we will be setting representation goals to further gender parity across our business functions.

Our workforce diversity at Berlin HQ²

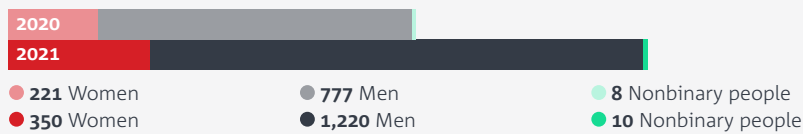
Total employees by gender³



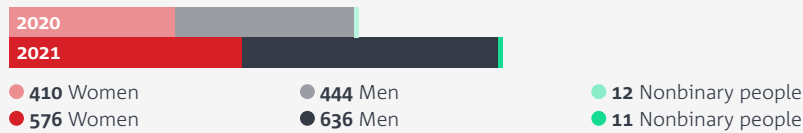
Total leadership⁴ by gender



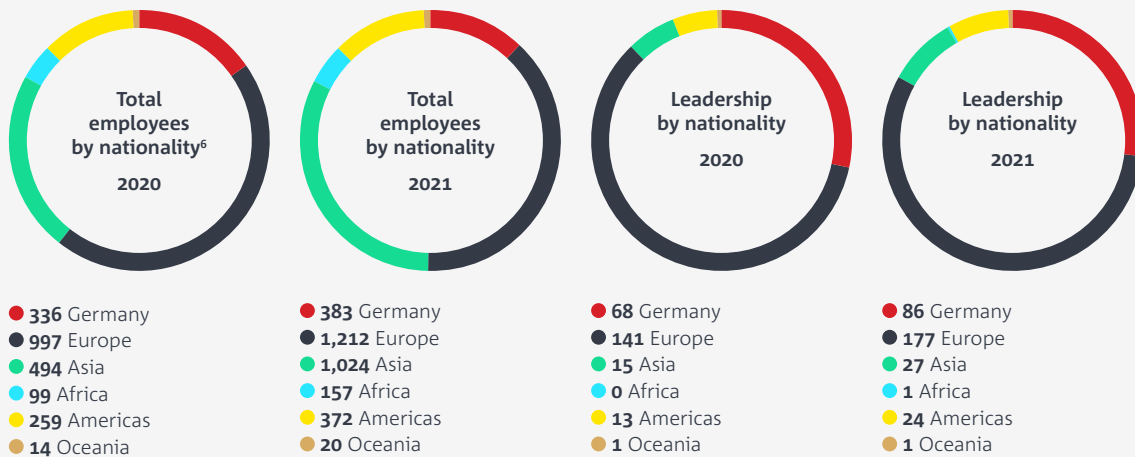
Product and Tech employees by gender



Business employees⁵ by gender



Gender diversity



Nationality diversity

104

Nationalities represented in our Berlin HQ

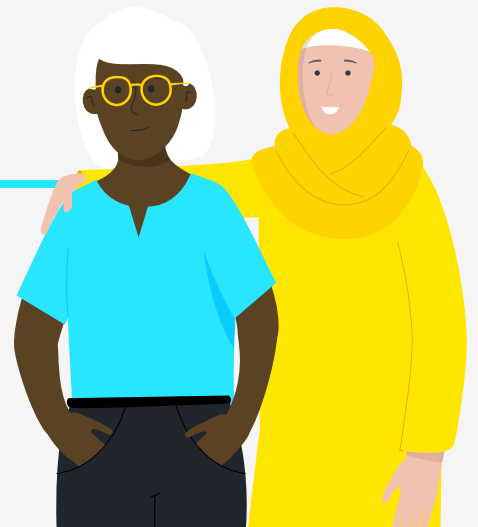
² All figures are accurate as of December 31 of the respective year.

³ Self-identified

⁴ Leadership refers to employees at director level and above.

⁵ All departments except for Product and Tech.

⁶ Nationality has been grouped by regions, with Germany set separately as our HQ is based in Berlin. The sum of employees is greater than for gender as many employees have dual nationality. Employees with more than one nationality are represented here multiple times.





Nationality diversity



- 104 Germany
- 437 Europe
- 313 Asia
- 83 Africa
- 163 Americas
- 4 Oceania



- 232 Germany
- 534 Europe
- 690 Asia
- 127 Africa
- 216 Americas
- 4 Oceania



- 232 Germany
- 560 Europe
- 181 Asia
- 16 Africa
- 96 Americas
- 10 Oceania



- 256 Germany
- 678 Europe
- 334 Asia
- 30 Africa
- 156 Americas
- 16 Oceania

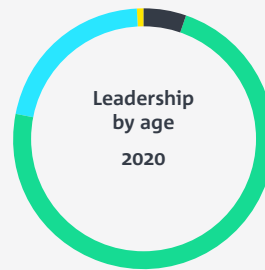
Age diversity



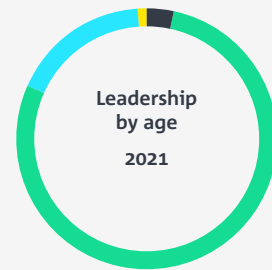
- 5 20 and under
- 600 21-30
- 953 31-40
- 111 41-50
- 3 51-60



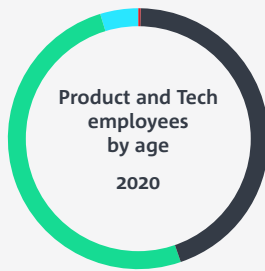
- 5 20 and under
- 1,145 21-30
- 1,469 31-40
- 177 41-50
- 7 51-60



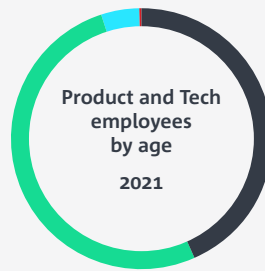
- 0 20 and under
- 9 21-30
- 124 31-40
- 36 41-50
- 1 51-60



- 0 20 and under
- 7 21-30
- 165 31-40
- 36 41-50
- 2 51-60



- 4 20 and under
- 446 21-30
- 511 31-40
- 45 41-50
- 0 51-60



- 2 20 and under
- 685 21-30
- 817 31-40
- 75 41-50
- 1 51-60



- 1 20 and under
- 354 21-30
- 652 31-40
- 0 41-50
- 3 51-60



- 3 20 and under
- 460 21-30
- 442 31-40
- 1 41-50
- 6 51-60





What's next?

We believe that we must have a balanced representation of different demographics in order to reach our ultimate goal: a true diversity of thought. Building upon our existing foundations, we will dig deeper into our data on the people processes that impact representation – overall and across different areas of the business. Specifically, we aim to build clarity on how women and other

demographics progress throughout the employee life cycle. Moving beyond gender, we also plan to implement a self-identification process to put more focus on equally important underrepresented dimensions of identity, including race, age, disability, and cultural background.



Strategy pillar 2

Enhance equitable structures and systems

We want to ensure that all our Heroes have an equal chance to thrive in their careers from the moment they join us. This includes building systems that account for the unique needs of different groups.

Designing our structures and systems to be equitable means that no matter how our Heroes identify – whether they're a single parent, a first-time resident in Germany, or a queer software engineer – they should have an equal chance of succeeding in their career.

We must cherish and embrace individual differences to foster an environment where each and every one of our employees feels empowered to share their unique perspective. Only then can we truly reap the benefits of diversity: increased employee engagement, groundbreaking innovation, and generational business success. At Delivery Hero, we are driven by our value of being Heroes because we care. That means caring for everyone.



Women in leadership and mentoring programs



Support for parents



Inclusive workspaces



Equal recognition for equal work



Manager D&I trainings

What does an equitable workplace look like at Delivery Hero?



Our approach to enhancing equitable structures & systems

Our approach to enhancing equitable structures and systems starts with acknowledging that just introducing diversity into our workplace is not enough. We must bring about much deeper changes in our own processes and structures. This means examining every stage of the employee lifecycle for bias. In practice, we look at all the moments that matter, from reviewing

how pay and promotion decisions are made to educating managers on how to mitigate bias to building a physical workspace where all Heroes feel enabled to do their best work. Using our Diversity and Inclusion Advisory Board, we also tap into external expertise and the lived experiences of our global Heroes to understand where we need to do better.

Our progress

Equal recognition for equal work

Equal work deserves equal recognition and compensation. This is why we are committed to calculating and closing any gender pay gaps that may exist. In 2021, we started this process by gathering benchmark data and building our approach toward ensuring fair compensation. While we are still in the phase of ensuring the high quality and accuracy of our data, we have already accelerated our efforts to increase leaders' awareness on the importance of achieving equal pay in their teams. Looking toward 2022 and beyond, we have started constructing the right infrastructure for our rewards team to run a comprehensive analysis. This data-driven approach will allow us to know to what degree and in which areas we should invest to ensure and maintain a fair experience for all Heroes.

Expanding employee knowledge

Creating and maintaining a diverse and inclusive workplace requires the efforts of all. To empower our Heroes to contribute to our overall D&I journey and create a ripple effect in their teams, we offer learning opportunities on topics like understanding cultural differences in business meetings, effective communication, and boosting emotional intelligence. We have created three D&I-specific trainings for managers:

- » Managing Unconscious Bias
- » Leading Trusting, Inclusive, Accountable Teams
- » Leading Culturally Diverse Teams

In 2020, we made our unconscious bias training mandatory for all managers, encouraging them to learn about the nature of bias and reflect on their responsibility to mitigate bias in key areas, including hiring and selection, performance measurement and attribution, advancement, and culture. From the start of the program until the end of 2021, we made significant progress on training all our managers.



⁷ This was not 100%, as we have been in hyper-growth, meaning the number of managers requiring training expanded rapidly.



Nurturing amazing leaders

We want to provide our women in senior roles with all the tools they need to be the best leaders. That is why we have launched Women in Leadership, a six-month, executive-sponsored program with three aims: refining leadership skills; enhancing participants' professional networks; and knowledge-sharing with existing senior leaders.

Executive coaching is an incredible tool for building leadership mindsets and learning how to navigate complex work situations. Workshops, facilitated in partnership with our external provider, target learning on key topics to help our female leaders make small habit changes for big impact. To further support leadership skills development, diagnostic tools and 24/7 on-demand access to coaching and workshop resources give our participants the opportunity to continue diving deeper independently (see more on [page 20](#)).

We know that our impact is always better when we come together, which is why we have also formed a support community for the current and future cohorts of the Women in Leadership program. Comprising internal and external leaders, the community is a place where connections can be forged. Fireside chats and panel discussions open the floor up for leaders to share challenges overcome, wins achieved, and lessons learned throughout their careers. Finally, monthly meetings between the participants and Delivery Hero executives offer a unique space for mutual reflection and expert guidance.





Developing together: Mentoring at Delivery Hero

We are proud to build a culture of growth where employees feel empowered to help each other flourish. In 2020, our Female Heroes HeroCommunity (see more on [page 22](#)) leveraged this inclusive culture and built a company-wide women's mentorship program. Sponsored by our Chief Financial Officer, Emmanuel Thomassin, the program is designed to connect women with mentors who can provide them with the tools to plan and execute their professional ambitions.

The initiative was soft launched in October 2020 with 16 mentors and 17 mentees. By the end of 2021, over 190 participants had

joined the program as mentors or mentees. Across six months, mentees work with their mentor to achieve personal growth goals. At the same time, mentors have the opportunity to build their leadership and coaching skills.

"While working on other people's growth, at the same time you are developing yourself. You get a chance to learn about other people and various behaviors which could potentially accelerate your career growth, no matter if you are a mentor or mentee."

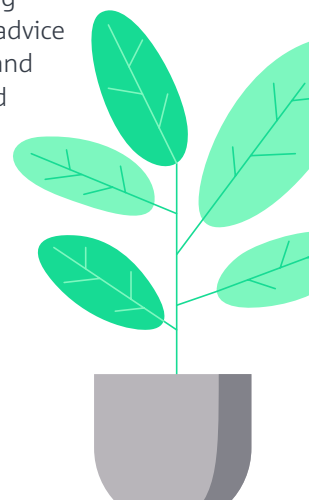
Marija Cebalovic, Mentor and Senior Manager of Global Sales, Delivery Hero



Systems that work for parents

Delivery Hero has a strong connection to Germany – this is where our roots are, and this is where our headquarters (HQ) are located. When #StayOnBoard launched in 2020, we knew it was our responsibility to support the initiative and contribute to fairer working conditions in Germany. The initiative called for a change in German legislation to allow for the temporary suspension of board members' duties during maternity leave, parental leave, or illness. The existing legal situation meant that it was particularly difficult for women to assume responsibility on supervisory and executive boards. In February 2021, we signed the petition in full support of #StayOnBoard. On August 12, the initiative became law (FüPoG II).

Internally, we launched a review of our own parental leave policies to understand where we should provide more support. It became clear that our parental off- and onboarding processes could be optimized to ensure a smooth transition away from and back into Delivery Hero. We have updated our people processes with more detailed information, including creating transition tools for managers with team members on leave, adjusting our resource portal and offering sessions to reintegrate returning Heroes. Additionally, we show our Hero parents we care by hosting support groups, providing individualized advice on parental leave and childcare matters and offering dedicated spaces – a parents and kids' area and a breastfeeding room – in our HQ.







Inclusive workplace design

Creating a workplace of equal opportunities means designing and adjusting the physical space of our offices to inspire all identities to do their best work. Throughout 2020 and 2021, we continued to make progress toward a fully accessible workplace in our Berlin HQ buildings – the *Fernsprechamt* and *Torhaus Ost*. This included installing height-adjustable desks, lowering the height of our first-aid kits and kitchen utilities, designing gender-neutral bathrooms, adjusting our doors to open automatically, placing air quality sensors on each floor, and ensuring all accessible toilets are equipped with an emergency help button.

To meet the diverse needs of our Heroes, we have been working to create dedicated wellbeing and multipurpose spaces. In 2020, we designed a napping room, yoga room, and parents and kids' space in our *Fernsprechamt* building. In 2021, we created a wellbeing floor in our *Torhaus Ost* building – including a health room as well as a multi-faith room for our Heroes to have a peaceful space to pray and meditate. Additionally, our HQ welcome area received a complete renovation to make all Heroes immediately feel at home – including a redesigned color scheme, a custom two-level height-accessible welcome desk, and a wheelchair lift.

To continue elevating our work in 2021 and beyond, we partnered with Sozialhelden e.V., a nonprofit focused on disability mainstreaming, to audit the accessibility of our existing office buildings and help us craft inclusive workplace design guidelines for a new office building joining our campus, the *Haupttelegrafentamt*.

Diversity and Inclusion Advisory Board

We want to build scalable solutions that bring us closer to a workplace experience where everyone has an equal chance to succeed. To do this effectively, we leverage the knowledge of D&I experts and the unique perspectives of our global Heroes. In April 2021, we announced the formation of our Diversity and Inclusion Advisory Board. The board launched in October 2021, bringing together internal and external representatives to support in three key ways:

- » Strategically advise and challenge Delivery Hero's D&I strategy
- » Strengthen global inclusion work across the group
- » Act as ambassadors for D&I within and outside the business

We are proud to be one of the first DAX40 companies to launch an official body dedicated to D&I. It is an investment in the future of D&I at Delivery Hero, and an important step on our ongoing journey, to make sure that everyone has a seat at the table – and that our recipes for D&I are based on what everyone actually needs, not what we *think* they need.



What's next?

To create truly equitable systems and structures, we will further leverage data, dig deeper into feedback from our Heroes, and design more mechanisms to minimize bias. While we have made significant steps toward a data-driven

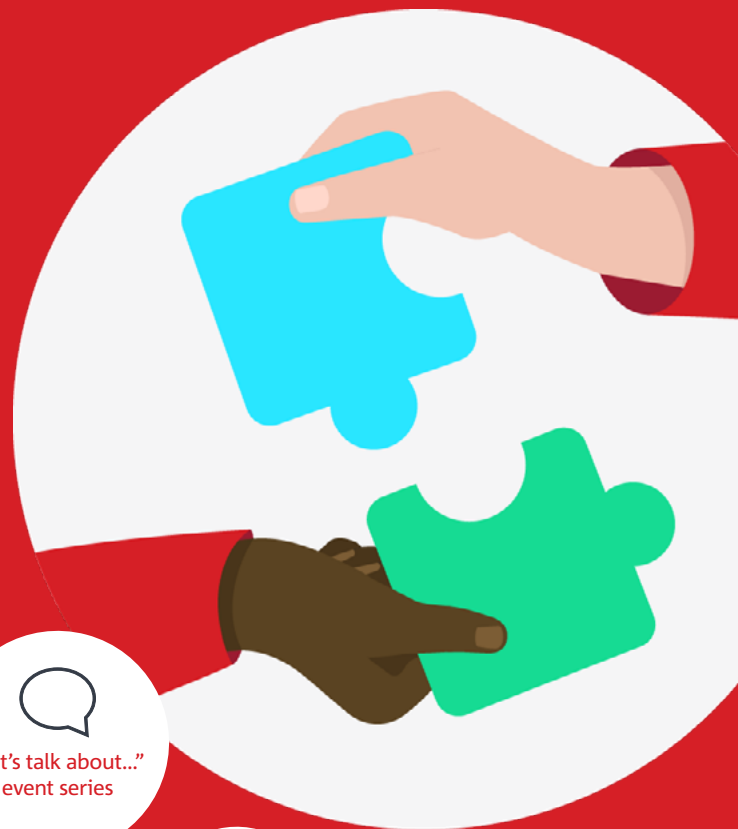
approach, there remains much more data to be explored. Leveraging our analytics experts, we plan to accelerate our actions on equal pay and performance management.

Strategy pillar 3

Promote inclusive behavior

We want all our Heroes to foster a culture where everyone can come to work being 100% themselves. It is our responsibility to provide dedicated spaces of belonging, and to encourage our employees to become activators of positive change.

Sustainable progress can only be made when everyone pulls together. We believe that an inclusive workplace requires the efforts of every Hero at every level. At the end of each day, our employees' feeling of belonging at work is connected to how included they feel in regular interactions – in meetings with teammates, performance conversations with managers, and communications from leadership. By setting clear expectations for our culture, providing Heroes with safe spaces to discuss their experiences, and collecting regular employee feedback, our Heroes are actively encouraged to make their mark on our inclusive culture.



HeroCommunities



"Let's talk about..."
event series



People Leadership
Principles



D&I Survey

**What does an inclusive
workplace look like at
Delivery Hero?**



Our approach to promoting inclusive behavior

At Delivery Hero, our recipe for promoting inclusive behavior starts with establishing inclusion as the main ingredient for a thriving business. Not only do we set a cultural expectation of employees being Heroes because they care, but we spell out what caring looks like in practice.

A lasting feeling of inclusion also comes from creating dedicated spaces for Heroes to explore differing perspectives and provide communal support. The final step in our inclusion recipe is to create a safe, anonymous channel for Heroes to tell us whether they really feel like they belong.

Our progress

People Leadership Principles

Our company culture is deeply rooted in our values. D&I has always been an important part of this. To help translate our values into action, we launched our People Leadership Principles (PLPs) in 2021. The PLPs are eight behaviors that lay the foundation for exceptional leadership.

Created with our executive leaders and reflecting what matters most to every one of our Heroes, they are unique to Delivery Hero. Looking toward 2022 and beyond, we will continue to sharpen the PLPs to reflect the common DNA across our brands and review them regularly to ensure they remain clear, relevant, and impactful.



Find potential.
Grow potential.
Identify, grow, and challenge people to develop beyond their comfort zones.



Empower and trust.
Instill accountability and ownership, and empower teams to make the call.



Seize the opportunity.
Operate with an entrepreneurial mindset and deliver solutions.



Embrace humility.
Put the team's needs first, own mistakes, and roll up sleeves.



Focus on what matters.
Be outcome driven, prioritize deliverables, and make the call when it's difficult.



Be 100% you.
Authentic and honest; do not play to politics.



Win as a team.
Team players create an environment where everyone is heard, engaged, and recognized.



Champion inclusion.
Build diverse and inclusive teams and tailor approach to each individual.



Let's talk about... series

Promoting a culture where every Hero feels free to be themselves means building a culture of mutual empathy and understanding among different perspectives. After the murder of George Floyd and the rise of the #BlackLivesMatter movement, we launched the "Let's talk about..." speaker series. The series exposes Heroes to different aspects of diversity and creates a safe forum for attendees to ask questions.

During the events, both Heroes and speakers are able to share their stories and experiences. In 2020, five sessions covered race, gender, intersectionality, disability, and mental health. These monthly talks continued throughout 2021, touching on additional topics like microaggressions, ageism, homophobia, and how to lead with empathy. With an average NPS score of 78 since its launch,⁸ the series has proved to be a valuable space for our Heroes to learn and grow together on D&I topics.

"I want to be a better ally and this series has helped me understand the struggles I may not have – and may never – experience myself."

Inclusion Champion Delivery Hero Berlin

Nurturing communities of Heroes

Providing dedicated spaces for traditionally underrepresented groups is a valuable part of ensuring all employees feel psychologically safe and empowered to contribute to workplace inclusivity. These groups, commonly known as Employee Resource Groups (ERGs), are called HeroCommunities at Delivery Hero. Led by our Heroes and open to all, they are networks of colleagues and allies – united by shared identities and experiences. By the end of 2021, seven HeroCommunities exist:

- » **Proud Heroes:** Creating internal initiatives, participating in community events, and engaging teams to ensure LGBTQIA+ Heroes feel included.
- » **Female Heroes:** Aiming to provide resources for women to advance their professional development.
- » **Muslim Heroes:** Providing a sense of community for Muslims, and raising awareness of their customs and experiences among non-Muslim colleagues.
- » **Inclusion Champions:** Creating a platform for those passionate about D&I to discuss relevant topics and drive initiatives to foster a more inclusive and equitable workplace for all.
- » **Hero Mums:** Fostering a safe place for mothers and mothers-to-be to share information on the experience of being a working mother, and to elevate the understanding and support of mothers at Delivery Hero.
- » **Parent Heroes:** Offering a network of working parents who give each other support and mentoring to integrate into the culture, and to improve the visibility and general wellbeing of parents.
- » **Wellbeing Heroes:** Providing a dedicated space to support the physical and mental wellbeing of Heroes, and building communal resources to improve work-life balance.

⁸ According to Eventbrite, the average event NPS is 53.





Our Proud Heroes: Creating a more inclusive company

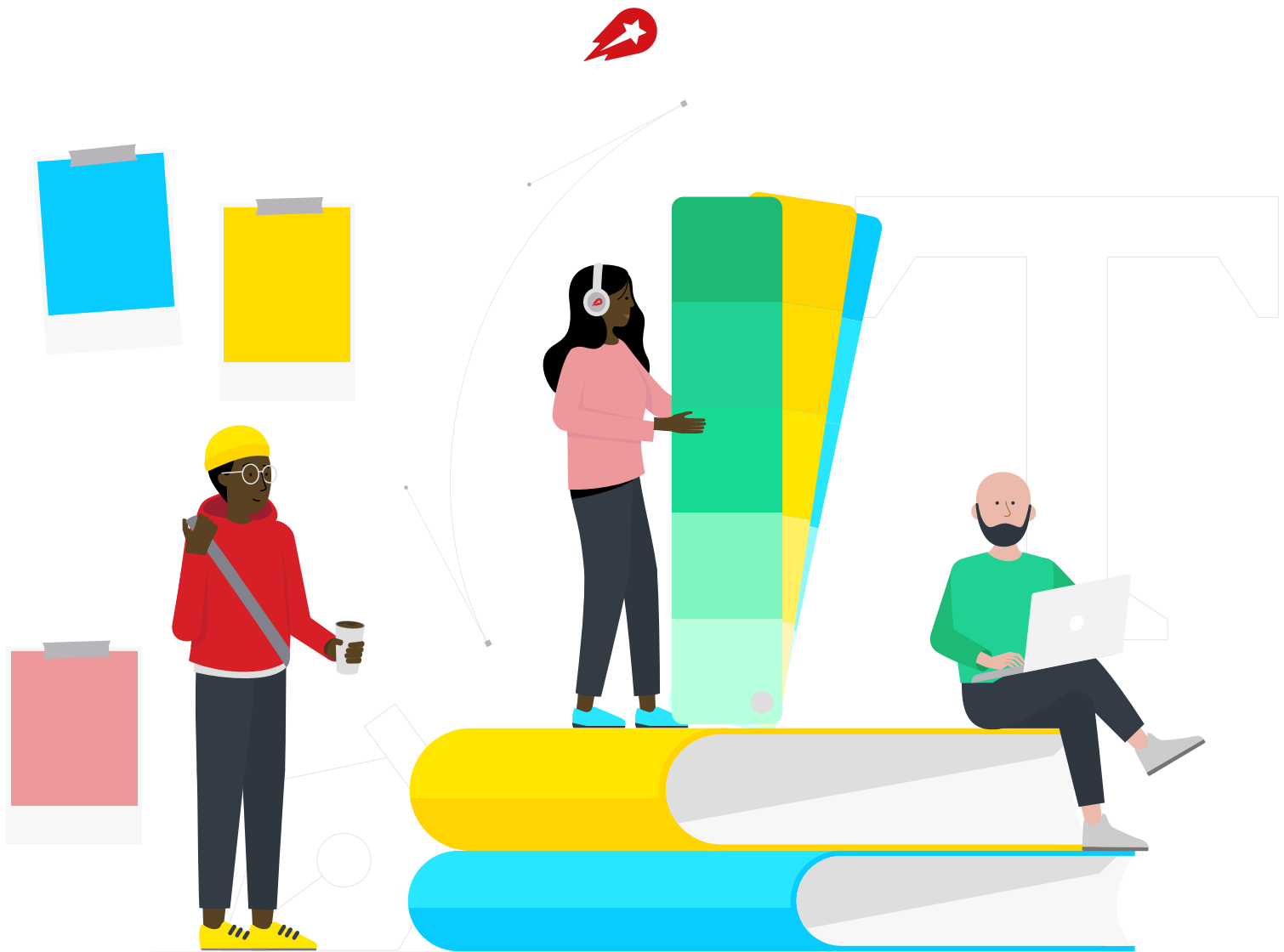
During 2021, our Proud Heroes spearheaded efforts for Delivery Hero to become a member of the LGBTQIA+ nonprofit Workplace Pride. Working with the organization, they have now hosted several trainings including management recommendations on LGBTQIA+ allyship. Additional sessions on inclusive language and the link between increasing gender equality and LGBTQIA+ inclusion are also helping promote a culture where everyone feels they belong.

Thanks to their ongoing commitment to creating an LGBTQIA+ inclusive workplace, our Proud Heroes won several awards in 2021:

- › Workplace Pride's Most Engaged Network
- › PROUT AT WORK's Sustainability Award
- › PROUTExecutiveAllies List: Jeri Doris, Chief People Officer*
- › PROUTVoices List: Tomasz Kowalski, Senior Program Manager and Co-chair of the Proud Heroes



* Chief People Officer until end of 2021.



Our Inclusion Champions

In September 2020, the Inclusion Champions community was founded, giving employees passionate about D&I a space to explore, discuss, and contribute to building a more inclusive workplace.

Working directly with the D&I team in Berlin, our Inclusion Champions have already taken the lead on important projects.

In 2020, the Inclusion Champions drafted inclusive language guidelines, which have since been incorporated into the official internal communications practical guide for all Heroes. The inclusive language guidelines empower every Hero to communicate in ways that make everyone feel included.

They contain guidance on appropriate use of pronouns, person-centered language, and references to:

- › Age
- › Appearance
- › Ability and disability
- › (Mental) health
- › Gender, sex and sexuality
- › Race, ethnicity, and nationality
- › Socioeconomic background
- › Religion and spirituality

Our Inclusion Champions also developed a one-pager containing the most common examples of non-inclusive language and what Heroes can say instead.



Gathering employee insights

While it is important to track data on diversity, it is just as important to collect data on inclusion in terms of employee experience. A D&I Survey conducted in our HQ – launched in 2020 and the first of its kind in Berlin – shows us how included employees feel at work and whether there are any disparities between groups. The survey covers dimensions such as workplace accessibility, psychological safety, fairness, harassment, and trust.

With no industry benchmark for D&I surveys, internal results set the standard for our annual progress. In 2020, 41.5% of employees answered the survey and resulted in an overall score of 3.9/5. An aggregate score⁸ of 4.2/5 for our “inclusion” category let us know this is an area where we are pulling ahead. In 2021, 39.9% of our Heroes answered the survey, with an overall score of 3.9 and an aggregate “inclusion” score of 4.1/5.



What's next?

While we are proud of the progress we have already made to make all Heroes feel like they belong, we are committed to increasing the scope and depth of our impact. In practice, this means we will deep dive into the D&I Survey and employee engagement feedback we have received to understand where we need to be doing better.

It also means providing our HeroCommunities with more influence to contribute to our strategic D&I focus. Finally, it means engaging every Hero to contribute to an environment of belonging by increasing awareness efforts on D&I topics like unconscious bias.

⁸ An average based on all survey respondents.





The future of D&I at Delivery Hero

Looking ahead, we are very excited for what's to come. Since the beginning of our D&I journey – and through our initiatives to increase representation, enhance equity, and promote inclusive behavior – we have learned a tremendous amount. Drawing on these valuable experiences, we will continue to aim higher to contribute to a world of equal opportunities.

In 2022, our focus is on bringing D&I to the center of employee experience, redesigning our benefits offerings for inclusivity and creating a diverse succession pipeline. Over the next four years, we plan to accelerate our efforts with an increased attention to the people, products, and communities we touch. This means we will continue to prioritize our own Heroes, aspiring to make Delivery Hero known inside and outside for its diverse, inclusive, and equitable workplace.

We want to focus more on our amazing community of global Heroes, forging stronger connections with our regional D&I partners for a more impactful, united effort. Our mission to foster inclusive environments will extend to the customers who use our products, our supply chain, and the communities we operate in.

Guiding every step ahead will be a streamlined, systemic approach that places D&I at the center of all decision-making – ensuring it is not an afterthought but included by design.



“We believe in the power of people’s differences. At Delivery Hero, we celebrate individual experiences, different backgrounds, and unique perspectives. We are committed to building a workplace that is known for its diverse, inclusive, and equitable culture. People should join us because this excites them, and stay because they feel at home.”

Ana Mitrasevic, Senior Vice President, People & Culture

“As an industry leader, we have the responsibility to drive important conversations and create solutions that help set standards for the entire industry. We want to be a role model for others, share our knowledge, insights and be transparent about the things we learned along the way. We know that change does not happen overnight, but we are excited to steer our journey toward the clear destination of belonging. Belonging for all Heroes – no matter who and where they are in the world.”

Sigrid Osterrieth, Senior Director, Communications & D&I

Get in touch

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Stay up to date

www.deliveryhero.com/diversity-inclusion

