



***Our company values***



# *Our values*

Think of our values as Deliveroo's very own secret sauce. They're our culture, our mindset and an articulation of who we are as people and as a business when we're at our very best. Think of them as our guiding principles. They set the bar for how we do things - from the way we speak to each other to the decisions we make and even the people we bring into the team. Put simply, they're our roadmap for what is possible.

# Our values



Live and breathe  
our marketplace



Play to win



Celebrate  
difference



Champion  
big and small  
innovations



Obsess about  
operational  
excellence



Be curious and  
intellectually  
honest



# Live and breathe our marketplace

Our marketplace is our motivation. So we get out into the world to get to know every side of it well. **Really well.** We get to know the people behind the numbers, the riders behind the deliveries, the cultures behind the restaurants, and each and every neighbourhood inside and out. Obsessed much? Yes, because it gives us the potential to deliver a jaw-dropping, mind-blowing, mouth-watering experience.

***Every. Single. Time.***





# Live and breathe our marketplace

## Let's unpack this value:

- We empathise with our customers through primary research, and care deeply when things go wrong
- We put our end customers first, but always consider all three sides of our marketplace in decisions
- We know we need to understand how our marketplace works in each individual neighbourhood to make it the best it can be

# *Play to win*

Big audacious goals? Sounds like us. If it hasn't been done before, we say "let's go for it". But we'll never do something for the sake of it. We direct our focus on the things that matter. ***And like our riders, we deliver.*** We aren't afraid to take ownership to see things through. Right through. And when an obstacle comes our way, we always face it with grit, tenacity and teamwork.





# *Play to win*

## Let's unpack this value:

- We set bold targets and overcome obstacles to achieve things together that haven't been done before
- We are tenacious, greeting setbacks with grit, creativity and teamwork; we execute well and see things through
- We know when to play, and when not to play - we place our bets wisely and avoid spreading too thin

# Celebrate difference

We celebrate the unique journeys of our people. Difference makes the way we think, behave and create value for our marketplace better. If someone introduces something we're not familiar with? We welcome them and their ideas, and ***will always choose understanding over ignorance***. We actively participate in creating a community that is accessible, fair, and respectful. Because we know it makes us stronger together.





# Celebrate difference



## Let's unpack this value:

- We choose understanding, valuing each other as individuals
- We respect our unique journeys, and build a place where all can belong
- We advocate for fairness, and share in the responsibility of achieving it



# Champion big and small innovations

We're all here to build something amazing. And, we believe that regardless of our role, ***everyone has the power to innovate*** - whether it's a tiny improvement to a process or a big shiny industry-changing idea. Sometimes our ideas won't work, but we'll use failures as learning points helping us create something better.



# Champion big and small innovations

## Let's unpack this value:

- We innovate no matter what our role is; we're here to build something amazing together
- We value the many small improvements as much as the major innovations
- We are willing to fail and learn quickly, knowing that it's the end result that matters most



# Obsess about operational excellence



Operational excellence. What does it mean to us? It means we're on a mission to make every part of the process run efficiently and smoothly time and time again. We've got super high standards because we take pride in what we do. And that's why we work hard to get a little bit better every day. We know decisions need to be made, so we outline clear roles and responsibilities. And, we've got a laser-sharp focus on what our customers care about so ***we make every pound, euro and dirham work hard.***

# Obsess about operational excellence

## Let's unpack this value:

- We leave things better than we found them; do things in a repeatable, scalable way & embrace automation
- We set clear priorities & decision-makers, understanding when to move from debate to execution
- We understand that every penny matters, and only invest money in things our customers care about



# Be curious and intellectually honest

We're not scared of asking questions. Why? Because not knowing means we're constantly curious, we're open to new ways of thinking, and we leave biases where they belong - in the bin. ***We're upfront about the facts, even if we don't like them.*** And when it comes to decision-making, yes we'll crunch numbers. But we'll also listen to the thoughts, and stories of the people involved, combining their insights with hard data.





# Be curious and intellectually honest

## Let's unpack this value:

- We think deeply and rigorously before making decisions, and value anecdotes and judgement as much as data
- We keep our biases out of proposals, we don't oversell or omit facts, and we use specifics over generalisations
- We welcome challenge too, debating with humility and respect, and are open to changing our minds based on new information