

Our Commitment to Grow and Empower Local Economies

2022 DoorDash, Inc. ESG Update





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Introduction

To achieve our mission to grow and empower local economies, DoorDash has to work for all stakeholders. Our inaugural 2021 [ESG report](#) details our approach to the environmental, social, and governance issues that matter most to our business and our stakeholders, including platform users (merchants, Dashers¹, and consumers), employees, elected officials, community leaders, and investors. Subsequent ESG Updates like this one aim to present new information within these areas.

In 2022, DoorDash [officially joined forces with Wolt Enterprises Oy](#), expanding DoorDash's total reach to 27 countries across the globe. Together, we are building a global platform for local commerce with products and services that support merchants in growing their businesses, consumers in accessing the best of their neighborhoods, and people in accessing gainful work opportunities.

Over the course of the year, there were 1.74 billion orders fulfilled through our platform, generating billions of dollars in earnings for Dashers and tens of billions of dollars in sales for local businesses within their communities. As of year-end 2022, there were over 32 million monthly active users who ordered through the DoorDash and Wolt Marketplaces, including over 15 million DashPass and Wolt+ members.

From December 2021 to December 2022, Dashers earned over \$13 billion globally. In DoorDash-branded markets, we generated over 12% same store sales growth for merchants, while reducing average consumer transaction fees per order by over 8%.

Powering Inclusive Economic Development

In 2022, DoorDash generated over \$38 billion in sales for merchants across the DoorDash and Wolt Marketplaces, and facilitated billions more through Platform Services. Platform Services include Drive (our white-label fulfillment product), Storefront (our commission-free online ordering product), and Bbot (which powers in-store digital ordering and payments).

HELPING LOCAL BUSINESSES THRIVE

In a 2022 survey, 67% of independent merchants agreed that DoorDash has helped them reach new customers they would otherwise not have been able to reach². In the past year, we continued to invest in a number of products and initiatives to support merchants' overall experience and success on our platform. This included:

- Continuing to evolve our core offerings to drive more incremental revenue for businesses on our platform. To highlight the breadth of ways restaurants can grow on the platform, we reimagined our [DoorDash Merchant Suite](#), in addition to debuting a new Learning Center, to provide supplemental education about how to successfully grow online.
- [Integrating with Order with Google](#) so that restaurant partners using Storefront have more visibility and can accept commission-free food orders directly via Google Search and Maps.
- Celebrating local restaurants in the United States, Canada, and Australia that go above and beyond for their customers, through our [Most Loved](#) program.
- Launching self-serve [advertising tools and services](#) for the consumer packaged goods (CPG)

¹ As used in this report, "Dashers" refers to all independent contractors who fulfill deliveries through on our platform, including Dashers and Wolt courier partners.

² The Appendix contains details about survey methodology for merchant insights referenced in this document.



space, enabling brands to market their products across the convenience and grocery categories of the DoorDash Marketplace, reach more consumers, and drive incremental revenue.

DoorDash continually works to understand and advocate for merchants and their unique needs. In 2022, these efforts included:

- **Calling** for Congress to replenish the Restaurant Revitalization Fund (RRF) for America’s restaurants. DoorDash helped mobilize members of our merchant community, which sent over 800 letters to Senators advocating for additional RRF funding.
- Developing additional listening channels to gather and act on merchants’ feedback, such as hosting our first-ever regional **Main Street Summit** in Los Angeles, continuing our **Restaurant Advisory Council (RAC)**, and welcoming our second **Chief Restaurant Advisor**, Pinky Cole, founder of Atlanta-based vegan hamburger chain Slutty Vegan.

We are committed to working with merchants of many kinds as we fulfill our mission to grow and empower local economies. In 2022, we partnered with convenience and grocery partners such as Sprouts Farmers Market and The Raley’s Companies, as well as retail partners such as Dick’s Sporting Goods, Big Lots, and more. Today, DoorDash has more than 100,000 non-restaurant stores across its Marketplace and Drive platforms in North America, and we are continuing to expand our selection in categories beyond restaurants—generating more business for more merchants across the communities we serve.

PROVIDING EQUAL OPPORTUNITIES TO GROW

We believe in access to opportunity for businesses of all sizes and for entrepreneurs of all backgrounds to pursue their goals and reach their potential. In 2022:

- We launched **DoorDash Capital**, providing convenient access to revenue-based financing. DoorDash Capital empowers merchants to support expenses like equipment, marketing, rent, hiring, payroll and more, with access to funds in as little as one day.
- We launched **Merchant Benefits**, an industry-first program designed to give access to discounted products and services. The program connects merchants with third-party providers of educational benefits; healthcare benefits; personal and mental health benefits; and hiring and staff management platforms.
- We partnered with local and national economic development organizations to facilitate business accelerator cohorts of 123 total entrepreneur participants in seven U.S. states. Each participant received six or eight weeks of cohort-based education based on the curriculum we first developed in 2021, which we also make available for free online, along with a business grant.
 - In addition to our **Accelerator for Local Restaurants**, we introduced the **Accelerator for Local Goods** to support consumer packaged goods (CPG) entrepreneurs. Participants received wholesale readiness education and the option to sell their products through DashMart.
 - Through the Accelerators and other initiatives like the Restaurant Disaster Relief Fund, we distributed more than \$2 million in direct capital, with a significant portion distributed to businesses owned by women, immigrants, and people of color.



Providing Work That Empowers

In 2022, well over 6 million people across the globe dashed, earning over \$13 billion through the DoorDash and Wolt platforms.

Dashing allows people to earn supplemental income on their own terms in a way that has not been possible before. Its combination of accessibility and flexibility creates earning opportunities that are complementary and incremental to traditional structured work. The ways in which Dashers use the platform demonstrate that rather than replacing traditional work, dashing allows millions of people to generate income on top of other sources, often to address specific goals, and to do so only when it works for them. We work to ensure people are able to leverage the platform in the ways that are important to them.

Listening to Dashers' experiences and feedback is essential to our success. Our approach includes working closely with Dashers, including those who sit on our [Dasher Community Council](#), to **make their voices heard** by policymakers around the world, to improve our platform, and to implement new programs, features, and safety measures.

FLEXIBILITY AND CHOICE

In each quarter of 2022, the average Dasher delivered with DoorDash for less than 4 hours per week, with over 90% of Dashers spending less than 10 hours per week on deliveries.

Dashing increases flexibility and choice in the labor market, allowing people to meet their personal and financial goals on their own terms and filling a niche for supplemental earnings. In a 2022 survey of Dashers³:

- 73% agree dashing gives them more control over their circumstances, and 86% agree DoorDash allows them to increase hours and earnings in times of crisis, such as when facing a financial emergency.
- 88% of Dashers have other income streams and responsibilities. This includes Dashers who have a full- or part-time job and those who are self-employed, students, stay-at-home caregivers, or retired. Additionally, 44% of Dashers said the ability to work for an app-based delivery platform positively influenced their decision to start a new business, further their education, or take on a new career.
- 86% of Dashers prefer to remain independent.

ACCESSIBLE WORK

According to 2022 data from the Bureau of Labor Statistics, it takes approximately two months for the median unemployed person to find a job. That figure had risen close to 20 weeks at some points during 2020 and 2021⁴, exacerbated by the pandemic.

DoorDash provides earnings opportunities that are virtually always available. Whether to make up for lost income, or to support extra expenses and goals, people who qualify to dash are often eligible to begin earning money within a day of signing up. In 2022, around 54% of new Dashers in the U.S. completed their first delivery within seven days of starting the sign up process.

³ The Appendix contains details about survey methodology for the 2022 survey of Dashers.

⁴ https://www.bls.gov/web/empsit/cpsee_e10.htm



By nature of its low barriers to entry, our platform creates access to flexible earnings for many people, including communities that have been excluded from equal access to economic opportunity.

- In 2022, Dashers in communities of color earned over \$6.6 billion in aggregate, and Dashers in rural communities earned more than \$3.7 billion.
- Survey data has shown most Dashers are women (57%), and most women Dashers prefer delivery over rideshare as they believe it's safer and/or because they don't want to share their car with strangers. An overwhelming 96% of Dashers, regardless of gender, don't currently drive with rideshare platforms, and 82% of Dashers who have never done so say they have no plans to try it.

More comprehensive data on Dasher demographics can be found in our [2021](#) and upcoming 2022 Economic Impact Report.

We are continually working to create even greater access to dashing so more people can benefit from these earning opportunities. In 2022, we established DoorDash's Pathways to Success initiative—an ongoing slate of programming to help people facing barriers to traditional work opportunities access flexible earnings opportunities on the Dasher platform. This included:

- A [new partnership and pilot with the U.S. Department of Veterans Affairs \(VA\)](#) and Zoomo to support veterans who have experienced homelessness and are currently receiving VA homeless program services in becoming financially self-sufficient—through fully subsidized access to Zoomo e-bikes, new flexible earnings opportunities, and financial literacy education.
- Expanding our partnership with the [International Rescue Committee](#), providing refugees and immigrants with access to driver's education courses, financial empowerment resources in multiple languages, and other opportunities including the DoorDash platform.

VALUABLE WORK

In the U.S., Dashers earned, on average, over \$25 per hour on delivery with DoorDash, including tips. This year, we worked to help Dashers make the most of their earnings and save on expenses. Highlights of our efforts in 2022 include:

- The DasherDirect Business Prepaid Visa Card enables easy access to earnings via no-fee direct deposit, along with access to other financial products and discounts.
- Our [Gas Rewards Program](#)—introduced in March and extended late into the year—included over \$90 million in support from DoorDash and was designed to preserve Dashers' earnings in the face of elevated gas prices.
- [Caminos](#), created in partnership with UnidosUS in response to economic challenges faced by communities of color exacerbated by the pandemic, connected Dashers with online, bilingual programming to aid in food access, immigration education, career pathways, and more.
- We launched a [financial education program for Dashers in Canada](#), featuring a series of workshops in partnership with WoodGreen Community Services.
- We expanded our [GoalUp](#) financial empowerment partnership with the National Urban League, first launched in 2021 to support gig economy workers from historically underserved communities—including women, non-binary people, and people of color—in reaching their financial goals. This year, GoalUp was honored by the [Anthem Awards](#). By the end of 2022, over 10,600 Dashers had signed up for GoalUp.

In our 2022 Dasher survey, 65% of Dashers say they dash in order to make up for lost income or reduced hours in their existing role, and 30% of Dashers report that their earnings on DoorDash enabled them to avoid reliance on government benefits such as unemployment or nutrition assistance.



DASHER ENGAGEMENT AND SAFETY

Every day, Dashers complete millions of deliveries, and the overwhelming majority—99.9%—are completed without any safety-related incident at all. Where incidents are reported, the vast majority relate to minor verbal disagreements with merchants or customers. In 2022, we continued to invest in [the safety and security of Dashers](#) through actions like:

- The introduction of new [SafeDash capabilities](#) as part of our in-app safety toolkit powered by ADT in the United States. This includes the automated SafeDash Check-In feature, which connects Dashers in need of assistance with an ADT safety agent and/or 911 when necessary.
- Throughout the U.S., Canada, New Zealand, and Australia, we launched additional safety features for Dashers, including SafeChat, Real-Time Safety Alerts, and Safety Reporting, and began sending Porch Lights Reminders to consumers who are expecting a delivery after dusk.
- A series of informational videos released in partnership with the [League of American Bicyclists](#), to help keep Dashers and other road users—especially those who use bikes—safe on the streets.
- Activating our Severe Weather Protocol to help keep Dashers safe during a number of extreme weather events in 2022, including major winter storms, hurricanes, and tornadoes.



Supporting Community Resilience

DoorDash helps people access food, essentials, and other resources locally. As we expand our business into more regions and categories, we recognize our platform has the potential to serve broad and diverse communities. In 2022, 29% of deliveries in the United States were made to consumers in low-income communities and 30% of deliveries were made to consumers in rural communities.

BROADENING FOOD ACCESS

Our social sector partnerships help expand access to even more people. Through Project DASH, we power delivery on behalf of food banks, food pantries, and other hunger relief organizations. Launching Project DASH in 2018 was an early milestone of DoorDash's investment in food access, and since then, we've evolved our approach and expanded our reach. In 2022:

- Project DASH surpassed 3.5 million lifetime deliveries of food on behalf of food banks, food pantries, and other social impact organizations. This equates to an estimated 60 million meals connected to people experiencing food insecurity. In the U.S, Project DASH served all 50 states and Washington, D.C.
- We organized a Food Access Week in Washington, D.C. with events and discussions focused on how food access can be enhanced through innovative policy and public-private partnerships.
- In conjunction with the White House Conference on Hunger, Nutrition and Health, DoorDash is [partnering](#) with 18 mayors to help end hunger in their communities.

[Read more about our work to broaden food access in 2022.](#) Our unique approach was recognized by [Fast Company](#) (as an Innovation by Design honoree) and twice by the [Anthem Awards](#).

ACCESS TO ESSENTIALS IN TIMES OF CRISIS

In times of crisis, access to food and resources can be a challenge. Where we are in a position to help, we make efforts to assist those who need it most, including, in 2022:

- We provided relief credits to customers impacted by [Hurricane Ian](#) and donated food and other essentials from DashMart locations in Florida.
- We supported the White House's call to action and partnered with Walgreens to [facilitate free delivery of prescriptions of Paxlovid](#), the COVID-19 treatment, and donated nearly 40,000 at-home COVID-19 tests to community organizations.
- We partnered with Placer Community Foundation to provide DoorDash gift cards to families in California impacted by wildfires.
- We supported Welcome.US, the [International Rescue Committee](#), and the German Red Cross to provide refugees and newcomers with access to food and essentials.

In 2022, we donated over \$1 million in DoorDash gift cards to more than 200 partners and organizations through our Community Credits program. We also continued to operate the DoorDash [Restaurant Disaster Relief Fund](#), which provided grants to small businesses impacted by disasters.

Last but not least, we are continually inspired by the ways customers use DoorDash to support their communities and loved ones. More than half (57%) say they had used DoorDash to provide a meal for someone who could not leave their own house or was unable to prepare a meal, whether because of an illness like the flu, recovery from a medical procedure, a chronic condition, or other circumstance⁵.

⁵ The Appendix contains details about survey methodology for customer insights referenced in this document.



Environmental Sustainability

We can evolve our business to operate with less relative environmental impact by building initiatives and programs that work for merchants, Dashers, consumers, and the environment. We are taking action to avoid, reduce, and remove emissions from our operations and business model worldwide.

In 2022, we completed our full scopes 1, 2, and 3 measurements for the first time, inclusive of Wolt. This measurement, which gives us visibility into DoorDash's entire carbon footprint, will serve as the foundation for our global climate strategy and investments going forward.

REDUCING EMISSIONS

For the second year in a row, we were net zero across our scope 1 and 2 emissions globally. To achieve this, we've invested in clean energy purchases and carbon removal technology, including biochar, wind, solar, and reforestation, to address emissions from our corporate operations and facilities.

We are measuring and taking efforts to address the climate impact of delivery. For example, in DoorDash-branded markets in 2022, over 56 million deliveries were fulfilled by Dashers using a low- or no-emissions vehicle, resulting in an estimated 37,000 metric tonnes of CO₂e avoided (relative to if the deliveries had been fulfilled using a standard gasoline-powered vehicle). In addition:

- We supported Dashers' switch to electric cars with resources like an [EV comparison and education website](#), leasing discounts, and in-person ride & drive events.
- We promoted micromobility through investments in [bike safety education and gear](#) as well as offering discounts on high quality e-bikes.
- We also continued to make improvements to our batching technology in order to reduce the average distance traveled for orders fulfilled through our platform.

REDUCING WASTE

In addition to reducing emissions, reducing waste is a sustainability priority. We supported reusable packaging programs in the United States, Estonia, Germany, Finland, and the Czech Republic. In 2022, these efforts enabled over 60,000 orders with reusable packaging in partnership with hundreds of merchants, helping reduce the amount of single-use takeout containers that would go to landfill.

Also in 2022, we worked with TARPREC to recycle more than 2,500 Wolt courier partner delivery bags in 12 of our Wolt country markets, with a 96% waste diversion rate. These items were recycled by individuals in the Denmark penitentiary system as part of reintegration programs.

Visit the [DoorDash Environmental Sustainability site](#) for additional information, and see our [2021 ESG Report](#) for details on our carbon accounting methodology.



Our People

THE DOORDASH TEAM: EMPLOYEE DEMOGRAPHICS AND HIGHLIGHTS

In the past year, we welcomed the Wolt team and our Chief People Officer, Mariana Garavaglia, to DoorDash. We have continued to invest in tools, programs, and company-wide best practices that enable us to support and increase the representation and inclusion of underrepresented populations. This work spans our efforts to hire, develop, retain, and advance underrepresented people of color⁶, women, and nonbinary people; increase representation in business-critical roles and leadership; maintain pay equity, and more.

With this focus in mind, we have continued to increase gender and race and ethnicity representation on our global and U.S. teams, respectively^{7 8}.

Globally in 2022 (as of year-end):

- Over 16,800 employees; 48% identify as female and nonbinary people (increase of two percentage points year-over-year⁹, i.e. +2pp YoY) and 52% identify as male (-2pp YoY).
- Women and nonbinary people comprise 44% of our Leadership team¹⁰.

In the U.S.:

- Over 9,000 employees; 36% identify as white, 24% identify as Asian, 18% identify as Black or African American, 15% identify as Hispanic or Latino/a/e, 5% identify as two or more races, 1% identify as American Indian or Alaska Native, and 0.5% identify as Native Hawaiian and Pacific Islander.
- Underrepresented people of color comprise 40% of our U.S. team (+4pp YoY), 11% of our Leadership team and 20%—or 1 in 5—of all people managers at DoorDash.

INVESTING IN OUR TEAM, CULTURE, AND PROFESSIONAL DEVELOPMENT

Throughout 2022, we invested in a number of new initiatives to support DoorDash employees, including:

- Compensating leadership positions across our nine official **Employee Resource Groups**—Able (which celebrates physical and neurological diversity), AAPI (Asian, Asian American, Pacific Islander), Black, Parents, Pride, Unidos, Indigenous, Veterans, and Women—to reflect the value of their time and invaluable contributions.
- Piloting our donation matching program to support causes important to DoorDash employees.
- Introducing a tailored onboarding program for people managers joining DoorDash to support them as they build, engage, develop and lead their team at DoorDash.
- Developing a series of mandatory unconscious bias trainings for employees Director level and above, as well as additional trainings for all people managers, to increase understanding of

⁶ Underrepresented people of color is a term meant to include those who have not historically been represented within tech, technical roles, and start-ups. At DoorDash, “underrepresented people of color” includes all employees who self-identify as American Indian or Alaska Native, Black or African American, Latino/e/a, Native Hawaiian or other Pacific Islander, or two or more races; “people of color” is used to refer to all non-white employees.

⁷ Workforce includes corporate full- and part-time employees; does not include contractors, contingent workers, temp workers, or interns. All data as of 12/31/2022. Percentages may not add up to exactly 100% due to rounding.

⁸ Gender is global, while race & ethnicity is U.S.-only. “Male” Includes transgender male; “Female and nonbinary people” includes transgender female and nonbinary people.

⁹ Percentage point changes are measured year-over-year from December 31, 2021 to December 31, 2022, and include corrections that remove null values, “did not disclose” and “prefer not to say.”

¹⁰ The DoorDash Leadership team includes employees at the Director level and above.



unconscious bias in and outside of the workplace, and develop techniques to mitigate bias. These trainings were rolled out to employees as part of our Annual Performance Cycle in January 2023.

- After launching our LinkedIn Learning to corporate employees in DoorDash-branded markets in late 2021, we expanded the program to all salaried and hourly employees, including our DashMart site leaders, in 2022. DoorDash employees can now access thousands of professional courses, on-demand, to build skills and accelerate their business impact.
- Reintroducing the **WeDash program**, a culture-driving initiative that brings DoorDash employees closer to the merchant, Dasher, and consumer experience. In addition to the flagship WeDash experience—in which employees complete deliveries through the Dasher app—the WeSupport experience enables employees to shadow DoorDash Customer Experience agents as they solve customer support cases, enabling them to better understand customer and teammate pain points. In 2022, 99.9% of salaried employees participated in the program¹¹.

COMPENSATION, BENEFITS, AND RESOURCES

DoorDash's Total Rewards Philosophy has three main components: base salary, benefits, and equity compensation for eligible employees. Pay equity is part of our pay-for-performance philosophy and a foundational requirement to our broader diversity, equity, and inclusion strategy. We are dedicated to ensuring pay equity, affirming that job-related factors—not gender, race and ethnicity—are the key factors driving employee pay at DoorDash. We are committed to being an equal pay for equal work company, and will continue to conduct regular pay-equity analyses that examine and adjust potential pay gaps.

To support employees' overall well-being, we provide a range of benefits and resources for employees and their dependents, globally. For additional details, visit careers.doordash.com or view last year's [report](#). In most regions, we provide:

- A variety of choices for healthcare, including medical, dental, and vision benefits
- Retirement savings plans and employer contribution (e.g., U.S. 401(k))
- Generous paid leave, including medical, bereavement, caregiver, and parental leaves, as well as a phased return to work for new parents
- A Workstyle Reimbursement program, which covers costs for gym memberships and mental well-being app subscriptions; commuter and parking; child or adult dependent care; and breastmilk shipping services for traveling parents
- DashPass for Work membership and in-office lunch stipend
- Annual company-wide Holiday Slowdown to reduce workload and help teams maintain positive work-life balance

¹¹ Salaried DoorDash employees in the U.S., Canada, and Australia are expected to participate in the WeDash program.



Corporate Stewardship and Governance

DoorDash aims to lead with integrity and to live our values as we advance our mission. Strong corporate governance and a robust approach to ethics and compliance ensure we do right by our stakeholders and stockholders alike. Our board and its committees oversee the company's management of key areas of risk impacting our business, as well as initiatives to enhance data privacy and cybersecurity, health and safety, public policy engagement, and ethics and compliance. Tens of millions of people choose to use our platform, and it's fundamental that we earn and keep the trust of our communities.

OUR BOARD

More information about our board structure and current board members can be found on our [website](#) and in our [2021 ESG report](#). In 2022, we expanded our board to nine directors and added Ellie Mertz and Greg Peters as board members.

DATA PRIVACY AND CYBERSECURITY

We strive to deliver secure, stable, and resilient technology services to support our platform. To protect merchants, consumers, and Dashers, as well as our employees' privacy and data, we continually improve how we prevent, detect, and mitigate threats. Our cybersecurity efforts are led by our Chief Information Security Officer and our Security team. In partnership with stakeholders across DoorDash, they support the safeguarding of personal data and the security of the DoorDash organizational networks, platforms, and applications.

Data privacy is a key part of how we earn and keep the trust of our community. We maintain internal policies that lay the foundation for our privacy program and external policies that explain to users how we collect, use, disclose and protect their personal data, as well as organizational mechanisms to enhance and maintain our program. We build privacy into the design of our products and have taken measures to extend various privacy rights to users. We make an effort to limit data intake, use tokenization for payment info, and conduct a variety of training sessions. We assess all potential vendors and uphold a process designed to ensure vendors maintain compliance with contractual, legal and regulatory requirements. Detailed information on the personal data we collect, how we use it, how individuals can exercise data subject rights, and how individuals can raise concerns about data privacy can be found in our privacy policies ([General Privacy Policy](#) and [Dasher Privacy Policy](#)).

DoorDash operates in multiple countries and recognizes the need to align to international standards. Our cybersecurity program is aligned with industry standards (including, but not limited to COSO, NIST, ISO 27001) and addresses applicable security processes, personnel behavior, data handling, and technology.

DoorDash completed a SOC 2 assessment for the Security and Privacy Trust Services in 2022 (for the period April 1 to September 30, 2022) for our Marketplace and Drive businesses. We updated our privacy policies to make them more transparent on how we process personal data, to provide updated instructions for individuals to exercise data subject rights, and to comply with new laws taking effect in 2023. Wolt also published an [Algorithmic Transparency Report](#) to help stakeholders understand how the platform works.



EMPLOYEE HEALTH AND SAFETY

Our Global Safety and Security team works to adapt to support significant global business expansion and maintain a strong focus on injury and illness reduction. Proactive efforts including COVID-related resources for employees, law enforcement engagement, and tailored training, helped DoorDash achieve a low incident rate in 2022.

ETHICS AND COMPLIANCE

DoorDash is reinventing local commerce. We move fast, we start from first principles, and we work as one team. Our commitment to ethical business and integrity, like our commitment to innovation, is non-negotiable. Our Code of Conduct helps us meet that commitment, and is applicable to employees, directors, contractors, and suppliers. It extends from our mission, values, and the principles of the DoorDash Compass and is intended to ensure and promote:

- Fair and accurate financial reporting;
- Ethical conduct and compliance with applicable laws, rules, and regulations including, without limitation, full, fair, accurate, timely, and understandable disclosure in reports and documents we file with or submit to the securities and exchange commission and in our other public communications;
- The prompt internal reporting of violations of the spirit or the letter of the code;
- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest;
- A culture of honesty and accountability; and
- The deterrence of wrongdoing.

We maintain a range of policies that apply to all representatives of DoorDash, and conduct training for employees regarding our policies and related laws. This includes corporate policies such as Anti-Money Laundering, Anti-Corruption, Insider Trading, and HR policies like Anti-Harassment; Anti-Discrimination; Anti-Retaliation, and more.

Additionally, we want everyone who uses DoorDash to have a safe and enjoyable experience each and every time they use our platform. In support of that aim, we provide specific guidelines for behavior on our platform and across our services. These standards apply to all users equally and are reflected in frameworks such as our Dasher Deactivation Policy and Partner/Supplier Code of Conduct. Failure to observe these standards may cause users to lose access to the platform or carry other consequences.

For additional details regarding the Code of Conduct, DoorDash Compass, and corporate policies, standards, and principles, see DoorDash's [2021 ESG Report](#).



Appendix

ABOUT THIS PUBLICATION

Our ESG update highlights perspectives on environmental, social, and governance (ESG) issues that matter most to our business and our stakeholders, including platform users (merchants, Dashers, and consumers), employees, cities, regulators, community leaders, and investors. This report provides a high-level overview of 2022 developments pertaining to our approach to, strategies for, and performance on certain key ESG issues. For an overview of our identified material issues for purposes of this update, visit our first ESG report. The use of “material” when referring to ESG topics throughout this report is intended to flag the most important issues from our ESG assessment and does not speak to the materiality of those issues to DoorDash as a whole. For purposes of this update, we have opted to reference the Sustainability Accounting Standards Board (SASB) “Internet Media & Services” standards. Unless otherwise noted: Demographic information about DoorDash employees is based on data from 12/31/2022. Metrics regarding changes over time (where available) are comparing data from the year ended 12/31/2022 to the year ended 12/31/2021.

SURVEY METHODOLOGY

Dasher, Merchant, and Consumer statistics such as demographic information are based on the following surveys. The qualitative narratives in this report may cover issues through 2023.

Dasher survey: From May 26 to June 2, 2022, Quadrant Strategies fielded a 10-minute online survey with n=4,324 Dashers from a randomized nationwide sample. The margin of error for the total survey sample was +/- 1.49%.

Merchant survey: From May 26 to June 2, 2022, Quadrant Strategies fielded a 10-minute online survey of n=736 independent DoorDash merchant partners in the US. The survey sample was randomized, and the margin of error was +/- 3.60%. The average merchant in this sample has fewer than 10 stores active on the DoorDash platform, has quarterly sales below \$200,000, and was active on DoorDash in the last month at the time of the survey.

Consumer survey: On June 6, 2022, Oxford Economics fielded a 10-minute online survey of n=2,807 consumers who had used DoorDash in May 2022. The survey sample was randomized, and the margin of error was +/-1.85%.

NOTE ABOUT FORWARD-LOOKING STATEMENTS

The update does not cover all information about our business. References in this update to information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws. Various statements in this update are or may be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, and Section 21E of the Securities Exchange Act of 1934, which statements involve substantial risks and uncertainties, and are generally identified by the words “believe,” “expect,” “anticipate,” “intend,” “opportunity,” “plan,” “project,” “will,” “should,” “could,” “would,” “likely,” and similar expressions and include statements regarding our ESG goals, commitments, and strategies, and related business and stakeholder impacts, estimates, projections, objectives and expected results. Our expectations and beliefs regarding these matters may not materialize, and actual results in future periods are subject to risks and uncertainties that could cause actual results to differ materially from those projected, including risks and uncertainties related to our merchants, business partners, consumers, and the economy generally. The forward-looking statements contained in this update are based on current



assumptions that are subject to risks and uncertainties that may cause actual results to differ materially from the forward-looking statements, including the risks and uncertainties more fully described in our filings with the Securities and Exchange Commission, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2022 and our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K filed with the Securities and Exchange Commission. All forward-looking statements in this update are based on information available to DoorDash and assumptions and beliefs as of the date hereof, and we undertake no obligation to update or revise publicly any forward-looking statements, except as required by applicable law.



2022 DoorDash ESG Update: By the Numbers

METRICS

The table below includes 2022 key metrics and indicators, in the order presented in our 2022 ESG Update. “DoorDash-branded markets only” pertains to data that has been captured for countries that operate under the DoorDash brand, and includes the United States and Puerto Rico, Canada, Australia, and New Zealand.

Strategic Pillar/Metric	Region Covered
Our Economic Impact	
1.74B+ orders fulfilled in 2022	All markets
32M+ monthly active users who ordered through the DoorDash and Wolt marketplaces (December 2022)	All markets
15M+ DashPass and Wolt+ members (December 2022)	All markets
\$13B+ earned by Dashers	All markets
12%+ same store sales growth for merchants on Marketplace (2021 Q4 vs. 2022 Q4)	DoorDash-branded markets only
8%+ reduction in average transaction fees per order on the DoorDash Marketplace (December 2021 to December 2022)	DoorDash-branded markets only
Power Inclusive Economic Development	
\$38+ billion in sales for merchants supported through our Marketplace + Platform Services	All markets
67% of independent merchants agreed that DoorDash has helped them reach new customers they would otherwise not have been able to reach	U.S. only
100,000+ non-restaurant stores across Marketplace and Drive platforms in North America	DoorDash-branded markets only
123 entrepreneur participants in seven U.S. states for our business accelerator cohorts	U.S. only
\$2+ million in direct capital granted to businesses through Accelerator for Local Goods, Accelerator for Local Restaurants, and other programs, with a significant portion distributed to businesses owned by women, immigrants, and people of color	DoorDash-branded markets only
Providing Work That Empowers	
6M+ Dashers active on the platform	All markets
<p><i>U.S. Dasher survey insights:</i></p> <ul style="list-style-type: none"> – 73% agree that dashing gives them more control over their circumstances – 86% agree DoorDash allows them to increase hours and earnings in times of crisis, such as when facing a financial emergency – 88% of Dashers have other income or responsibilities. This includes Dashers who have a full- or part-time job, are self-employed, students, stay-at-home caregivers, or retired – 44% of Dashers said the ability to work for an app-based delivery platform positively influenced their decision to start a new business, further their education, or take on a new career – 86% Dashers prefer to remain independent – 65% of Dashers say they dash in order to make up for lost income or reduced hours in their existing role – 30% of Dashers report that their earnings on DoorDash enabled them to avoid reliance on government benefits 	U.S. only
In each quarter of 2022, the average Dasher delivered with DoorDash for less than 4 hours per week	DoorDash-branded markets only
<ul style="list-style-type: none"> – People who qualify to dash are often eligible to begin earning money within one day of signing up – ~54% of new Dashers completed their first delivery within seven days of starting the sign up process 	U.S. only
90%+ of Dashers spent less than 10 hours per week on deliveries	U.S. only
<ul style="list-style-type: none"> – Dashers in communities of color earned \$6.6B+ – Dashers in rural communities earned \$3.7B+ 	U.S. only
<ul style="list-style-type: none"> – Most women Dashers prefer delivery over rideshare as they believe it’s safer and/or because they don’t want to share their car with strangers – 96% of Dashers don’t currently drive with rideshare platforms – 82% of Dashers who have never done so say they have no plans to try it 	U.S. only
In the U.S., Dashers earned, on average, over \$25 per hour on delivery, including tips	U.S. only



\$90+ million in support from DoorDash for our Dasher Gas Rewards Program	U.S. only
By the end of 2022, over 10,600 Dashers signed up for the GoalUp Financial Empowerment Program	U.S. only
<ul style="list-style-type: none"> – 99.9% of deliveries are completed without a safety-related incident – Where incidents are reported, the vast majority relate to minor verbal disagreements with merchants or customers 	DoorDash-branded markets only
U.S. Dasher demographics: <ul style="list-style-type: none"> – 57% women – 12% veteran household – 45% people of color – 18% with disabilities or chronic conditions 	U.S. only
Supporting Resilient Communities	
<ul style="list-style-type: none"> – 29% of deliveries in the US were made to consumers in low-income communities – 30% of deliveries in the US were made to consumers in rural communities 	U.S. only
3.5M+ lifetime Project DASH deliveries connecting an estimated 60M meals on behalf of community partners, with 50 states + DC served in the U.S	DoorDash-branded markets only
\$1+ million in DoorDash gift cards donated to 200+ partners and organizations through our Community Credits program	DoorDash-branded markets only
57% of consumers say they had used DoorDash to provide a meal for someone who could not leave their own house or was unable to prepare a meal	U.S. only
Environmental Sustainability	
Net-zero across scope 1 and 2 emissions globally	All markets
Scope 1 emissions: 3,565 tCO2e Scope 2 emissions: 18,727 tCO2e	All markets
56M+ deliveries fulfilled by Dashers using a low- or no-emissions vehicle, resulting in an estimated 37,000 metric tonnes of CO2e avoided	DoorDash-branded markets only
60,000+ orders with reusable packaging in partnership with hundreds of merchants in the United States, Estonia, Germany, Finland, and the Czech Republic	Select global markets
2,500+ recycled Wolt courier partner delivery bags in 12 Wolt country markets, with a 96% waste diversion rate	Select global markets
Our People	
16,800+ total employees (as of December 31, 2022)	All markets
52% men (-2pp YoY), 48% (+2pp YoY) women and nonbinary people	All markets
Women and nonbinary people comprise 44% of DoorDash’s Leadership team	All markets
9,000+ U.S. employees (as of December 31, 2022)	U.S. only
In the U.S.: 36% white, 24% Asian, 18% Black or African American, 15% Hispanic or Latino, 5% two or more races, 0.5% American Indian or Alaska Native	U.S. only
Over one-third of our U.S. team (40%; +4pp) are underrepresented people of color	U.S. only
Underrepresented people of color comprise 11% of our Leadership team in the U.S.	U.S. only
20% of people managers in the U.S. are underrepresented people of color	U.S. only
99.9% of salaried employees in the U.S., Canada, and Australia participated in WeDash	DoorDash-branded markets only



SASB Disclosures

The table below includes available data sets that fall within the Sustainability Accounting Standards Board (SASB) frameworks. Our business model does not fully align itself with a single set of prescribed industry standards, so we have adopted aspects of Internet Media Services standards, as well as E-Commerce standards.

SASB Code	Metric	Disclosure
CG-EC-410a.2	SASB: Discussion of strategies to reduce the environmental impact of product delivery	In 2022, we completed a measurement of our scopes 1, 2, and 3 carbon footprint. Our scope 3 logistics emissions make up a significant part of our environmental impact, and we have initiated programs to identify levers that we expect to drive carbon reduction in this important area. These include logistics and routing efficiencies, supporting Dashers' use of low-emission transportation, and investment in carbon removal. In 2022, we provided access to electric vehicles and e-bikes in a number of markets. For the second year in a row, we became net-zero across our scope 1 and scope 2 emissions globally by investing in clean energy purchases and carbon removal.
TC-IM-000.A	SASB: Entity-defined measure of user activity	<ul style="list-style-type: none"> – 32 million monthly active users who ordered through the DoorDash and Wolt marketplaces (December 2022) – 1.74 billion orders fulfilled in 2022
TC-IM-000.B	SASB: (1) Data processing capacity, (2) percentage outsourced	Due to the nature of our business, and because our data processing is completely outsourced, we are unable to provide an estimate of our processing capacity.
TC-IM-220a.1	SASB: Description of policies and practices relating to behavioral advertising and user privacy	Data privacy is a key part of how we earn and keep the trust of our community. We maintain internal policies that lay the foundation for our privacy program and external policies that explain to users how we collect, use, disclose and protect their personal data, as well as organizational mechanisms to enhance and maintain our program. We build privacy into the design of our products and have taken measures to extend various privacy rights to users. We make an effort to limit data intake, use tokenization for payment info, and conduct a variety of training sessions. DoorDash's privacy policies provide users with information related to our privacy practices, along with additional details regarding our behavioral advertising practices.
TC-IM-230a.2	SASB: Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	DoorDash uses the COSO and NIST frameworks to quantify security risks based on likelihood and impact. Additionally, DoorDash performs cyber security maturity assessments against the NIST Cybersecurity Framework to assess the maturity of DoorDash's security program on a periodic basis.
TC-IM-330a.3	SASB: Percentage of gender and racial/ethnic group representation for (1) Management, (2) Technical staff, and (3) All other employees	<p>Gender (includes women and nonbinary people):</p> <ul style="list-style-type: none"> – Management (Dir+) 44% (globally), technical staff 26% (excluding Wolt), All 48% (globally). <p>Race/Ethnicity (includes American Indian or Alaska Native, Black or African American, Latino/e/a or Hispanic, Native Hawaiian or other Pacific Islander, and two or more races per EEOC guidelines):</p> <ul style="list-style-type: none"> – U.S. only: Management (Dir+) 11%, technical staff 8%, all 40%

