



OUR VISION FOR THE FUTURE OF WORK:

ACCESS, CHOICE, AND SECURITY



TABLE OF CONTENTS

Introduction	1
Part I: Our Vision	2
Part II: Expanding Choice to Power Opportunity	3
Powering independent work	3
Expanding options with a different kind of work	3
Part III: Protecting and Strengthening Independent Work	5
Protecting flexibility for independent work	5
A proposal for independent workers, for the future	6
Raising the bar for independent work	8
Looking Ahead	9



INTRODUCTION

DoorDash was founded in 2013 with the mission to grow and empower local economies. Through our platform, merchants like restaurants, grocery and convenience stores, and virtually any local business can connect with customers in their communities. Since our earliest days, these deliveries were powered by Dashers – people from all backgrounds who signed up to complete orders on their own schedules. Through our three-sided marketplace, Dashers have earned billions of dollars when and where it works for them; merchants have met new customers and grown their businesses; and customers have accessed the best in their neighborhoods within minutes. We're proud of how our platform has created financial opportunity and expanded access for communities across the United States, Canada, Australia, Japan, and Germany.

Core to this work is our focus on working with policymakers to develop new legislative and regulatory approaches that enable merchants and workers to succeed. As we continue to grow, we are committed to helping build a framework for work that is shaped by today's economy, empowers people to generate incremental earnings when and where they need it, and increases overall financial opportunity.

PART I: OUR VISION

To empower local economies, we believe that all workers should have the ability to choose how they earn and to easily access earning opportunities. We also believe that all workers, no matter how they choose to work, should have access to benefits and protections.

Working independently enables millions of people across the country to earn nearly instantaneously with complete control over their own schedule and their goals.

We believe in protecting and strengthening independent work to ensure that flexible earning opportunities are available, with new protections and benefits for those who choose to work this way.

Ensuring all workers have access to protections and benefits will create a stronger market for workers, thereby improving our communities and growing our economies. If we achieve this collectively, we can ensure all workers can access what they need, and work in the way they want.

WE ENVISION A FUTURE OF WORK WHERE ALL WORKERS HAVE:



ACCESS

Workers deserve the ability to access strong earning opportunities with low barriers to entry. We believe communities thrive when economic opportunity is readily available, which is why we're focused on creating a variety of work opportunities in markets where we operate.



CHOICE

Workers should be able to earn in the way that best suits their needs, whether as an independent contractor or as an employee.



SECURITY

All workers should have access to benefits and protections. Under current law, independent contractors are not entitled to certain benefits and protections. We believe that laws must be updated to make accessing benefits and protections easier. For those working through platforms like DoorDash, we believe those benefits must be proportional to the amount that they choose to work, portable between work on different platforms, and flexible to meet their unique needs, without sacrificing the independence that defines this kind of work.


While we firmly believe that all workers should have choice, access, and security no matter how they work, at DoorDash, we've been engaged in conversations at all levels of government to solve these challenges for members of our specific community: Dashers. We've identified legislative solutions that reflect the nature of app-based work, and enable DoorDash and platforms like it to ensure the independent contractors who work with us can continue working with the utmost flexibility, and gain access to new benefits and protections.

By better defining independent work and identifying ways to provide independent workers with the resources they need, we can ensure that everyone can earn income in ways that fit their lives and their goals.

PART II: EXPANDING CHOICE TO POWER OPPORTUNITY

POWERING INDEPENDENT WORK

Technology has unlocked new ways for people to access supplemental earnings opportunities at the touch of a button, filling an important need in the labor market that is not served by traditional part- or full-time employment.



Pursuing my passions and hobbies is what keeps me feeling gratified. That's why I appreciate the flexible earning opportunities that Dashing provides – with extra income from making deliveries, I've been able to start my own botany business, which has been a longtime dream of mine. Earning with DoorDash allows me the flexibility to pursue my passions and use the time in my day in a way that makes me feel happy, fulfilled, and productive."

– Kyuna S., Washington, D.C.

For many years, DoorDash has enabled millions of people to earn supplemental income as Dashers, picking up orders from local merchants and delivering them to people in their communities. Dashers use DoorDash to earn when, where, and however long they want. They tell us they value the accessibility, flexibility, and lack of a boss to answer to. Dashing and work like it fulfills a unique need in the labor market – allowing millions of students, teachers, parents, retirees, small business owners, and others to sign up, log on, and start earning income almost instantaneously, with the freedom and flexibility to design their own schedule and reach their own goals.

The vast majority of Dashers - **85%** - have sources of income outside of app-based work and/or are balancing other responsibilities like being a student or caretaker, and more than **66%** of Dashers say they use DoorDash to make up for lost hours or reduced income from other kinds of work. [Very few Dashers](#) - only **7%** - rely exclusively on app-based work as a primary source of income. The average Dasher delivers with DoorDash less than **4** hours per week, and **90%** of Dashers deliver with DoorDash less than **10** hours per week. Over **3 million** people dashed in the third quarter of 2021, earning over **\$2.8 billion** - despite a tight labor market that made it difficult for traditional employers to hire workers. The flexibility to work when, where, how often, and how much they choose is the reason why **90%** of Dashers - who on average nationally earned over **\$25 per hour** while delivering from January through March of 2021 - say they want to remain independent contractors.¹

EXPANDING OPTIONS WITH A DIFFERENT KIND OF WORK

At the same time, we recognize that different people have different needs, and we believe that people should have more options, including employment opportunities for those who want them.


Some people want work that is highly structured, with set shifts, hourly pay, and benefits traditionally tied to employment. While DoorDash has provided employment opportunities like these for many people since our founding, we are proud of the expanded options offered to workers with the introduction of DashCorps, a new company that is redefining logistics and management services for local merchants. DashCorps is enabling new employment opportunities, which started with powering growing [ultra-fast delivery offerings](#) from DashMart

1. July 2021 U.S. Dasher survey, available at <https://doordash.news/2021/08/11/understanding-dashers-the-results-of-our-national-dasher-survey>

locations in New York City, and has expanded to powering the logistics of other local NYC merchants and bodegas, and will soon expand to additional merchants and locations to provide staffing and logistic solutions to help their businesses grow.

In December 2021, DoorDash launched [ultra-fast, 15-minute-or-less grocery and convenience item deliveries from DashMart locations](#). These deliveries are powered by local DashCorps employees, providing additional earning opportunities for those seeking more structured work. Customers within a limited radius of select DashMart locations have access to over 3,000 grocery and convenience items, including many from local producers and retailers.


While we remain committed to providing the flexible earning opportunities that millions of Dashers access through our platform, achieving ultra-fast delivery times inherently requires a more structured and controlled work model to ensure orders are fulfilled quickly and customer expectations are met. Unlike Dashers, who can accept or decline any delivery opportunity, work whenever and wherever they choose, work for as long or as little as they want on any given day, and leave the platform for weeks or months at a time before returning, the employees who fulfill these new ultra-fast deliveries through DashCorps work under a traditional employment structure. They work set shifts in specific locations, receive traditional employee benefits, wear uniforms, report to a manager, use a new app, and perform additional job responsibilities, including shelf-stocking, customer support, and administrative work. In addition, while Dashers on average deliver with DoorDash less than four hours per week and 90% of Dashers deliver with DoorDash less than 10 hours a week, many DashCorps employees work full-time.



As a student, my workload fluctuates over the course of the semester, which is why most traditional, on-campus jobs don't suit me. Dashing allows me to earn flexibly – I can earn when and where I want depending on what's going on in the classroom. With DoorDash, I have a way to pay for my textbooks and rent, making it easier for me to get one step closer to obtaining my degree."

– Bryan R., Tacoma, Washington

While dashing with DoorDash offers highly flexible, independent work, working as an employee courier for DashCorps may be best for those who are qualified and looking for a reliable, consistent schedule and set hourly earnings. In fact, 90% of Dashers want to remain independent contractors, primarily because of the flexibility they're afforded through this work. However, we recognize that that statistic means 10% of Dashers do not want to remain independent contractors and with the introduction of DashCorps, they have more employment options.



I'm quite passionate about what I do for a living – as a self-employed personal care services provider, I offer wellness programs based on social and emotional development. Unfortunately, during the pandemic, I lost most of my income when I wasn't able to meet with clients. DoorDash provided a quick way to begin earning money when I needed it the most. I was able to sign up easily, and begin earning right away, staying afloat with new income in order to keep both my business and passions alive."

– E'a W., Chicago, Illinois

PART III: PROTECTING AND STRENGTHENING INDEPENDENT WORK

DoorDash remains committed to preserving – and strengthening – the flexible earning opportunities that dashing provides.

Together, traditional employment opportunities and a strengthened system of independent work can meet the needs of the modern workforce.

We believe that there is tremendous and unique potential for strengthening independent work for platform workers, given the unique nature of app-based work. This is why we've been focused on solutions in states across the country that ensure Dashers and workers like them maintain the flexibility they need, and gain access to benefits and protections.

Earning when and where I want by dashing has been a true blessing. As a college student in Chicago, dashing is one of the few opportunities that fits with my busy schedule. Making deliveries with DoorDash is a solid, reliable way to earn money and offset some of my school-related expenses, and it's been a lifesaver. Ever since I started dashing, I've felt like I have the means to live more comfortably and plan for my future."

– Sarah W., Chicago, Illinois

PROTECTING FLEXIBILITY FOR INDEPENDENT WORK

The first step in protecting independent work is to define what makes this type of work truly unique and valuable to Dashers. From years of talking with Dashers, the answer is clear: flexibility; the ability to be your own boss; deciding when, where and for however long you want to earn; working on multiple platforms at the same time; never needing to request time away; and being able to decide which jobs to accept and which to decline. That is why we support policies that protect workers' independence and access to flexible work by ensuring that platform companies cannot impose minimum hours requirements, force app-based workers to accept particular ride or delivery requests, or prohibit them from working for competitors or in other jobs.

When I unexpectedly had to leave my manufacturing job due to an injury, I needed a new way to earn that was accessible, secure, and flexible. Dashing was perfect because I could start working almost immediately – I have two teenage boys at home and providing for them is my priority number one. Now, with my injury fully healed, I'm still earning with DoorDash – it's much more flexible than my last job and I've really appreciated the way it allows me to be present for my family."

– Heather D., Spokane, Washington

A PROPOSAL FOR INDEPENDENT WORKERS, FOR THE FUTURE

We believe the binary worker classification model of either employee or independent contractor that current law provides for is outdated and doesn't reflect the needs of each unique worker.

Technology has enabled new ways of working, and we're committed to continuing to work with policymakers to protect workers' independence while guaranteeing new legal protections in law and benefits that are proportional to the amount that they choose to work, portable between work on different platforms, and flexible to meet their unique needs.



PORTABLE

Benefits should be connected to the individual so workers can move from platform to platform, taking their benefits with them without interruption or loss of funding.



PROPORTIONAL

Benefits such as occupational accident insurance for on-the-job injuries and protection against discrimination and harassment should exist for every worker – full stop. Workers should also be able to earn additional benefits like healthcare stipends and access to PTO/leave in proportion to how much they choose to work.

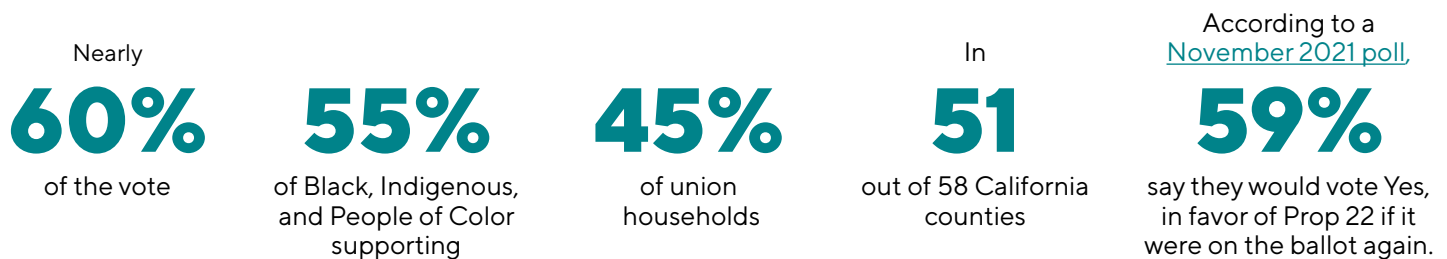


FLEXIBLE

Allow workers to choose the benefits they want or need, accounting for the different ways people work with app-based platforms like DoorDash. Dashers can work as much or as little as they like, accept whichever jobs they want, and take as much time off as they want with the added assurance that they can return to dashing at any time.

We've advocated for proposals that reflect this model: innovative policy solutions that preserve the flexibility Dashers enjoy while also providing access to new benefits and protections tailored to this unique form of work – proposals that are overwhelmingly popular with Dashers as well as with the public. These efforts include the Proposition 22 ballot measure in California in 2020, legislation and ballot measures in Massachusetts, and additional proposed legislative solutions in states across the country.

PROP 22 PASSED WITH WIDE SUPPORT FROM CALIFORNIANS OF DIVERSE BACKGROUNDS



After the passage of Proposition 22, there was a **50%** increase in positive sentiment from Dashers as they [earned more and continued to work flexibly](#). [Across platforms](#), **88%** of drivers say that Prop 22 has been good or very good for them and **85%** of drivers would recommend other states pass laws like Prop 22.

ACROSS THE COUNTRY, THERE IS WIDE SUPPORT FOR SOLUTIONS THAT PROTECT WORKER INDEPENDENCE AND PROVIDE THEM MEANINGFUL BENEFITS.



MASSACHUSETTS

A measure that will appear on the November ballot has support from drivers by a margin of **8-to-1**



COLORADO

87% of drivers liked the sound of a hybrid relationship with the companies, maintaining their independent contractor status and its flexibility while requiring companies to provide some but not all of the benefits employees receive



ILLINOIS

64% of drivers support a new approach and policies that would allow workers to remain independent contractors while receiving access to new benefits and protections



NEW JERSEY

88% of drivers support a policy solution that protects worker flexibility and adds benefits and protections for drivers



NEW YORK

Over **80%** of drivers back a new hybrid classification that would protect flexibility while expanding benefits. Three-fourths of Democratic voters who heard details about the concept supported the idea

There are growing legislative efforts to provide independent contractors with portable benefits. As we mentioned, one such proposal is in Massachusetts, where H.R. 1234 would require DoorDash and companies like it to pay the equivalent of 4% of a qualifying worker's earnings into a portable benefits account for that worker to access.² Workers would be able to use that fund for the benefits that matter most to them, such as purchasing health insurance and contributing to retirement savings. That fund could also be used to replace lost income due to an illness or accident, the birth or adoption of a child, a federal or governor-declared state of emergency (like COVID), or a decrease of 50% or more in monthly earnings caused by circumstances outside the worker's control. This portable benefits structure helps protect worker independence, enables workers to earn funds for benefits through multiple platforms, provides essential protections, and extends access to benefits. Similar proposals have been put forward by lawmakers in Pennsylvania and Wisconsin.

These, and other, proposals can and do protect the independence Dashers and workers like them rely on, while granting new benefits. Proposed benefits include minimum earnings standards, healthcare stipends, discrimination protections, and more. We remain committed to working with policymakers to modernize our labor systems and develop solutions that reflect the needs of today's workers and the many and different ways they choose to earn.

2. Under H.B. 1234, any app-based rideshare or delivery worker who earns more than \$2550 (double the threshold to qualify for Massachusetts unemployment insurance) on an app-based platform in a given quarter would be entitled to company-funded benefits contributions for that quarter and subsequent quarters for a full year, regardless of whether they continue to meet the threshold.

Looking for work after losing my job and falling on hard times was extremely difficult. My friend recommended I try signing up to deliver with DoorDash – the process was simple and quick, and truly turned my life around. With my new earnings from dashing, I was able to slowly get back on my feet, make time to apply for full time work, and see a new light in the world.”

– Ruben L., Oakland, California

These are just some of the efforts we’ve supported in markets where we operate. Work on platforms like DoorDash is unique, given the low barrier to entry and the ability to earn income nearly instantaneously. We’re focused on finding solutions that strengthen independent work for those on our platform because we know it best and believe we have a responsibility to the DoorDash community to advocate for ways to improve their experience. However, we firmly believe that all workers, including independent workers everywhere, should have the security of access to benefits and protections.

RAISING THE BAR FOR INDEPENDENT WORK

We recognize that bringing these proposals to fruition may take time. While we’re working hard to enact new laws – in partnership with lawmakers, community leaders, and Dashers across the country – we also know there’s work we can do today to improve the lives of independent workers on our platform.

DoorDash has long been a leader in both implementing and advocating for higher standards for app-based work. In 2019, DoorDash became the first in the industry to offer occupational accident insurance at no cost to Dashers and with no-opt-in required, helping support Dashers with medical coverage and disability payments if they’re injured while delivering on our platform. We’ve also championed safety improvements for delivery workers, including making free and discounted road safety equipment available for Dashers, launching [Safe Dash](#), an in-app toolkit powered by ADT for Dasher safety and peace of mind, and partnering with experts like [the National Association of Law Enforcement Executives](#) (NAWLEE) and the [League of American Bicyclists](#).

As a former professional basketball player, and a new real estate agent, I don’t always have the most stable source of income. It’s the reason why I so appreciate being a Dasher – making deliveries allows me to plan around my personal and professional schedules, and earn during any lull periods at work. Better yet, exploring different neighborhoods while making deliveries around Hillsdale helps me get to know new areas of the city, informing what I know about local real estate. For me, Dashing offers stability, balance, and opportunity in a unique way that many other job opportunities could not provide.”

– Joshua W., Hillsdale, New Jersey

Beyond advocating for critical, long-term solutions like these policies, DoorDash has also focused on establishing partnerships with leading organizations in order to improve financial well-being and economic opportunity, such as the National Urban League. Through the [Dasher Empowerment Partnership](#), Dashers are able to participate in an exclusive program based upon the National Urban League's curricula aimed at increasing and strengthening financial literacy, which includes credit building and savings. This, along with additional [partnerships](#) to reduce costs of prescriptions, car maintenance, tax preparation, and more, are elements of our ongoing efforts to ensure working independently with DoorDash provides security and pathways to meeting each Dasher's goals.

LOOKING AHEAD

As we move forward, we're more eager than ever to work with those who share our goals to ensure all workers in this country have the choice to work as they want, the access to income when they need it, and the security that benefits and protections provide. Our focus is on platform work because we know it best, and we believe there is an immediate opportunity for change. We have concrete ideas for solving the challenges Dashers and workers like them face, informed by years of talking to independent workers, and we urge elected leaders and like-minded organizations to join us in this important effort.

