



2021 DOORDASH ESG REPORT

GROWING AND EMPOWERING

LOCAL ECONOMIES

Tee Tran and Tina Le, Monster Pho, Oakland
Credit: Xilo Photography





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ABOUT THIS REPORT

Our first ESG report 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 our approach to, strategies for, and performance on certain key ESG issues. For an overview of our identified material issues for purposes of this report, visit page 5. 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 report, we have opted to reference UN Sustainable Development Goals as well as SASB standards.

Unless otherwise noted: Demographic information about DoorDash employees is based on data from 12/31/2021. Metrics regarding changes over time (where available) are comparing data from the year ended 12/31/2021 to the year ended 12/31/2020. Dasher statistics such as demographic information are based on a July 2021 survey of 4,083 Dashers across the United States, conducted by Quadrant Strategies.

This document represents data as of December 31, 2021, unless otherwise noted. The qualitative narratives in this report may cover issues through March 2022.

Dough Zone Dumpling House, Seattle

INTRODUCTION

A MESSAGE FROM TONY XU

We started DoorDash with the mission to grow and empower local economies. We want to make sure that every business in your neighborhood can succeed and every community can flourish. In order to achieve our mission, DoorDash has to work for all of our stakeholders. It's why we're honored to help local businesses grow in an increasingly digital economy, offer flexible and valuable work opportunities, and bring consumers the best of their neighborhoods in minutes, not hours or days.

One of our values at DoorDash is "1% Better Every Day." It is our commitment to constant improvement on behalf of our stakeholders in an ever-changing world. DoorDash has a responsibility to ensure that the transformation of local commerce benefits merchants, Dashers, and consumers — and strengthens our communities.

This is the first year that DoorDash is reporting on a number of key issues and sharing our vision for getting more than 1% better in these areas. This report includes how we're addressing emissions from our global corporate offices and facilities, our employee demographics, and our concrete goals to improve representation. It is the first step in our journey to provide a comprehensive view of our ESG efforts, and in the years to come, we will expand our coverage and reporting. ESG is not a separate program of work at DoorDash. It is embedded in what we do each and every day.

Our mission is ambitious, and the opportunity ahead is vast. We hope in these pages that you can take the measure of how hard we are working to get there.

Tony Xu

Co-Founder, Chief Executive Officer, Chair

\$68.9B

In 2021, we supported **\$68.9 billion** in direct, indirect, and induced economic activity in the United States.*



* See Glossary for details.

REPORT EXECUTIVE SUMMARY

Our first ESG report aims to demonstrate the impact we're making in the communities we serve today and establish markers we can use to measure future progress.

Our investments in new products and services have delivered increasing value to our merchant partners, consumers, and Dashers. Annually, from 2019 to 2021, **Dasher earnings while on deliveries have increased by nearly 40%**, while DoorDash has **reduced average consumer fees per order by 11%** and **reduced the average commission rate paid by Marketplace merchant partners**.

Local businesses of all sizes should have the ability to compete in today's economy. We continue to support more merchants across more categories and markets and have invested in programs to improve equitable outcomes for historically underrepresented entrepreneurs — helping small businesses grow and putting more money back into local economies. We exited 2021 with **over 550,000 merchant partners** on our platform. Over the course of the year, we generated **nearly \$30 billion in sales for merchants through our Marketplace** and facilitated **billions more in sales through our Platform Services**.

⊕ [VISIT THE POWERING INCLUSIVE ECONOMIC DEVELOPMENT SECTION OF THIS REPORT](#)

DoorDash provides people with accessible opportunities to earn. **6.3 million total Dashers** were active on the platform in 2021, **earning over \$11 billion** while dashing for over **456 million active hours**. In each quarter of 2021, the average Dasher delivered with DoorDash for less than four hours per week. We believe this work adds accessibility and flexibility in the labor market that benefits millions and helps people make money when they need it.

⊕ [VISIT THE PROVIDING WORK THAT EMPOWERS SECTION OF THIS REPORT](#)

Local delivery can help broaden access while providing greater choice, convenience, and dignity. In 2021, **37% of our U.S. consumers were located in low-income communities, and 30% were located in rural communities**. In addition to improving the accessibility of our platform for consumers, we supported food insecure communities by **powering the delivery of an estimated 16.9 million meals on behalf of food banks, food pantries, and other social impact organizations in 2021**.

⊕ [VISIT THE SUPPORTING RESILIENT COMMUNITIES SECTION OF THIS REPORT](#)

We are taking action on our climate impact and have an opportunity to support merchants, Dashers, and consumers in the transition to more sustainable alternatives. **We achieved net-zero emissions for scope 1 and 2 in 2021** through investments in clean energy and carbon removal. Looking forward, we intend to do more work to evaluate and reduce our scope 3 emissions.

⊕ [VISIT THE ENVIRONMENTAL SUSTAINABILITY SECTION OF THIS REPORT](#)

Diversity, equity, and inclusion are priorities for our innovation and success. **DoorDash affirmed pay equity and substantially increased representation of women, nonbinary people, and underrepresented people of color both across the company and in leadership roles specifically**. We have set new goals to further increase representation for women, nonbinary people, and underrepresented people of color at DoorDash over the next four years.

⊕ [VISIT THE OUR PEOPLE SECTION OF THIS REPORT](#)



Nearly **\$30B** in sales for merchants through our Marketplace



456 million hours on deliveries by Dashers



16.9 million meals delivered on behalf of food banks and other community organizations



Net-zero emissions for scope 1 and scope 2



Affirmed pay equity for employees and increased representation

OUR APPROACH

This report illustrates how we bring our mission to life through our business. It covers our environmental, social and governance (ESG) activities, focusing on the issues determined to be of material importance based on greatest relevance to stakeholders and our business.

We have also embedded the UN Sustainable Development Goals (UN SDGs) into the relevant sections of the report where DoorDash can play a role in making progress toward specific goals.

OUR MISSION	GROW AND EMPOWER LOCAL ECONOMIES					
ESG PILLAR	Power inclusive economic development	Provide work that empowers	Support community resilience	Environmental impact	Our people	Governance
IDENTIFIED MATERIAL ISSUES	Merchant growth and empowerment	Dasher work: accessibility, flexibility, value, and safety	Community engagement and social sector partnerships	Carbon emissions and packaging waste	Employee talent, retention; and diversity, equity, and inclusion	Data privacy and security; ethics and, compliance
UN SDGs						

ESG PILLARS

POWERING INCLUSIVE ECONOMIC DEVELOPMENT

Our services aim to level the playing field for merchants of all sizes, equipping them with tools to build and grow successful businesses in the on-demand economy.

PROVIDING WORK THAT EMPOWERS

Our goal is to provide earnings opportunities that are additive to existing work, create incremental earning potential, and increase accessibility and flexibility in the labor market.

SUPPORTING RESILIENT COMMUNITIES

Investing in community initiatives and partnering with the public and social sectors drives innovation and helps us create an ecosystem that benefits all our stakeholders.

ENVIRONMENTAL SUSTAINABILITY

As we grow, we aim to evolve our business service to operate with less relative environmental cost. This will require proactive emissions-reduction strategies. We are working to assess our impact and take action to avoid, reduce, and remove emissions.

OUR PEOPLE

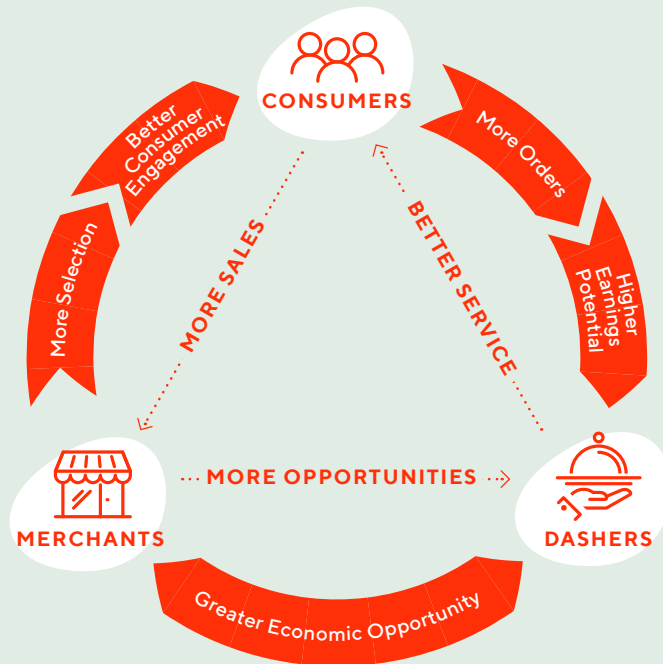
DoorDash has thousands of employees across the globe, working together to serve and enrich diverse communities of stakeholders. How we build DoorDash is just as important as what we build.

CORPORATE GOVERNANCE & STEWARDSHIP

Through governance, training, and auditing, we seek to meet society's expectations for ethics and compliance. Millions of people choose to use our platform, and it's fundamental that we earn and keep the trust of our communities.

OUR PLATFORM

Our mission is to grow and empower local economies.



To accomplish our mission, we built a local commerce platform that connects consumers to the merchants in their neighborhoods, brings local businesses online and into today's convenience economy, and generates billions of dollars of supplemental earnings for millions of people. Our business model includes the DoorDash Marketplace and Platform Services.

The DoorDash **Marketplace** serves merchants, consumers, and DasherS. It enables merchants to expand their reach by connecting them with consumers. We work to consistently improve our consumer value proposition by increasing the number and variety of merchants available on our Marketplace while also improving convenience, quality, and service. DashPass, our membership program, aims to strengthen affordability and drive increased volume, which generates additional revenue for our merchant partners and greater earnings opportunities for DasherS.

Our **Platform Services** business, which primarily consists of Drive and Storefront, offers tools to help merchants facilitate sales through their own channels, without investing in in-house engineering or logistics.

1.39B ORDERS

DoorDash fulfilled **1.39 billion total orders** in 2021, enabling millions to discover, engage with, and purchase goods from their local community.

5 COUNTRIES

DoorDash operated in the **United States, Canada, Australia, Japan, and Germany** in 2021.

We continually develop our offerings to address the diverse and changing needs of local merchants, with the aim of helping them build and grow their businesses.

We believe DoorDash provides people with a uniquely accessible way to earn. By fulfilling deliveries placed via our Marketplace and Platform Services, DasherS have the ability to work when and where they want. To create a valuable platform for DasherS, we offer easily accessible earnings opportunities and the flexibility to earn around the other commitments in their lives.

We believe we can succeed as a business when we generate more sales for merchants, create more attractive earnings opportunities for DasherS, and delight consumers in new ways.

MAIN ST
STRONG

MAIN STREET STRONG PLEDGE

In October 2020, we announced the Main Street Strong Pledge, a \$200 million, 5-year commitment to supporting the communities we serve. We believe impact must be ingrained throughout our business; this pledge encompasses a range of activities that:

- Empower local merchants and enable greater and more equitable access to opportunity;
- Enable DasherS to achieve greater financial empowerment and meet their goals ; and
- Support and strengthen the communities in which we operate.

This work is highlighted throughout this report.



POWERING INCLUSIVE ECONOMIC DEVELOPMENT

Our services aim to level the playing field for merchants of all sizes, equipping them with tools to build and grow successful businesses in the on-demand economy.



~\$30B
IN SALES

In 2021, DoorDash generated nearly \$30 billion in sales for merchants through our Marketplace and facilitated billions more in sales through our Platform Services.

2x
NON-RESTAURANT
MERCHANTS

The number of non-restaurant partners on the platform has doubled from Dec 2020 to Dec 2021, giving consumers more access to a variety of local goods on-demand.



Accelerator participant Tracy Chang, PAGU, Cambridge

Helping merchants grow their businesses and connect to their neighborhoods is essential to our mission of empowering local economies.

According to the U.S. Small Business Administration (SBA), small businesses account for over 40% of total economic activity in the United States¹ and are responsible for employing 47.5% of employees in the country.²



Restaurant Advisory Council members Eric Chow and Michael Lam, Good Behaviour Ice Cream, Toronto



HELPING LOCAL BUSINESSES THRIVE

We invest in our merchant partners by listening to their needs, building products and services that support them, and leveraging our reach to help them achieve their business goals.



PROVIDING EQUAL OPPORTUNITIES TO GROW

We are proud to use our platform to increase access to opportunity for small businesses, including those owned by women, immigrants, and people of color.



MERCHANT ENGAGEMENT

Many DoorDash services have been developed as a result of feedback, communication, and ideation with restaurant partners. Launched in summer 2020, the **Restaurant Advisory Council** (RAC) is a group of local business owners in the U.S. and Canada who advise DoorDash on key initiatives. RAC members change twice a year to ensure we are welcoming fresh perspectives.

In 2021, we welcomed our first **Chief Restaurant Advisor**, James Beard Award-winning chef Stephanie Izard. Throughout 2021, Stephanie worked with DoorDash leadership and restaurants to advise ongoing company efforts to support local businesses.

¹ <https://advocacy.sba.gov/2019/01/30/small-businesses-generate-44-percent-of-u-s-economic-activity/>

² <https://www.sba.gov/sites/default/files/advocacy/2018-Small-Business-Profiles-US.pdf>



HELPING LOCAL BUSINESSES THRIVE

DoorDash provides a broad suite of technology and logistics services that generate demand and reduce friction in online ordering and fulfillment — in order to help local businesses grow sales and expand their consumer bases. Our intention is to continue developing solutions that solve common challenges merchants face in the transition to omni-channel commerce and to create more options to meet their diverse needs.

Access to Growth Levers via the DoorDash Marketplace

ACCESS TO CONSUMERS

With over 25 million monthly active users on our Marketplace as of year-end 2021, DoorDash connects merchants to a large number of highly engaged consumers in their communities. The DoorDash Marketplace enables merchants to establish and manage an online presence and expand their reach and revenue through a number of fulfillment options.

ACCESS TO NEW MODELS FOR GROWTH

New distribution channels like DashMart offer infrastructure for local restaurants and consumer packaged goods (CPG) businesses to promote their products and establish footholds in new markets. Launching virtual, delivery-only brands on the DoorDash Marketplace has helped thousands of restaurants innovate, invest capital efficiently, and access incremental revenue, using their existing kitchen and staff.

+23%
SAME STORE SALES

DoorDash generated **23% year over year (YoY) same store sales growth** for Marketplace partners (Q4 2021 vs. Q4 2020).

25M+
MAUs

At the end of 2021, **over 25 million monthly users were active** on our Marketplace, placing orders from merchants in their local communities.

10M+
MEMBERS

As of year-end 2021, there were **over 10 million DashPass members**. On average, DashPass members order more frequently and from more categories of merchants in their neighborhoods.

How LA-based Honey's Kettle used Storefront to bounce back from COVID-19 declines and increase their DoorDash sales by 55%

Honey's Kettle in Los Angeles is named after the way they cook their legendary, fresh-fried chicken, using a technique inspired by family recipes and perfected over the last 50 years by chef and owner Vincent Williams. The first Honey's Kettle location opened in Compton, CA, in 2000. In 2005, the restaurant moved into a new space in Culver City, CA — but a devastating fire hit just four months later, threatening the family's livelihood. Vincent was able to rebuild, adding another location in Downtown L.A. within a few years. Then, due to the pandemic, Honey's Kettle lost 50% of its business overnight.

Vincent and his son, Trent, started using **DoorDash Storefront**. Storefront allows merchants to create their own branded online ordering site using DoorDash's technology.

This gave customers a way to place orders directly on Honey's Kettle website, rather than by phone, and provided the business with sales analytics. In the first six months after setting up Storefront, Honey's Kettle's sales on DoorDash increased by 55% — over \$188k in revenue — via commission-free Storefront alone. Combined with the DoorDash Marketplace, their total sales for this six-month period were well over \$500,000.



At one point, the orders were coming so fast that we had to augment our kitchen to accommodate the increased volume. We doubled capacity by changing our production and adding more fryers. DoorDash is evolving with new products and new systems. We want to be on the cutting edge of those changes because it could be the difference between surviving or not.

VINCENT WILLIAMS





Helping Merchants Build Their Own Digital Channels

Our Platform Services business helps merchants establish an online presence and fulfill customer orders through their own first-party channels. **DoorDash Drive** enables merchants to fulfill delivery demand generated by their own channels, with Dashers completing these deliveries, while **DoorDash Storefront** allows merchants to create their own branded online ordering site using DoorDash's technology.

One in four merchants who sign up for Storefront notes that they previously had no web presence. Empowering those local businesses to get online expands their growth potential by meeting customers where they are. Our scale allows us to make Storefront available with no commissions and no monthly fees. While Storefront supports both delivery and pickup orders, the majority of Storefront volume is currently for pickup. Merchants benefit from having an affordable and easy way to manage their own digital channels to help drive incremental volume, while DoorDash benefits from improved merchant relationships and order volume through Drive when consumers choose delivery.

Access to Insights and Support at Every Step

We invested significantly in the Merchant Experience Partner program in 2021. Now the majority of U.S. restaurant partners using DoorDash Marketplace or Drive have a dedicated DoorDash employee supporting their day-to-day needs. DoorDash's live support team is also available to merchant partners 24/7.

All merchant partners have access to a detailed, customized Merchant Portal, which includes management resources like the [Insights Hub](#). Data on customer trends and delivery operations can be used by merchants to make the nimble adjustments necessary for adaptation and growth.

Empowering Businesses of Many Kinds

From DoorDash's beginning, our ambition has been to help merchants of all kinds connect with consumers in their communities. We are continuing to partner with more merchants in more categories, enabling local businesses of all kinds to reach more customers.

2x NON-RESTAURANT MERCHANTS

The number of non-restaurant merchant partners on the platform doubled from Dec. 2020 to Dec. 2021, giving consumers more access to a variety of local goods on-demand.

3.5M+ CUSTOMERS SUPPORTING NEW CATEGORIES IN THEIR NEIGHBORHOODS

In December 2021, over 3.5 million monthly active users placed orders from businesses in non-restaurant verticals on our platform.

How Oakland convenience store Savemore Market grew revenue with DoorDash

Omar Korin first bought Savemore Market & Liquors in 1999 with his father, and today he runs the convenience store with the help of his six children. Omar stocks a variety of natural and organic groceries, produce, snacks, and wines and saw a partnership with DoorDash as a way to help his business grow and drive additional revenue.

Sales quickly took off after Savemore started delivering alcohol with DoorDash. In 2021, the store saw an average of 1,800 DoorDash orders per month, with average sales totaling \$68,000 per month. Omar also made use of DoorDash promotions, which has helped encourage customers to make repeat orders. Omar saw enough revenue from his partnership to invest in a new refrigeration unit and other important infrastructure to support Savemore's continued growth.

"Delivery is convenient for people who work from home or are busy with activities for their kids. If you're considering signing up for convenience and alcohol delivery with DoorDash, do it. DoorDash brings you new customers from outside your regulars, and it's extra revenue for your business. The more you have for sale on DoorDash, the more revenue you can bring in." — Omar Korin, Owner, Savemore Market & Liquors





PROVIDING EQUAL OPPORTUNITIES TO GROW

In our mission to grow and empower local economies, the word “empower” refers to the importance of advancing equitable access to opportunity for people to pursue their goals and reach their potential. This drives all of our work, including the products and services we build for merchants.

\$9M
IN RESTAURANT GRANTS

In 2021, we provided **\$9 million in grants** to restaurants across 19 cities and counties in the United States and 3 cities in Canada.

ACCESS TO FLEXIBLE PRICING AND SERVICE PLANS

In April 2021, we made industry-leading changes to our partnership pricing plans to give merchants greater choice and flexibility in how they partner with DoorDash to grow their business in their community. With this new structure, merchants can access online ordering and delivery starting at only 15% commission, with pickup orders charged at 6%. Storefront, our white-label online ordering platform, is available to merchants with no commissions and no monthly fees.

ACCESS TO CAPITAL AND BUSINESS EDUCATION

In 2021, DoorDash developed several programs that focus on meeting the needs of businesses owned by women, immigrants, and people of color. Systematically excluded groups have historically experienced higher barriers to accessing capital and other important business growth levers.

In March 2021, we launched the Main Street Strong Restaurant Accelerator in partnership with Accion Opportunity Fund and an advisory council of restaurateurs. The Accelerator delivers cash funding and an in-depth, eight-week curriculum

focused on providing business-critical skills and valuable connections. Over 100 restaurateurs from 5 cities were selected for our 2021 cohort. 61% of the 2021 Main Street Strong Accelerator participants are women; 46% of participants identify as an immigrant or refugee; 42% identify as Black or African American; 17% identify as Latino/e/a or Hispanic; 14% identify as East Asian; and 10% identify as Southeast Asian.

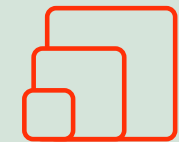
In late 2021, we also made the Accelerator curriculum freely accessible online in English and Spanish. Other companies in our industry have since developed similar initiatives.



Vanda and Anna Asapahu
Ayara Thai, Los Angeles

40%+

of stores listed on our Marketplace are businesses with **five or fewer locations** on the DoorDash platform (December 2021).



DoorDash supports **businesses of all sizes.**

ACCESS TO RELIEF AND RESILIENCE RESOURCES

In 2020, DoorDash provided \$1.8 million as part of our COVID-19 relief restaurant grants program and in 2021, we expanded this by an additional \$7 million. Over 1,600 small businesses³ received a grant, awarded to help manage the complexities and operating costs of running a restaurant during the pandemic.

The fallout from natural disasters on mission-critical factors like revenue, infrastructure, staff, and supply chains can have an outsized impact on small businesses' ability to reopen. In October 2021, we created the [Restaurant Disaster Relief Fund](#) to provide cash assistance to restaurants affected by natural disasters like Hurricane Ida (August 2021) and California wildfires. The fund, seeded with a \$1 million initial investment, builds on our learnings from the COVID-19 relief program and aims to reduce the financial burden imposed on restaurants following a natural disaster to help them keep their doors open for years to come. The fund provides \$10,000 relief grants to local restaurants that have been affected by state- or federally-declared natural disasters.

How the Main Street Strong Accelerator helped Supreme Burger in Decatur, Atlanta, grow and add new locations after pandemic closure

Under the burden of financial and systemic disparities that existed long before the pandemic⁴, Black-owned businesses like Waleed and Quiana Shamsid-Deen's Supreme Burger closed twice as fast as other businesses over the course of the pandemic. In 2020, Supreme Burger lost nearly 50% of its revenue and had to shut down for two months.

As one of the inaugural cohort participants of the Main Street Strong Accelerator, Waleed and Quiana received business training as well as a \$20,000 grant to reinvest in growth. One year later, they've not only re-opened Supreme Burger in Decatur, GA, but also opened another Supreme Burger franchise in Charleston, SC, and added two food trucks in Atlanta, GA, and Jacksonville, FL. Additionally, they started the first Halal Meals on Wheels Program for Muslim seniors in Metro-Atlanta, partnered with Frontline Foods to provide meals to hospital and frontline heroes, and launched Supreme Cares to provide scholarships and donations to families in need. They've helped other local business owners write grants and raise over \$1 million and launched a franchise development corporation that will help future entrepreneurs.



As small business owners, we understand the power we have in growing local economies — we create jobs, uplift our neighborhoods, and serve as the heart of our communities. Not only have we stabilized our business and adjusted to the COVID landscape, but we've also carried through on our broader mission to give back. One of the most rewarding parts of participating in the Main Street Strong Accelerator has been connecting with other restaurateurs and having a network of like-minded business owners. We continue to share opportunities, lean on each other for support, and inspire each other to do better each day.

WALEED AND QUIANA SHAMSID-DEEN



³ Each recipient of the COVID-19 restaurant grant program had three or fewer locations, grossed less than \$3M in revenue per store during 2019, and employed 50 or fewer people per store.

⁴ See research from Brookings, McKinsey & Company, and others



PROVIDING WORK THAT EMPOWERS

Our goal is to provide earnings opportunities that are additive to existing work, provide incremental earning potential, and increase accessibility and flexibility in the labor market.



6.3M
DASHERS

In 2021, there were **6.3 million** Dashers active on the platform.

<4 hrs
PER WEEK

In each quarter of 2021, the average Dasher delivered with DoorDash for **less than four hours per week**.

85%
SUPPLEMENTING
OTHER
RESPONSIBILITIES

The majority of Dashers (85%) in the U.S. have sources of income or responsibilities outside of app-based work.

72 hrs
PER YEAR

With 456 million total hours dashed in 2021, the average Dasher spent 72 hours on deliveries with DoorDash for the year.



Valerie N, Illinois Dasher

We believe choice is empowering.

Because of the unique characteristics of dashing, millions of people choose to leverage the DoorDash platform to earn money when they need it. Our approach is shaped by feedback from Dashers, as we strive to directly address their challenges and create desirable and valuable opportunities.



Bridget C., Pennsylvania Dasher



ACCESSIBLE WORK

We aim to empower people from all backgrounds by creating opportunities with low barriers to entry.



CHOICE AND FLEXIBILITY

We believe choice and flexibility fill a unique need in the economy. We aim to provide this because we hear from Dashers that, above all else, they appreciate being able to work when, how, and where they want.



VALUABLE WORK

Dashing provides earnings opportunities that complement other forms of income and other commitments in people's lives while also providing access to resources that support financial health.



SAFETY

We are committed to implementing and advocating for higher standards for app-based work.



DASHER ENGAGEMENT

DoorDash has a 24/7 support team to address any issues Dashers may have in real time. Additionally, we have formal listening channels to gather feedback from Dashers, including the Dasher Community Council (DCC), first launched in 2019. During their six-month term, DCC members advise DoorDash on key Dasher-experience issues. In 2021, we launched new, distinct DCCs for the United States, Canada, and Australia.

While DCCs have national representation, our Dasher Advisory Groups (DAGs) are regionally-focused groups of Dashers, dedicated to amplifying the Dasher voice and advising on key issues affecting their neighborhoods. They serve as a sounding board for ideas, test new product features, and provide guidance on local public policy development. DAGs bring together a diverse group of Dashers in each state or province and currently operate in British Columbia, New York, and California, with plans to expand to more locations.

76
DAG & DCC PARTICIPANTS

In 2021, we ran **three regional Dasher Advisory Groups** and **three nationally-representative Dasher Community Councils**, totaling 76 participants.

40+
INTERVIEWS

In 2021, we conducted over 40 group and one-on-one interviews with the Dasher Community Council to garner feedback, which influenced the development of 38+ business and product initiatives.

ACCESSIBLE WORK

ACCESS TO WORK FOR ALL, WITH LOW BARRIERS TO ENTRY

Data from the Bureau of Labor Statistics from December 2021 suggests it takes 13 weeks for the median unemployed person in the U.S. to find a job.⁴ DoorDash is an exceptionally accessible platform that enables millions of people to quickly generate supplemental earnings. Dashers must first sign up to dash and pass a background check. People who qualify to dash are often eligible to begin earning money within a day of signing up, and in 2021, around 56% of new Dashers completed their first delivery within seven days of starting the sign up process.

Our platform creates access to flexible earning for communities who have historically been excluded from equal access to economic opportunity. From our 2021 survey of Dashers in the United States: 38% of Dashers are people of color, and 4% of Dashers are over 65. Women make up 58% of Dashers and overwhelmingly (97%) prefer delivery over

rideshare as they believe it's safer (61%). Dashers who regularly care for a family member or loved one (33% of Dashers) value the flexibility of dashing around their other priorities. In 2021, Dashers in communities of color in the United States earned over \$5.9 billion, Dashers in low-income communities earned over \$4.3 billion, and Dashers in rural communities earned over \$3.1 billion.

ACCESS FOR UNBANKED AND UNDERBANKED COMMUNITIES

According to the FDIC, over 7 million U.S. households are unbanked or underbanked and have limited access to financial services. This challenge disproportionately impacts low-income households and communities of color.⁵ In December 2020, we launched DasherDirect, a platform that enables Dashers to get paid instantly at the end of every dash, for no fee, with or without a bank account. DasherDirect also offers Dashers additional

perks, like cash back savings on gas purchases.

ACCESS FOR DIFFERENT VEHICLE MODES

Dashers don't need a car in order to dash; in fact, millions of deliveries were made without a car in 2021. We established new partnerships in 2021 to give Dashers access to more transportation options and further reduce barriers to entry for people seeking to earn on DoorDash. This included discounted access to bikes and safety gear as well as a bicycle rent-to-buy program.

As part of our partnership with the League of American Bicyclists, we supported the inclusion of the E-BIKE Act in the Build Back Better bill. This provision was designed to reduce the costs of e-bikes, which remain prohibitively expensive for many.



In 2021, **56%** of active new Dashers completed their first delivery within **7 days** of starting the sign up process.



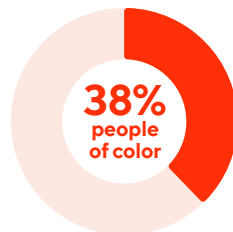
Gina Burke
Los Angeles, CA

Gina is a former resident of St. Louis, MO, and worked as a school bus driver. When schools closed because of the pandemic, she lost her job and began dashing to support herself and her son, who has special needs. After learning that her son could receive better education and care in Los Angeles, she used her DoorDash earnings to help finance their move to California.

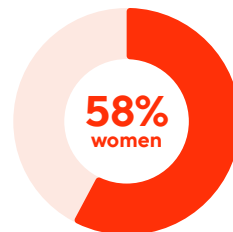


After just a few dashes, I realized how much I appreciate the flexibility of working with DoorDash. I truly love the work and that I can be my own boss. Since moving to Los Angeles, dashing has given me the opportunity to explore the city while also working around my priorities and caring for my son.

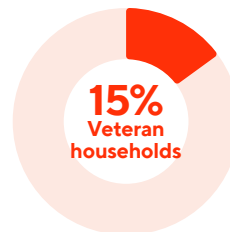
DASHER REPRESENTATION



38% of Dashers in the United States are people of color.



58% of Dashers in the United States are women.



15% of Dashers in the United States reported either being a veteran or living with someone who is a veteran.

⁴ <https://www.bls.gov/news.release/empsit.t12.htm>

⁵ FDIC.gov



CHOICE AND FLEXIBILITY

The ability to work when, where, and how often they choose is the main reason 90% of Dashers say they prefer to remain independent contractors. In each quarter of 2021, the average Dasher spent less than four hours per week on deliveries with DoorDash. This is often because they have full-time jobs (42%) or part-time jobs (12%) that serve as their main sources of income. Additionally, 11% of Dashers report being stay-at-home parents or full-time caregivers, and 9% of Dashers are students.

Independent work enables millions of people to earn, nearly instantly, with control over their schedule. The accessibility and flexibility of dashing means that people can more easily

dash for short periods of time, fit it around their other commitments, and use dashing to meet personal and financial goals in a way that would often not be possible through structured work.

PROVIDING MORE TYPES OF WORK OPPORTUNITIES

90% of Dashers say they prefer to remain independent contractors and maintain the flexibility they currently have. Still, we believe that providing more options for different kinds of work can expand the opportunities for people to earn on our platform.

Some people favor work that is highly structured with set shifts, hourly pay, and

benefits traditionally tied to employment. DashCorps is a new company that enables such employment opportunities and provides logistics and staffing services to local merchants, starting with ultra-fast delivery from DashMart locations in New York City in December 2021.

In Germany, DoorDash offers full-time, part-time work, mini-jobs, and student contracts, providing those in the community with a variety of fair earning opportunities, high quality tools, and rewarding ways to earn. Couriers employed in Germany work on structured schedules and receive benefits, wages, and tips.

DASHING AS SUPPLEMENTAL WORK

78%
dash to create their own schedule

78% of Dashers in the United States report being able to create their own schedule as the main reason they deliver with DoorDash, while 64% cite supplementing income whenever they need to as a top reason.

85%
have other income or responsibilities

The majority of Dashers in the United States (85%) have sources of income or responsibilities outside of app-based work, with 42% working a full-time job.

68%
dash to make up for reduced income

More than two-thirds (68%) of Dashers in the United States report dashing to make up for lost income or reduced hours at work.

<4hrs
per week spent on deliveries

In each quarter of 2021, the **average Dasher spent less than four hours per week on deliveries** with DoorDash, and **90% of Dashers spent less than 10 hours per week on deliveries.**

ADVOCATING FOR BENEFITS AND PROTECTIONS FOR ALL WORKERS

Ensuring all workers have access to protections and benefits will create a stronger market for workers, thereby improving our communities and growing our economies. We want to offer people the choice to work in the way they prefer, whether as an independent contractor or as an employee; access to work with a low barrier to entry; and the security that comes with access to benefits and protections.

Our focus is primarily on solving challenges that Dashers face. We believe in protecting independent work and the flexible earning

opportunities that it enables for Dashers while also creating new protections and benefits for those who choose this form of work. Benefits should be proportional to the amount that people choose to work, portable between different platforms, and flexible to meet people's needs. We're humbled that so many people have been able to earn on our platform and will continue to work toward solutions that meet community needs in the modern economy.

We will continue to collaborate with elected officials at all levels of government to achieve this vision.



Michael Rogers
Port Hope, Ontario

Michael is a 68-year-old cancer survivor. He was diagnosed three years ago, and with a new perspective on life, Michael decided to go back to college to study law and security. He started dashing with DoorDash, as it allows him to work around his class schedule and schoolwork.



After beating cancer, I decided I wanted to take advantage of every opportunity, and education was one of them. I love that with DoorDash, I can study and dash in my spare time. It also has given me a way to discover new parts of the city and contribute within my community.

VALUABLE WORK

Fair and reliable pay is a top priority for Dashers and for DoorDash. We provide transparency into minimum base pay for each dash, and Dashers always receive 100% of tips. The Dasher app allows Dashers to track earnings and cash out daily.

We continue to test new payment models and ways of earning to meet Dasher needs. Learn more about how Dasher pay is structured by visiting the [Dasher Pay](#) page of [Dasher Central](#), a resource launched in 2021.

PERSONAL FINANCE TOOLS TO SUPPORT DASHERS

DasherDirect, our prepaid VISA card, allows instant access to earnings via no-fee direct deposit and gives Dashers 2% cash back on gas anywhere.

We've also developed partnerships with leading companies to help Dashers with their annual taxes. For example, through Everlance, Dashers can track mileage driven, and TurboTax provides Dashers with discounts and support when filing their taxes.

All Dashers in the U.S. can also access credits and discounts to spend on car maintenance, as well as access to free unlimited debt negotiations, tools to help build their credit score, and educational courses with Merit America.

EXPANDING ECONOMIC OPPORTUNITY WITH THE NATIONAL URBAN LEAGUE

DoorDash has established partnerships with leading organizations like the National Urban League to increase economic opportunity and support Dashers' financial success. Through the four-year, \$5 million [Dasher Empowerment Partnership](#) launched in 2020, Dashers can participate in curated programming based on National Urban League's proven financial literacy curriculum and service delivery model.

GOAL UP In September 2021, we launched GoalUp, a first-ever digital platform with National Urban League's education offerings. Dashers can enroll in free on-demand multimedia courses covering personal finance topics like savings, investing, credit, and auto financing, as well as earn digital certificates to bolster their resume. This program enables Dashers to attain new job skills that support entrepreneurial success, with the long-term goal of building generational wealth. By year end, over 5,800 Dashers signed up for GoalUp.



Dashers **earned over \$11 billion** on the DoorDash platform.



Across all countries, Dashers **earned, on average, over \$25 USD per hour** on delivery with DoorDash in 2021, including tips.

~40%

increase in earnings

Over the last two years (2019-2021), Dasher earnings per hour while on deliveries have **increased by nearly 40%**, while DoorDash has **reduced average consumer fees per order by 11%** and reduced the average commission rate paid by Marketplace partners.

35%

of Dashers in the U.S. report that their earnings on DoorDash enabled them to **avoid reliance on government benefits, despite lost income or reduced hours at work.**



Bryan Rodriguez
Tacoma, WA

Bryan is a full-time hotel front desk supervisor who has goals of going back to college to major in business communication. Financial independence and self-sufficiency are important to him, so he began dashing two years ago with a specific goal in mind: to pay for his tuition. When Bryan's not at his job or studying, he dashes 15-20 hours per week. He's also a member of the Washington Dasher Advisory Group, providing feedback directly to DoorDash on the Dasher experience.

“

I started dashing because of the flexibility. It's amazing that DoorDash lets me put my schedule and responsibilities first, and being able to work around my priorities makes this ideal for me. DoorDash allows me to support myself without asking my family to take on my financial burden.

SAFETY

The safety of the Dasher community is paramount. In 2019, DoorDash led the industry in offering occupational accident insurance with no opt-in required and at no cost to Dashers. The insurance includes medical coverage and disability payments if Dashers are injured while delivering on the DoorDash platform in the U.S. More broadly, we've made continual investments in policies and products to enhance Dasher and community safety.

PROMOTING ROAD SAFETY INFRASTRUCTURE AND BEST PRACTICES

In partnership with community organizations and safety advocates, we supported public policy proposals in 2021 that prioritize Dasher safety, such as Transportation Alternatives' 25 x 25 Campaign. We shared data to help guide New York City's effort to implement 10,000 new bike racks and aid in planning for bike lane infrastructure improvements. We also established partnerships with experts like the National Association of Law Enforcement Executives (NAWLEE) and the League of American Bicyclists to advocate for the safety of Dashers on the road.

In Australia, DoorDash worked alongside the country's leading food delivery platforms to develop the first set of [National Food Delivery Platform Safety Principles](#) and partnered with the Amy Gillett Foundation to build a national bike education program for all DoorDash riders across the country. In Canada, we partnered with Metro Hub Cycling, a Vancouver nonprofit dedicated to removing barriers to cycling, to offer safety resources to Dashers who deliver by bike.

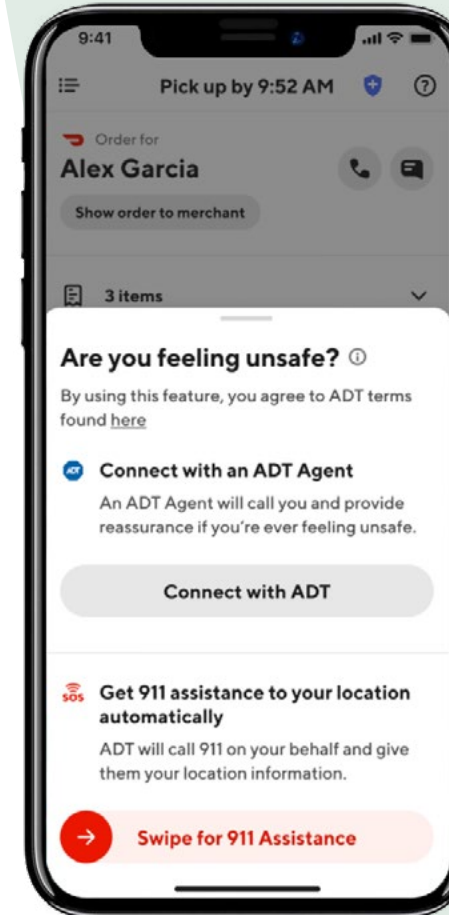
PROMOTING HEALTH AND WELL-BEING

At the onset of the pandemic, we took action to protect and support Dashers on the frontlines, including securing and distributing protective equipment and implementing contactless delivery across our app in a matter of days. Our mask policy, active for all of 2021, requires Dashers, merchants, and customers to be masked for any instance of direct contact (i.e., pick up and drop off) with other users of the platform. In an ongoing, unbranded survey conducted by DoorDash throughout 2021, more than 75% of Dashers said they believe that DoorDash has taken the appropriate health and safety measures during COVID-19.

In 2021, DoorDash provided Dashers in the U.S. with access to urgent care and behavioral visits for just \$4 through a partnership with Doctor on Demand and to prescription savings through GoodRx Gold.

24/7 RESPONSE

In addition to our 24/7 support team, we also operate 24/7 Trust and Safety response teams for Dashers who experience an incident on the platform. We work with law enforcement in investigations when any Dasher's safety was at risk.



SAFEDASH: NEW TECHNOLOGY FOR DASHER SAFETY AND PEACE OF MIND

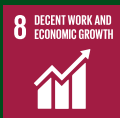
In November 2021, we launched [SafeDash](#), an in-app toolkit powered by ADT. This technology was developed for Dashers based on what they told us they wanted and needed to feel confident and protected on the road. SafeDash launched in the U.S. with two new in-app features:

- **Safety Reassurance Call:** Dashers can quickly and easily connect with an ADT agent through the Dasher app. ADT will remain on the phone and can request emergency response as needed.
- **Emergency Assistance Button:** If a Dasher is ever in need of emergency services, they can swipe a button. ADT will contact 911 on the Dasher's behalf, discreetly remaining in contact with the Dasher by text.



SUPPORTING RESILIENT COMMUNITIES

From capacity-building for local nonprofits to advocating for legislation that promotes equal opportunity, investing in community initiatives and partnering with the public and social sectors drives innovation and helps us create an ecosystem that benefits all our stakeholders.





EXTENDING THE POWER OF OUR PLATFORM: SOCIAL SECTOR PARTNERSHIPS

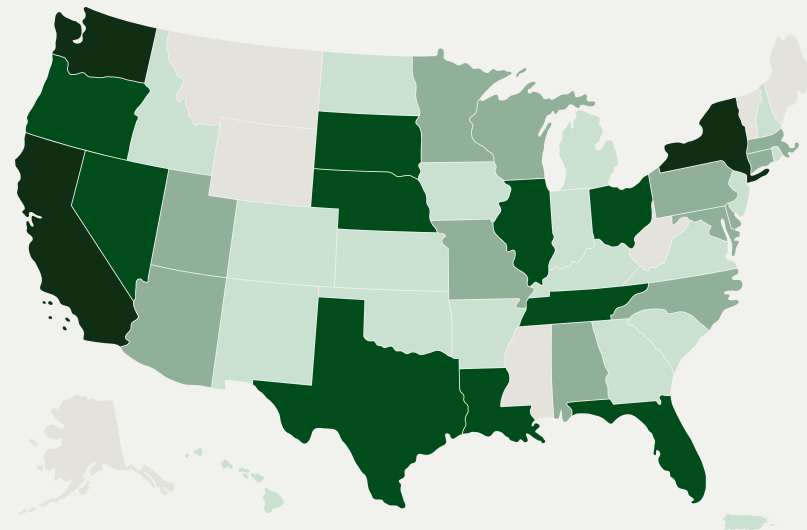
Project DASH

ENABLING NONPROFITS AND GOVERNMENT AGENCIES TO EXPAND ACCESS IN THEIR COMMUNITIES THROUGH DELIVERY

Launched in 2018, Project DASH empowers social impact organizations — such as food banks and food pantries — to work with Dashers and use DoorDash technology to increase access to food in their communities. Dashers are paid by DoorDash to fulfill these deliveries.

DoorDash grew Project DASH substantially in 2021, investing in new partnerships with nonprofits and government agencies by providing donated and discounted access to our platform. We also launched new products and services including Storefront for Food Banks, which community members can use to order what they need from food banks, fulfilled by Dashers the same day. In September, we commemorated our one millionth Project DASH delivery with a celebration at the Food Bank of Delaware, where Delaware's First Lady Tracey Quillen Carney handed off the grocery box to a Dasher to complete the milestone delivery.

LIFETIME PROJECT DASH DELIVERIES BY STATE, THROUGH 2021



NUMBER OF DELIVERIES

- 1-1K
- 1K-10K
- 10K-100K
- 100K+

PROJECT DASH 2021 HIGHLIGHTS

885K+
DELIVERIES

Over 885,000 Project DASH deliveries were made on behalf of social impact organizations, containing meals, groceries, household goods, school supplies, and more.

~16.9M
MEALS

Project DASH helped connect people to an **estimated 16.9 million** meals.

41
STATES

Project DASH powered deliveries in **41 states** and D.C. in the U.S. in 2021.

84%
TO COMMUNITIES
OF COLOR

An **estimated 84%** of Project DASH deliveries were made to people in communities of color.

INCREASING ACCESS TO LOCAL GOODS

Local delivery is a transformational solution that can help broaden food access for vulnerable communities while providing greater choice, convenience, and dignity. In 2021, DoorDash made efforts to expand and reach more people in rural areas and more broadly in need, increasing access to food and local goods. In the United States, around 37% of consumers using the DoorDash Marketplace in 2021 were located in low-income communities, and around 30% of consumers were located in rural communities — underscoring the accessibility and affordability of our platform.



Project DASH Impact and Case Studies

IMPACT ON DIGNITY AND CONVENIENCE

Food bank deliveries facilitated by Project DASH not only address food insecurity but also create a favorable client experience. A struggling family should not be precluded from the convenience of home delivery merely because of where their food is coming from; families facing hardship may benefit from the convenience more than most. Project DASH reduces the likelihood that clients will endure the unfortunate stigma that many feel when accessing food assistance and other social programs.

Clients served by Project DASH are often new to the charitable food system. A Northern Illinois Food Bank survey showed that 30–35% of clients receiving food through Project DASH are new to the food

bank, and a survey conducted by a group from the University of Washington found that 54% of United Way of King County clients had not received assistance from a food bank during the COVID-19 pandemic prior to enrolling in the program.

IMPACT ON ACCESS AND FOOD DESERTS

In 2020, more than 38 million people in the United States, including 12 million children, lived in food insecure households.⁶ With six percent of the United States population living in food deserts with limited access to healthy and affordable options,⁷ we understand the importance of addressing gaps in access. In 2021, Project DASH helped connect an estimated 1.5 million meals to people in food deserts.

AWARDS RECEIVED BY PROJECT DASH FOR IMPACT IN 2021



Innovation Leader
Impact Award



Anthem Award: Gold Winner,
Responsible Technology –
Corporate Social
Responsibility category

Northern Illinois Food Bank: Providing Nutritional and Cultural Choice With Online Access

Julie Yurko, Northern Illinois Food Bank’s CEO, recognized how DoorDash’s technology could enhance the food bank’s programs. “Just like that,” Yurko said, “the world changes for us.”

Before working with DoorDash, Northern Illinois Food Bank’s My Pantry Express program was unavailable to deliver to its homebound neighbors. With DoorDash’s partnership, however, homebound neighbors

are able to place an order online. Nearly one-third of the people who placed orders online for DoorDash delivery had not previously received assistance from the food bank.

“There’s so much dignity in not just being able to say yes to what I want, but also to say no to what I don’t want,” Yurko said. “I can’t tell you how many people say, ‘I don’t want anything I can’t use. There’s somebody else who needs it.’”

El Pasoans Fighting Hunger: Breaking Down Transportation and Mobility Barriers

El Pasoans Fighting Hunger (EPFH) is the only food bank in El Paso, TX. It’s the distribution center for over 132 partner pantries across the borderland region and a collaborative hub for hunger-focused initiatives like assisting with SNAP applications. In 2021, Dashers fulfilled over 60,000 deliveries with EPFH, providing approximately 1.7 million meals to vulnerable community members, including seniors, individuals with disabilities, and veterans.

Martina is a client of EPFH. She is in her late 60s and lives in a rural town located on the U.S.–Mexico border. When she reached out

to the food bank, she shared that she had recently lost her husband, which significantly impacted her financially. She was also recovering from a set of knee surgeries. Martina didn’t know how she would be able to get food because of the financial hardship she was experiencing, coupled with her age and lack of mobility. Martina asked if there was any service that could help her without requiring her to leave home. EPFH signed her up in the food bank’s home delivery program, powered by a partnership with Project DASH.

United Way Worldwide and 211 Network: Innovating to Address Local, Urgent Needs

DoorDash partners with United Way Worldwide and the 211 Network, whose teams both work with local organizations to connect essential goods to the community. In 2021, through our platform, United Ways and 211s completed more than 500,000 deliveries of food, school supplies, pet supplies, and other essential items to households in cities throughout the country.

United Ways and 211s are empowered to identify innovative uses for delivery based on their community’s needs. In August 2021, the United Way of Southeast Louisiana team leveraged DoorDash’s platform to deliver hurricane preparedness kits to more than 1,600 households in a single day, ahead of Hurricane Ida. These deliveries proved vital for residents as they endured flooding and power outages after the storm.

⁶ <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-u-s/key-statistics-graphics/#insecure>

⁷ <https://www.ers.usda.gov/data-products/food-access-research-atlas/documentation/>

Community Credits

MEETING THE MOMENT IN 2021

Community Credits is a program providing DoorDash gift cards directly to nonprofit organizations. The program was launched in January 2021 in response to community groups' evolving pandemic-related needs, particularly among entrepreneurship, education, and workforce development initiatives. In 2021, the program also supported major national initiatives like vaccine distribution and refugee resettlement.

200+
ORGS

200+ local, state, and national community organizations in the U.S. and Canada supported through Community Credits.

\$3M+
FOR VACCINE
OUTREACH

\$3M+ to support COVID-19 vaccine outreach in underserved communities.

CASE STUDIES

Partnering with local, state, and national governments and public health organizations to support COVID-19 vaccine equity:

DoorDash provided Community Credits to community health centers in partnership with the National Association of Community Health Centers (NACHC) and Direct Relief to support the White House's efforts to provide underserved communities with access to and information about the COVID-19 vaccine. The donation supported vaccine outreach and onsite health care workers and volunteers at an estimated 1,000 health centers. DoorDash also worked with regional groups like the California Office of Emergency Services to support mobile vaccination sites operated by public health organizations in underserved communities throughout the state, and with This Is Our Shot in Canada.

Establishing Youth Civic Engagement Day in Oakland, CA:

In June 2021, the Oakland, CA Mayor's Office of Community Engagement — in partnership with We Lead Ours, the Oakland Youth Advisory Commission, Oakland Parks, Recreation & Youth Development, and local youth-serving nonprofits — highlighted the importance of youth civic participation by proclaiming Youth Civic Engagement Day. DoorDash provided Community Credits gift cards to incentivize Oakland youth who engage in upcoming civic or community events, redeemable at local Oakland restaurants.

Partnering with the International Rescue Committee to support and welcome Afghans arriving in the United States:

We worked with the International Rescue Committee (IRC) and Airbnb.org to connect Afghans in the midst of resettlement and in temporary housing with food and essentials. We also invited consumers to join us by purchasing gift cards for donation to the IRC via the DoorDash app and website.





Advocacy

REAL IMPACT TAKES SYSTEMIC CHANGE

In addition to using our product and resources to catalyze social impact, we also speak out on important policy issues that impact our communities and promote progress through the lens of our mission. We have taken action in recent years to support reform on a range of issues including food insecurity, immigration, voting rights, and LGBTQ+ rights. Decisions to engage are typically made in consultation with diverse internal stakeholders and external community partners.



Standing with the Alliance to End Hunger and Food Bank Partners on Anti-Hunger Advocacy

Project DASH is transforming the way families and individuals access critical food assistance, but it's not an end-all solution to hunger itself. Rather, we know we're one part of the solution to a complex issue which requires action at every level and with a variety of stakeholders. Our anti-hunger advocacy is focused on supporting adequate resourcing for hunger relief agencies, like food banks, and the prioritization of anti-hunger policies by Congress.

For example, in December 2021, we submitted congressional testimony highlighting how local delivery can break down barriers to food access and the importance of sustained resourcing for food banks beyond the pandemic.

In 2021, we also became a member of the Alliance to End Hunger. In addition to best practice sharing with key social, public, and private sector actors, we participate in the Alliance's advocacy committee. Coordination with other voices is key to progress. For example, we joined letters calling on congressional leadership to bolster anti-hunger programs like SNAP and summer meals for kids as part of the recently-debated reconciliation package. We also joined others in endorsing legislation to establish a historic White House summit to identify solutions to hunger and malnutrition.

Calling for Bipartisan Leadership on Immigration Reform in Partnership with the National Immigration Forum

DoorDash aims to help build and protect diverse, inclusive communities. This drives our work to ensure DoorDash provides access to low-barrier-to-entry earning opportunities. This also motivates us to support immigrant and refugee entrepreneurs as they fulfill their dreams. Our CEO and Co-Founder Tony Xu's own family experience as immigrants was a driving factor in his decision to found DoorDash and empower immigrant entrepreneurs.

In 2021, we joined a variety of other voices to call for bipartisan leadership on immigration reform, including prioritizing a pathway to citizenship for Deferred Action for Childhood Arrivals (DACA) recipients. As described by the National Immigration Forum⁸, DACA is a policy "aimed at protecting qualifying young undocumented immigrants who came to the U.S. as children, temporarily shielding them from deportation and providing them work authorization with possible renewal every year."

This effort builds on our history of action regarding immigrants' rights issues since 2017.

⁸c



ENVIRONMENTAL SUSTAINABILITY

We aim to evolve our business to operate with less relative environmental cost while building programs that work for merchants, Dashers, consumers, and the environment.



ENVIRONMENTAL SUSTAINABILITY

In 2021, we hired dedicated staff to manage environmental strategy and execution and work with stakeholders across business units to advocate for and implement sustainability programs. We are analyzing our carbon footprint and assessing the most meaningful actions we can take to promote a better future for our planet, as well as for consumers, merchants, and Dashers.

We recognize this will require proactive emissions reduction efforts; business as usual won't get us there. While we establish and refine our climate strategy, we are taking action to avoid, reduce, and remove emissions from our operations and business model.

2021 Highlights



In 2021, we became net-zero across our scope 1 and 2 emissions globally. We've invested in clean energy purchases and carbon removal technology to address emissions from our global corporate operations and facilities.



To address delivery-related emissions, we've supported alternative transportation modes for Dashers. Additionally, improvements to DoorDash's logistics and routing efficiency often have the dual impact of reducing carbon emissions per delivery while improving business outcomes and user experience.



We have offered merchants and consumers in some areas access to more sustainable packaging alternatives, including reusable, compostable, and recyclable options.



We've engaged in partnerships with policy and advocacy organizations like Ceres, League of American Bicyclists, and the Amy Gillett Foundation to accelerate a more sustainable and safe future.

CARBON ACCOUNTING

With an expert third party, we measure our scope 1, 2, and 3 emissions for our corporate operations, as well as scope 3 emissions for our logistics operations. Our comprehensive carbon footprint analysis, refreshed at least annually, serves as the compass for our environmental investments and enables us to build programs to reduce, avoid, and remove emissions.

Merchants' packaging and food fall outside of DoorDash's operational boundary and are therefore not included in DoorDash's footprint for carbon accounting purposes. However, we recognize that these are impacts of restaurant delivery and areas we can help shape and improve. Our efforts to address packaging and food waste will be distinct from those focused on our carbon footprint, but stem from the same aim to drive growth in a sustainable manner.

DOORDASH GREENHOUSE GAS (GHG) EMISSIONS

Together, Scopes 1, 2, and 3 make up the carbon footprint that a given company is responsible for.

SCOPE	DEFINITION AND METHODOLOGY
Corporate emissions	
Scope 1 (direct emissions)	Emissions from natural gas usage in buildings owned or leased by DoorDash are calculated by collecting gas usage data across facilities (where available) or by using square footage of each location to estimate natural gas usage and converting to emissions.
Scope 2 (indirect emissions)	Emissions from electricity usage from buildings owned or leased by DoorDash are calculated by collecting electricity usage data across buildings (where available) or by using square footage of each location to estimate electricity usage, and converting to emissions using location-specific grid factors.
Scope 3 (indirect emissions)	<p>Emissions from goods & services and capital goods are estimated using total spend by vendor and account, applied to EPA EEIO categories or vendor-specific emissions factors.</p> <p>Emissions from alternative fuel and transmission & distribution loss are estimated using scope 1 natural gas usage and scope 2 electricity usage figures.</p> <p>Emissions from employee work from home are estimated by collecting employee data (term, type, and location). Work from home emissions are calculated using an assumed home office square footage converted to natural gas and electricity usage, using location-specific grid factors when relevant.</p> <p>Commute emissions are calculated using location-specific commute mode and distance assumptions (when available), converted to emissions.</p> <p>Emissions from waste are estimated using a per-employee waste assumption, converted to emissions.</p> <p>Emissions from business travel are estimated using travel data and related expenses.</p>
Logistics emissions	
Scope 3 (indirect emissions)	Emissions from Dasher vehicles while on active deliveries are estimated using vehicle type data and assumed categories and miles driven by Dashers while on an active delivery.

Boundaries:

- Geographic scope is global.
- Our organizational boundary is defined by the operational control approach, and thus our measurement includes emissions that are within DoorDash operational control.
- In keeping with the Greenhouse Gas Protocol, our measurement of GHGs includes carbon dioxide, methane, nitrous oxide, and hydrofluorocarbons converted into measures equivalent to a tonne of carbon dioxide.

NET ZERO ACROSS SCOPE 1 AND SCOPE 2 CORPORATE EMISSIONS

CORPORATE EMISSIONS

Today, we are able to measure with confidence our scope 1 and 2 emissions and have proactively invested in technologies that reduce those emissions across our corporate operations and facilities. In 2021, we became net-zero across our scope 1 and scope 2 emissions globally by investing in clean energy purchases and carbon removal. Clean energy purchases incentivize developers to invest further in clean energy infrastructure, creating more access to renewable energy. Looking forward, we will engage with utility providers and explore opportunities to shift the power sources of our owned and leased facilities to renewable energy.

Like most companies, the vast majority of DoorDash's carbon footprint comes from scope 3 emissions, specifically from vehicles while on deliveries. We are working toward understanding this better in order to report logistics-related emissions and goals.

Absolute emissions (tCO₂e)



Carbon Intensity (tonnes of carbon dioxide equivalent, or tCO₂e)



OTHER 2021 HIGHLIGHTS

LOGISTICS EMISSIONS

The majority of our carbon footprint comes from delivery logistics emissions. While we refine our measurement and understanding of our scope 3 logistics emissions, we have initiated programs to identify potential reduction levers and address emissions in this important area.

Logistics efficiency improvements can result in reduced emissions per order. In some markets, we have enabled order batching to reduce the number of trips required to fulfill orders. Additionally, our logistics technology identifies bike-friendly orders so we can connect Dashers who deliver on bikes to those opportunities. This feature is available in all markets where DoorDash operates.

We've supported Dashers' use of low-emission transportation. In 2021, we offered low-cost access to electric vehicles through a subscription leasing program in California, which included cash bonuses for Dashers. Additionally, we have provided discounted access to e-bikes, rent-to-buy programs, and low-cost safety gear for Dashers. Over one-third of Dashers in Japan and over half of couriers in Germany used bikes or e-bikes to deliver, and 100% of quick commerce deliveries in NYC were fulfilled via e-bikes in 2021.

We engaged consumers in a net-zero delivery program when we launched in Stuttgart, Germany in 2021. Consumers participated by indicating their preference for which carbon removal projects we invested in. By including consumers, we hope to drive awareness of important environmental issues.

RESTAURANT PACKAGING

Packaging is a byproduct of restaurant delivery and takeout. To support the adoption of sustainable packaging, we help connect merchants to discounts on recyclable and compostable containers.

In some markets, we've supported merchants in offering reusable packaging to their customers. Customers can receive their meal in containers designed to be returned, cleaned, and reused for future orders, rather than thrown away after a single use. We also enable customers to opt out of receiving single-use utensils for orders from restaurants in some markets.



OUR PEOPLE

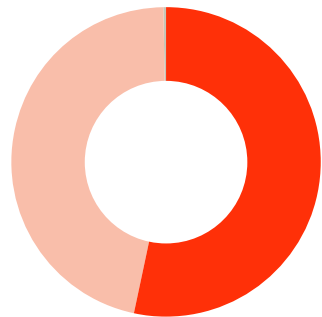
DoorDash has thousands of employees across the globe, working together to serve and enrich diverse communities of stakeholders. We believe that people who are motivated by the opportunity to build will find success here. How we build DoorDash is just as important as what we build. Our 12 company values are the foundation of everything we do, and “Make Room at the Table” is one that underpins the culture of inclusion and belonging we are continually shaping with our employees.



2021 EMPLOYEE DEMOGRAPHICS AND HIGHLIGHTS

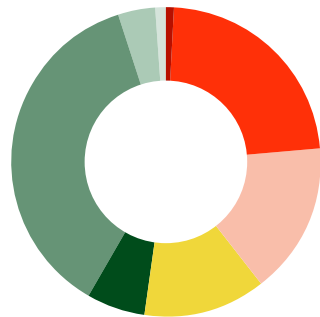
COMPANY DEMOGRAPHIC BY GENDER AND RACE & ETHNICITY

Global Employees
8,698



■ **53%** Male*
■ **46%** Female and nonbinary people**
■ **<1%** Null/Prefer not to say

U.S. Employees
7,729



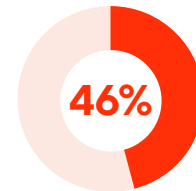
■ **1%** American Indian or Alaska Native
■ **23%** Asian
■ **16%** Black or African American
■ **13%** Latino/e/a or Hispanic
■ **0%** Native Hawaiian or Other Pacific Islander
■ **6%** Two or More Races
■ **37%** White
■ **4%** Null/Prefer not to say
■ **1%** Others

*Includes transgender male. **Includes transgender female and nonbinary.

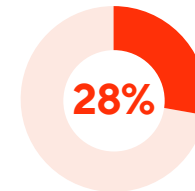
Workforce includes corporate full- and part-time employees; does not include contractors, contingent workers, temp workers, or interns. Data is as of 12/31/2021. Percentages may not add up to exactly 100% due to rounding. Gender is global while race & ethnicity is U.S. only.

WOMEN AND NONBINARY PEOPLE

We increased the representation of women and nonbinary people across DoorDash, with increases in director level+ leadership positions, as well as in overall representation for women and nonbinary people of color.

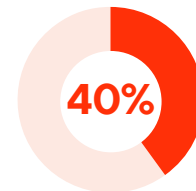


Women and nonbinary people comprise 46% of our global team (+2pp YoY).

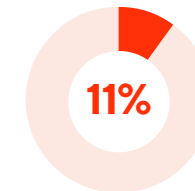


Women and nonbinary people of color hold 28% of our U.S. workforce (+4pp YoY). Today, the majority of women and nonbinary employees in the U.S. identify as underrepresented people of color.

Leadership



Women and nonbinary people comprise 40% of the global DoorDash Leadership team (all employees director level and above; +5pp YoY).

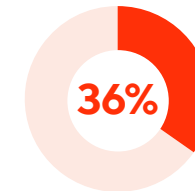


Underrepresented people of color comprise 11% of the DoorDash Leadership team (all U.S. employees director level and above; +1pp YoY).

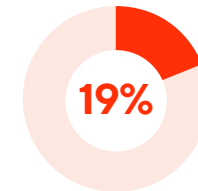
For further information, please see our 2021 DEI Report.

UNDERREPRESENTED PEOPLE OF COLOR*

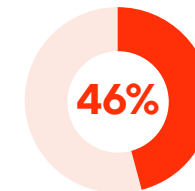
We substantially increased representation of underrepresented people of color across our team, in director level+ leadership positions, people management positions, and new hires.



In the U.S., we have increased the representation of underrepresented people of color by 7 percentage points (pp) YoY. Today, over one-third (36%) of our U.S. team identifies as underrepresented people of color.



Representation of underrepresented people of color in people manager positions increased by 6pp YoY. Today, nearly one in five people managers in the U.S. is an underrepresented person of color (19%).



46% of all U.S. employees hired in 2021 were underrepresented people of color (+12pp YoY), with over one third identifying as Black or Latino/e/a (39%).

*Underrepresented people of color is a term meant to include those who have not historically been represented within tech, technical roles, and startups. 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.

OUR DIVERSE TEAM AND CULTURE

Our strategic diversity, equity, and inclusion (DEI) initiatives fall into six areas — attract, hire, include, empower, advance, and invest — that we consider key transformation points to further engage underrepresented employees. With targeted efforts in place in each of these areas, we believe we will be able to grow a truly diverse company. We see diversity as a competitive advantage in our mission and the work we do every day.

We continue to focus on increasing diversity in leadership roles, and thus the decisions that impact our company’s trajectory, to ensure we are reflecting the communities we serve as we grow, innovate, and succeed as a company. We are motivated by the work ahead in order to sustain an increasingly diverse, equitable, and inclusive workplace.

ENSURING ACCOUNTABILITY

DEI is everyone’s responsibility, from our executive leaders to all of our managers and employees and across functions and departments. In 2020, we implemented a DEI Accountability Mechanism to hold leaders and managers accountable for increasing diversity and fostering inclusion in their organizations. The Accountability Mechanism ensures that managers interview diverse slates of candidates for open roles and demonstrate a broader commitment to DEI — including by building diverse working groups, engaging with Employee Resource Groups, and more — in order to be promoted to leadership positions (director level and above). With this, we aim to ensure the operational excellence required to make progress toward measurable goals around diversity in representation and promotion parity.

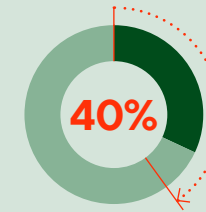
COMMITTING TO INCREASE REPRESENTATION ACROSS DOORDASH

In 2021, we made notable improvements in increasing gender representation across the company and confirming pay equity for our employees. While we increased representation in historically excluded populations, we see the need to increase our DEI investments in specific areas.

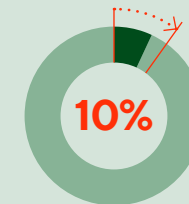
This year, we set clear demographic representation goals that reflect the broader population and communities we serve. DoorDash has committed to the following goals* to increase representation for underrepresented groups by 2025:

2025 GOALS

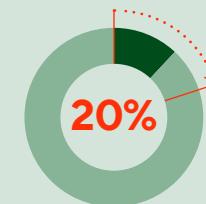
Underrepresented people of color (U.S.)



Increase by 8pp to **40% representation**, and specifically

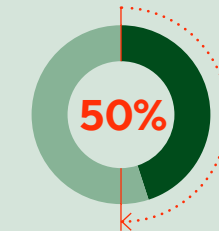


In technical roles: increase from 7% to **10%**



In leadership (director level and above): increase from 12% to **20%**

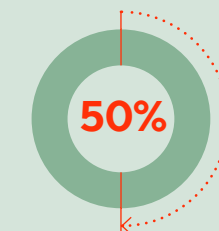
Women and nonbinary people (Global)



Goal of 5pp increase to **50% representation**

Emphasis on improving representation for women and nonbinary people of color, as well as gender representation in technical roles, people management, and leadership

CEO Staff and Board of Directors



Our goal is that **50% of new appointees** to our Board and CEO Staff (executives reporting directly to our CEO) will be women, nonbinary people, or underrepresented people of color

*Goals are based on corporate workforce data from 6/30/2021, to be compared against data from 12/31/2025. Corporate workforce includes full- and part-time employees; does not include contractors, contingent workers, temp workers, or interns.

ATTRACTING AND RETAINING TALENT

DoorDash's business is inherently hyper-local, and we want to be an employer of choice in the local communities and neighborhoods where we operate. The DoorDash People Team is involved in company planning and the operationalization of business plans.

As the company has continued to expand into new markets, we have expanded our hiring beyond traditional tech hubs to reach wider pools of applicants and find candidates who are value-adds for DoorDash and our stakeholders. We've localized our recruiting processes by creating culture councils to foster culture and workplace norms in each market. We have also formed local talent acquisition teams and talent branding strategies tailored to each country.

Over the last year, we have invested in partnerships with 10 organizations to support diversity in hiring. We successfully accelerated our hiring of underrepresented talent through these partnerships. We also introduced more extensive bias training and language guides to support our recruiting teams and interview panelists.

EMPLOYEE PAY AND BENEFITS

DoorDash's Total Rewards Philosophy has three main components: base salary, benefits, and equity compensation for eligible employees. DoorDash's goal is to pay at or above market compensation by functional area.

DoorDash provides employees with benefits to support their overall well-being. These benefits include a variety of choices for healthcare, with options provided at no cost to the employee; 16 weeks of paid parental leave for care of a newborn, newly fostered, or newly adopted child; fertility coverage that includes a \$20,000 lifetime credit for an employee and/or their spouse; a wellness reimbursement program, which covers costs for gym memberships and mental well-being app subscriptions; and a free DashPass membership, among many others.

Maintaining Pay Equity Across Our Company

Pay equity is part of our pay-for-performance philosophy as well as a foundational requirement to our broader DEI strategy. In 2021, we conducted our first pay equity study with a third party who completed a comprehensive analysis of compensation across the company. Through this study, **DoorDash affirmed pay equity and our status as an equal pay for equal work company.** Across DoorDash, job-related factors — not gender, race, or ethnicity — are the key factors driving employee pay. To maintain this commitment, we are implementing policies, training for managers, and annual pay equity audits.

We have partnered with The Employers for Pay Equity Consortium to take the Employers for Pay Equity Pledge to ensure and uphold pay equity for all. More broadly, we are dedicated to increasing representation for underrepresented people of color, women, and nonbinary people in technical and leadership roles and in higher-paying positions throughout the company.



The Human Rights Campaign Award

The Human Rights Campaign (HRC) Foundation evaluated DoorDash on its annual Corporate Equality Index for the first time in 2021, giving the company a 100/100 rating. With this score, DoorDash has earned the designation of being a "Best Place to Work for LGBTQ+ Equality."

PROFESSIONAL DEVELOPMENT

We strive to make DoorDash company where you will grow beyond what you thought was possible. We also recognize that systemic injustices over centuries have excluded certain people from the tools and opportunities they need to succeed and have established programs that help give employees from underrepresented backgrounds a fair shot at equal outcomes.



CAREER DEVELOPMENT

DoorDash's internal programs provide transformative learning experiences to accelerate the careers of women, nonbinary people, and people of color through skills development, manager support, and visibility with leadership. For example, **ELEVATE** is DoorDash's accelerator for women and nonbinary employees of color, and **Women's Leadership Forum** (aka WOLF) focuses on developing emerging women leaders across the company. Participants have access to monthly education sessions and are each paired with an external coach who works with them throughout the term. Employees in our programs have higher retention and promotion rates compared to their peers.

Additionally, we have programs designed to surface new opportunities for employees within DoorDash, including internal job posting boards and open role newsletters and a rotational program for those interested in exploring and preparing for careers in product management.

FEEDBACK MECHANISMS

DoorDash has twice-annual performance cycles to give employees and managers targeted feedback and growth opportunities. Employees are eligible for compensation changes and promotions during these cycles. Additionally, DoorDash equips managers with tools to hold both formal and informal career check-ins throughout the year that focus on how to best engage their team members and enable their success.

INTERNAL CAREER ACCELERATOR HIGHLIGHTS

54%
PROMOTED

Within six months of completing ELEVATE **54% of participants earned promotions**, a significantly higher rate compared to their non-ELEVATE peers.

91%+
RETENTION

ELEVATE and WOLF participants have **extremely high retention** rates, at **91%** and **96%**, respectively.



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 LEADERSHIP AND BOARD

OUR BOARD AND BOARD COMMITTEES

The majority of our board members are independent of DoorDash and our management under the rules of the U.S. Securities Exchange Commission. An outside independent director serves as our chair, and only independent directors serve on the [Audit Committee](#), the [Leadership Development, Inclusion and Compensation Committee](#) (LDICC), and the [Nominating and Corporate Governance Committee](#). In addition, the Audit Committee members and members of the LDICC meet heightened standards of independence required under the rules of the New York Stock Exchange and the U.S. Securities and Exchange Commission.

Our strong governance is strengthened by a board of directors with diverse viewpoints, backgrounds, skills, experiences, and areas of expertise. In assessing director candidates, the Nominating and Corporate Governance Committee considers a range of criteria and recognizes that diversity (whether based on race, gender, culture, thought, geography, or other factors) is an important attribute of a well-functioning board.

We ended 2021 with two female board members and have committed to increasing representation in the years to come. By 2025, our goal is that 50% of new appointees to our Board and CEO Staff (executives reporting directly to our CEO) will be women, nonbinary people, or underrepresented people of color.

The Board and its committees oversee key categories of risk management, including relevant ESG initiatives and issues. Each of the Board's three standing committees have an important role in oversight of elements of our ESG program that are within the scope of its duties and responsibilities.

Audit Committee: The Audit Committee assists our board of directors in fulfilling its oversight responsibilities with respect to our major financial risk exposures and our risk mitigation efforts, including internal controls and legal and regulatory compliance. In addition to financial, accounting, and control risks, our Audit Committee oversees cybersecurity initiatives, including prevention and monitoring (with reporting to the full Board). DoorDash's General Counsel and Head of Internal Audit meet quarterly with the Audit Committee in open

and closed sessions to review developments in ethics and compliance policies and programs, highlights from internal investigations, and the effectiveness of our whistleblower and reporting channels. The Audit Committee also reviews the framework by which our management team discusses our risk profile and risk exposure with our Board and its committees and monitors new and evolving risks to the Company including those related to ESG matters.

Leadership Development, Inclusion and Compensation Committee (LDICC):

The LDICC assesses risks and policies relating to executive compensation and oversees certain aspects of human capital, including executive performance, talent development, and diversity, equity, and inclusion. The LDICC also oversees strategies related to succession planning and development plans for executives and certain key employees, benefit and compensation programs, and our overall compensation philosophy. In 2021, the LDICC also reviewed the results of our first pay equity study in conversation with our VP of Global Culture and Belonging and other members of our People Leadership team.

Nominating and Governance Committee:

Our Nominating and Governance Committee assesses risks relating to our corporate governance practices and the independence of our Board. Additionally, the Nominating and Corporate Governance Committee is responsible for overseeing our governance framework, including making recommendations relating to our Board leadership structure and committee composition to ensure we have proper oversight of key risk areas. The committee also reviews ESG and corporate responsibility matters of significance to us and receives periodic reports on these matters from company leadership.

These committees and DoorDash leadership report on our risk management efforts to the full Board.

OWNERSHIP AND CONTROL

Tony Xu, our co-founder, Chief Executive Officer, and Chair of our board of directors, has concentrated voting control of DoorDash. We believe the business incentives of DoorDash are well aligned with our key stakeholders. For further information regarding the concentrated voting control, please see our Annual Report on Form 10-K for the fiscal year ended December 31, 2021, filed with the Securities and Exchange Commission.¹⁰

¹⁰ See section titled "Risk Factors—Risks Related to Ownership of DoorDash Class A Common Stock—The multi-class structure of our common stock and the Voting Agreement between the Co-Founders has the effect of concentrating voting power with Tony Xu, our co-founder, Chief Executive Officer, and Chair of our board of directors, which will limit your ability to influence the outcome of matters submitted to our stockholders for approval" and the "Description of Capital Stock" attached as Exhibit 4.3 thereto.

DOORDASH COMPASS

Thriving local economies require that all members of the community have equal opportunity to realize their potential. We aim to level the playing field and play our part in creating equality of opportunity for communities whose paths to progress are jeopardized by systemic inequities.

Creating equality of opportunity requires us to:

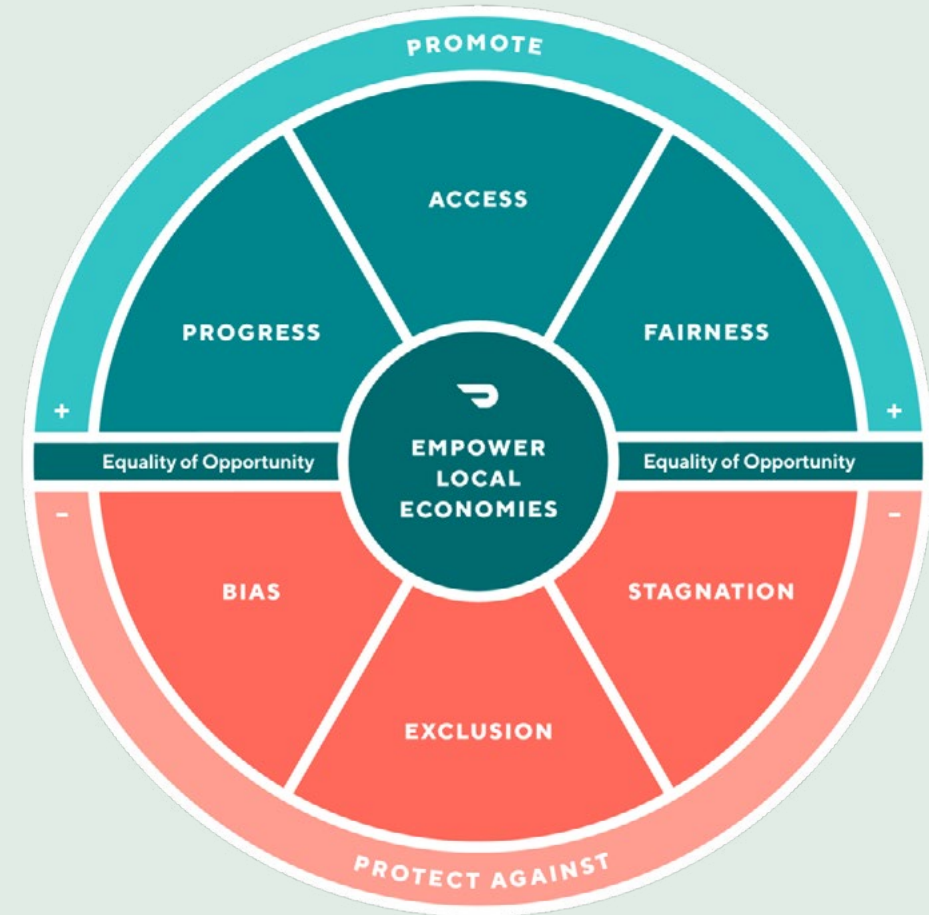
- Promote access and protect against exclusion;
- Promote fairness and protect against bias and;
- Promote progress and protect against stagnation.

These principles are ethical polarities that define what DoorDash should stand for and against in pursuit of our mission to empower local economies. They make up the axes

of the DoorDash Compass, which was first developed in 2020 with input from Employee Resource Groups (ERGs), team leads across DoorDash, and our executive staff.

Along with the Compass itself, a set of Compass tools has been developed to incorporate its principles into a variety of processes, such as decision frameworks, charitable and political giving guidelines, employee recognition programs, codes of conduct, and the quarterly planning and prioritization process undertaken by all business units at DoorDash.

Unique to DoorDash – and built around our mission, our story, and our ideals – the Compass is a set of tools and a stance that inform both how we respond to social issues in real time, and how we proactively build a business that empowers communities over the long term.



DATA PRIVACY AND CYBERSECURITY

OVERVIEW

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. We understand the level of trust placed in our company and brand and continually work to protect information provided to us.

BUSINESS CONTINUITY

Local businesses and independent contractors depend on the reliability and availability of our platforms in order to earn, and consumers and communities depend on our platform for access to the goods they need. Any sustained failure of our systems can have a significant adverse impact on our business and our reputation. Business continuity planning is a critical part of our strategy.

In 2021, among other things, we:

- Made continued investments in our platform, both in human resources and software solutions, to further enhance reliability;
- Expanded use of 24/7 monitoring tools to measure reliability and availability of the infrastructure across the organization; and
- Leveraged AWS multi-zone and multi-region architecture to further enhance reliability.

CYBERSECURITY

DoorDash operates in multiple countries and recognizes the need to align to international standards. Our cybersecurity program is aligned with ISO 27001 and addresses applicable security processes, personnel behavior, data handling, and technology.

In 2021, among other things, we:

- Expanded the team (tripling the number of full-time equivalent employees (FTEs) in security from 2020);
- Further enhanced authentication mechanisms on systems throughout the organization, including unifying logins under a central platform;
- Continued and expanded deep integration of security within other business functions, such as the audit committee, product engineering, and legal;
- Formalized an incident response team to centralize evaluation, response, and mitigation;
- Further developed the technical vulnerability management program by rolling out additional processes and protocols for responding to vulnerability reports; and
- Increased frequency of regular penetration tests by performing more targeted testing of specific applications and functionality while maintaining the breadth of testing.

DATA 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 their data is used, 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 maintain a process designed to ensure vendors properly handle data.

In 2021 we grew our team substantially, with targeted investment in our second-line teams and systems to address risks.



EMPLOYEE HEALTH AND SAFETY

Our Global Safety and Security function supports DoorDash's business and the safety of its employees. Global Safety and Security is responsible for enterprise security risk management, driving health, safety, and physical security compliance, enterprise resilience, and ensuring the physical protection of all DoorDash assets, including employees, property, operations, brand, and reputation from all safety and security hazards and threats. This team achieves industry-leading safety and security operations that are hyper-efficient, privacy-centric, and low-friction by taking a people-first approach, investing heavily in emerging technology, and leveraging data to build elastic capacity.

This team enforces our Global Safety and Physical Security Policy, which applies to all employees and contingent workers at DoorDash and is intended to reduce the number and severity of job-related injuries, illnesses, and loss events. The elements of the policy include physical access control, workplace violence prevention, physical threat management, emergency management, and injury and illness prevention. DoorDash is committed to the health and safety of its employees, and we strive to incorporate these principles into all of our business activities and decisions we make.

Evolving our employee safety protocols to address COVID-19 and its impacts has been a major focus since 2020. DoorDash's Exposure Control Plan works in conjunction with our Injury and Illness Prevention Program to implement localized public health guidance in all countries where we operate. Corporate employees who voluntarily return to our U.S., Canada, and Australia (Victoria and New South Wales only) corporate offices/coworking spaces are required to be fully vaccinated against COVID-19, where permissible by local law. To aid with universal precautions, personal protective equipment (PPE) is provided to all employees at no cost. DoorDash employees also have access to work from home and remote work resources, including equipment reimbursement, supplemental PTO, and mental health and wellness tools.



ETHICS AND COMPLIANCE

CODE OF CONDUCT

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. We will operate and succeed fairly and honestly, through our shared passion, mutual respect, and innovation. Unethical, dishonest, or illegal conduct is contrary to our values and approach, erodes the trust of consumers, and is not tolerated. Our Code of Conduct is applicable to employees, directors, contractors, and suppliers. It extends from our missions, 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.

EMPOWERING OUR EMPLOYEES

To effectively mitigate compliance risk at DoorDash, we provide customized, annual, mandatory training on a variety of compliance and legal topics to raise awareness among all employees, build confidence, and maintain a globally compliant and principled business environment. We fully support employees who decline an opportunity or refuse to take an action that could violate our ethical standards and put our reputation at risk.

We support and encourage our employees to speak up if they have a concern or come across behavior that is at odds with our values. For times when employees don't feel comfortable bringing concerns to their manager or other internal support structures, DoorDash has

partnered with an independent third party to provide employees with other ways (both online and by phone) to anonymously report violations of the Code of Conduct.

Additionally, we've partnered with tEQuitable, an independent and confidential digital platform, for employees to address difficult challenges they may be experiencing in the workplace while getting advice for actionable next steps. This resource is off the record and is not a formal channel to report a policy violation. tEQuitable provides aggregate data (non-identifying) back to our People Leadership to inform our strategies, initiatives, and programs, so we can create a more safe and equitable DoorDash.

ANTI-CORRUPTION

DoorDash is committed to conducting business in compliance with all applicable laws and regulations and in accordance with the highest ethical standards. DoorDash has zero tolerance for bribery and corruption in both the public and private sectors. Our Anti-Corruption Policy applies to all directors, officers, and employees, and it also applies to agents, consultants, and other intermediaries, or representatives of DoorDash. Everyone covered by the policy is responsible for understanding and complying with the laws prohibiting bribery and corruption to which we are subject, as well as our Anti-Corruption Policy and Code of Conduct. Employees are required to take training that educates them about what corruption is and how to avoid engaging in behaviors which violate our Policy.

ANTI-MONEY LAUNDERING

DoorDash's International Trade Compliance and Anti-Money Laundering (AML) Policy promotes compliance with U.S. laws and regulations relating to international trade, including economic sanctions, export controls, and anti-boycott and anti-money laundering obligations. These international compliance requirements are enacted to promote important U.S. national security and foreign policy objectives. It is DoorDash's policy to observe all applicable laws and regulations, including compliance with all U.S. ITC and AML laws and regulations. The policy applies to all directors, officers, and employees of DoorDash and its affiliates. We also expect any business partners acting as agents, brokers, consultants, representatives, or intermediaries for DoorDash to understand and abide by this policy when conducting business on our behalf. DoorDash requires employees to take training that educates them about our policy and how to comply.

ETHICS AND COMPLIANCE CONTINUED

POLITICAL ENGAGEMENT

At DoorDash, we work closely with policymakers to bring positive change to the communities we serve. We believe it is important to engage in the legislative process to advocate for policies that can positively impact the lives and livelihoods of merchants, Dashers, and consumers.

That engagement may include political giving. Our political engagement is rooted in the interests of our community and our corporate values. We may contribute to candidates and entities of any party for elections in a manner that:

- Advances the interests of DoorDash and the communities we serve;
- Is consistent with our ethics and values; and
- Complies with all applicable laws, rules, and regulations.

We do so under the oversight of our executive Leadership team and DoorDash's Board of Directors. In addition, the Public Policy Team is responsible for regularly updating employees on the status of its work, including our political giving program.

COMMUNITY STANDARDS AND USER POLICIES

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.

EQUAL EMPLOYMENT OPPORTUNITY AND NON-DISCRIMINATION

DoorDash maintains an Equal Employment Opportunity policy that complies with all state and federal laws. We make clear to all employees and applicants that we prohibit discrimination, retaliation, and harassment based upon any legally recognized protected characteristics.

DoorDash also respects gender identity and allows employees to self-identify their gender, name, and/or pronoun, including gender-neutral pronouns, and will identify

the employee in accordance with the employee's current gender identity and preferred name unless necessary to meet an obligation mandated by law.

All DoorDash employees are required to take training which covers not only what constitutes unlawful and/or inappropriate harassment but also strategies for prevention and allyship.





APPENDIX



METRICS

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Environmental Sustainability		
Net-zero across scope 1 and 2 emissions globally	Global	4, 27
Scope 1: 1,078 tCO ₂ e, 0.22 (tCO ₂ e)/\$1M revenue	Global	27
Scope 2: 5,793 tCO ₂ e, 1.19 (tCO ₂ e)/\$1M revenue		
100% of quick commerce deliveries in NYC fulfilled via e-bikes	Global	27
56% of German couriers used a bike or e-bike in 2021.		
37% of Japanese Dashers used a bike or e-bike in 2021.		
Our Economic Impact		
\$68.9B direct, indirect, and induced economic activity in the United States	U.S. only	3
1.39B orders fulfilled	Global	6
25M+ monthly active users (December 2021)	Global	9
Our People		
8,698 total employees (December 2021)	Global	29
7,729 U.S. employees (December 2021)	U.S. only	29
46% women and nonbinary people (+2pp YoY) and 53% men	Global	29
37% white, 23% Asian, 16% Black or African American, 13% Hispanic or Latino, 6% two or more races, 1% American Indian or Alaska Native, 5% other or prefer not to say	U.S. only	29
Over one-third of our U.S. team (36%, +7pp YoY) are underrepresented people of color.	U.S. only	29

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Our People (continued)		
Women and nonbinary people of color comprise 28% of our U.S. workforce (+4pp YoY).	U.S. only	29
19% of all people managers in the U.S. are an underrepresented person of color (+6pp YoY).	U.S. only	29
46% of all new hires in the U.S. identify as underrepresented people of color (+12pp YoY). Over one third of all new hires in the U.S. identify as Black or Latino (39%).	U.S. only	29
Women and nonbinary people comprise 40% of our Leadership team (+5pp YoY).	Global	29
Underrepresented people of color comprise 11% of our Leadership team (+1pp YoY).	U.S. only	29
Power Inclusive Economic Development		
Over 550,000 merchants on the DoorDash platform (December 2021)	Global	4
Nearly \$30 billion in sales for merchants supported through our Marketplace and Platform Services.	Global	4, 7
23% same store sales growth for merchants on Marketplace (2021 Q4 vs. 2020 Q4).	Global	9
Thousands of restaurants have virtual brands on DoorDash.	Global	9
Majority of U.S. restaurant partners on DoorDash Marketplace or Drive have a dedicated DoorDash Merchant Experience Partner.	U.S. only	10



METRICS CONTINUED

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Power Inclusive Economic Development (continued)		
3.5M+ monthly active users place orders in non-restaurant verticals (December 2021)	Global	10
2x merchant partners in non-restaurant verticals YoY (December 2021)	Global	10
In December 2021, 40%+ of stores listed on our Marketplace are businesses with five or fewer locations on the DoorDash platform.	Global	11
Provided \$9M in grants to restaurants	U.S. and Canada	11
Main Street Strong Accelerator participants: <ul style="list-style-type: none"> • 61% women • 46% identify as immigrant or refugee • 42% identify as Black or African American • 17% identify as Latino/e/a, or Hispanic • 14% identify as East Asian • 10% identify as Southeast Asian 	U.S. only	11
Approximately 25% of merchants using DoorDash Storefront had no web presence previously.	Global	10
Provide Work That Empowers		
Dasher earnings increased by nearly 40%, consumer fees per order decreased by 11%, and average commission rate paid by Marketplace merchant partners decreased (2019 to 2021).	Global	4
Dashers spent 456M hours on deliveries.	Global	4
6.3M+ Dashers active on the platform	Global	4, 13

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Provide Work That Empowers (continued)		
85% of Dashers have other income streams and responsibilities.	U.S. only	13, 16
The average Dasher logged just 72 active hours in all of 2021.	Global	13
3 Global Dasher Councils and 3 Dasher Advisory Groups	Global	14
Dashers in communities of color earned \$5.9B+. Dashers in low-income communities earned \$4.3B+. Dashers in rural communities earned \$3.1B+.	U.S. only	15
Dashers who identify as women overwhelmingly prefer delivery over rideshare (97% of women Dashers).	U.S. only	15
33% of Dashers regularly care for a family member or loved one.	U.S. only	15
56% of active new Dashers completed a delivery within seven days of starting the sign up process.	Global	15
U.S. Dasher demographics: <ul style="list-style-type: none"> • 58% women • 15% veterans • 38% people of color • 4% over 65 years old 	U.S. only	15
U.S. Dasher survey stats: <ul style="list-style-type: none"> • 68% of Dashers say they dash in order to make up for lost income • 78% of Dashers say they love being in charge of their own schedule • 90% of Dashers prefer to remain independent 	U.S. only	15



METRICS CONTINUED

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Provide Work That Empowers (continued)		
In each quarter of 2021, the average Dasher spent less than 4 hours per week on deliveries with DoorDash, and 90% of Dashers spent less than 10 hours per week on deliveries.	Global	4, 13, 16
Dashers earned over \$11 billion.	Global	4, 17
5,800+ Dashers enrolled in GoalUp financial empowerment program.	Global	17
Across all countries, Dashers earned, on average, over \$25 USD per hour on delivery with DoorDash in 2021, including tips.	Global	17
35% of Dashers in the United States report that their earnings on DoorDash enabled them to avoid reliance on government benefits, despite lost income or reduced hours at work.	U.S. only	17
75%+ of U.S. Dashers believe we have taken good measures to protect their health and safety.	U.S. only	18
Supporting Resilient Communities		
37% of consumers in low-income communities, 30% of consumers in rural communities.	U.S. only	4, 20
Project DASH stats: <ul style="list-style-type: none"> Facilitated 885,000+ deliveries connecting an estimated 16.9M meals on behalf of community partners 41 states and D.C. served in the U.S. 84% deliveries made to communities of color 	U.S. and Canada	20
200+ community organizations supported through Community Credits in the U.S. and Canada	U.S. and Canada	22
Donated \$3M+ for COVID-19 vaccine programs	U.S. and Canada	12, 22

STRATEGIC PILLAR / METRIC	REGION COVERED	REPORT PAGE NUMBER
Governance Indicators		
120 security and privacy staff	Global	-
20,973 DoorDash personnel completed at least one privacy-related training (includes employees and business process outsourcing, or BPO)	Global	-
22 external security assessments conducted	Global	-
40,543 downloads of consumer privacy data	Global	-

SASB – INTERNET MEDIA SERVICES/E-COMMERCE

The tables below include 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. We expect to continue to build on our disclosures in the years to come.

SASB CODE	METRIC	RESULT
CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	The vast majority of our carbon footprint comes from delivery logistics emissions. While we refine our measurement and understanding of our scope 3 logistics emissions, 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 couriers' and Dashers' use of low-emission transportation, and investment in carbon removal. For example, in 2021, we provided access to electric vehicles and e-bikes in a number of DoorDash markets. We also 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	Entity-defined measure of user activity	<ul style="list-style-type: none"> 25 million monthly active users (December 2021) 1.39 billion total orders in 2021
TC-IM-000.B	(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.

SASB CODE	METRIC	RESULT
TC-IM-220a.1	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 their data is used, 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 Policy (for consumers and Dashers) provides additional details regarding our behavioral advertising and user privacy policies and practices.
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	DoorDash's security policies and program are aligned to ISO27001 standards. Additionally, DoorDash maintains a Level 1 Merchant certification against the Payment Card Industry – Data Security Standard (PCI-DSS) and has a third party perform the PCI audit annually.
TC-IM-330a.3	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+) 40%, technical staff 21%, All 46%. <p>Race/Ethnicity (includes American Indian or Native Alaskan, 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"> Management (Dir+) 12%, technical staff 7%, all 36%

GLOSSARY

• **Active on the DoorDash platform**

- **Active Dashers:** Dashers who have completed at least one delivery during the relevant period.
- **Monthly active users:** The number of individual consumer accounts that have completed an order on our Marketplace in the past calendar month during the relevant period.
- **Carbon removal:** Carbon removal, distinct from carbon offsets, applies natural and technological processes to remove carbon dioxide from the atmosphere and store it through various means, such as in trees and plants, soils, rocks, underground reservoirs, the ocean, and even through products like concrete.

- **Commission rate:** The fees collected by DoorDash in exchange for promoting and featuring the Merchant and Merchant Store(s) on the DoorDash Platform, which is charged as a percentage of revenues transacted on the DoorDash platform, calculated on a pre-tax basis. See [Merchant Terms of Service](#) for details.

- **Community of color:** A zip code where the share of non-white residents exceeds the national average for the U.S. population in 2019, which was approximately 40%.

- **Direct, indirect, and induced economic activity:** This number includes the full extent of DoorDash's economic contribution across the United States, which encompasses the impact of the company itself, merchants on its platform, and Dashers. The amount is calculated as the Gross Value Added contribution to Gross Domestic Product (GDP) — the standard measure of a country's economic output — and was estimated by Oxford Economics leveraging DoorDash's proprietary data and IMPLAN economic analysis software.

- **Food desert:** Low-income census tracts where a significant number (at least 500 people) or share (at least 33%) of the population is greater than 1 mile from the nearest supermarket, supercenter, or large grocery store for an urban area or greater than 10 miles for a rural area. This measure shows that an estimated 18.8 million people, or 6.1 percent of the U.S. population, lived in low-income and low access tracts and were located more than 1 mile or 10 miles from a supermarket in 2019. This definition is sourced from the USDA as part of the [Food Access Research Atlas](#) data.

- **Low-income community:** A zip code where any of these three criteria are met:
 - a) the zip code's poverty rate is 20% or greater,
 - b) the zip code's median family income is less than or equal to 80% of the state-wide median family income; or
 - c) the zip code is in a metropolitan area and has a median family income less than or equal to 80% of the metropolitan area's median family income.

- **Net zero:** Being 'net zero' goes beyond 'carbon neutral' and is accomplished when the amount of greenhouse gas removed from the atmosphere is the same as the amount added. This year, we became net zero in scope 1 and scope 2 by purchasing clean energy certificates and investing in carbon removal to cover the emissions we generated from our buildings.

- **Rural community:** We define rural communities as zip codes that are assigned as rural locales in the 2019 Education Demographic and Geographic Estimates (EDGE) Program Locale Assignments Data. This includes all census-defined rural population, housing, and territory which are outside of an urban area (a territory encompassing at least 2,500 people, at least 1,500 of whom reside outside institutional group quarters). More details about zip code assignments can be found [here](#).

- **Same store sales growth:** The percentage change in sales at partner stores that were active on our platform in both periods being compared.

• **Underrepresented people of color:**

'Underrepresented people of color' is a term meant to include those who have not historically been represented within tech, technical roles, and startups. 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 or Hispanic, Native Hawaiian or other Pacific Islander, or two or more races 'people of color' is used to refer to all non-white employees.

- **Veteran:** Includes active military, the National Guard, or Reserves.



NOTE ABOUT FORWARD-LOOKING STATEMENTS

The report does not cover all information about our business. References in this report 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 report 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 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. Forward-looking statements 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, 2021 and Quarterly Report on Form 10-Q for the quarter ended March 31, 2022 and subsequent Form 10-Qs and Form 8-Ks filed with the Securities and Exchange Commission. We undertake no obligation to update or revise publicly any forward-looking statements, except as required by applicable law.

DoorDash, Inc.
303 2nd Street
San Francisco, CA 94107

