



DOORDASH DIVERSITY, EQUITY, AND INCLUSION

MAKING ROOM AT THE TABLE

2021 REPORT





CONTENTS

- INTRODUCTION** 03
- DIVERSITY IN REPRESENTATION** 05
- OUR 2025 DEI COMMITMENTS** 09
- INCLUSIVE HIRING** 12
- EMPLOYEE DEVELOPMENT AND RETENTION** 14
- BUILDING AN INCLUSIVE CULTURE** 16
- COMMUNITY IMPACT** 19
- GETTING 1% BETTER EVERY DAY** 21



Making Room at the Table

DoorDash’s inaugural Diversity, Equity, and Inclusion (DEI) report provides visibility into the strong progress we’ve made this past year and a baseline for our future growth. DoorDash has thousands of employees operating across the globe, working together to grow and empower local economies. We have the honor of connecting people with the best of their neighborhoods, and with that, we have a responsibility to cultivate greater diversity and inclusion within our company, on our platform, in our industry, and in the communities where we operate.

DoorDash has 12 company values, and we draw inspiration from all of them to actively shape our DEI guiding principles. Some examples:

- **Make Room at the Table:** Historical and current context shapes our experiences and influences our behaviors. We welcome the ideas and perspectives that all employees bring and provide the space for everyone to feel seen, heard, and respected in the workplace.
- **1% Better Every Day:** The investments we make today to build a diverse and representative team will pay dividends in the long term, as we scale. DEI is not a point-in-time achievement, but an evolution.
- **Operate at the Lowest Level of Detail:** Averages tell us a story, but not the full story; we value each individual’s experience, even if it’s not the experience of many.
- **Think Outside the Room:** Diverse perspectives are table stakes in how we run our business—including the perspective of employees, customers, Dashers, and merchants.
- **Be an Owner:** Ownership starts with the individual and stems toward the collective. Our employees are owners of DoorDash, and that includes owning their learning journey to empower a more inclusive culture for everyone.
- **One Team, One Fight:** We represent the interests of all employees with intentional advocacy for underrepresented talent (URT).

Fulfilling our mission to grow and empower local economies starts with our people—we operate a four-sided marketplace, with employees, consumers, Dashers, and merchants. We’re on a journey to embed DEI into everything we do—from how we build our team to how we serve our customers. This empowers our team to be their authentic selves and deliver their best, most impactful work on behalf of our stakeholders.



A MESSAGE FROM TONY XU

Welcome to DoorDash’s inaugural Diversity, Equity, and Inclusion report!

My parents and I moved to this country from China when I was five, looking to build a better life like so many immigrant families. My mom put food on the table by working three jobs a day for 12 years. She ran a Chinese restaurant while working toward her dream of being qualified as a doctor in the U.S. I worked alongside her as a dishwasher and saw firsthand what it takes to make it in this country. Over the course of 12 years, she saved up enough money to earn her qualification and open up the medical clinic she has now been running for the past 20 years.

DoorDash was founded for people like my mom—people with a dream to make it on their own, whatever that dream is.

Now, as the CEO and Co-Founder of DoorDash, I have a great responsibility to ensure everyone has equal access to opportunities to build their careers and pursue their individual dreams.

In our first DEI report, we outline our DEI programs, commitments, and the improvements we have already made. I am especially inspired by programs like ELEVATE where I hear our underrepresented employees’ stories and learn of the challenges they have faced in the workplace.

We have a lot more work to do, and with the commitment of our leaders and the support of every employee serving as champions, I know we will get there. We will always look for opportunities to improve by questioning assumptions, learning from failures, and working from a growth mindset to become 1% better every day.

These pages will uncover how we’ll grow and succeed in pursuit of our dreams, together.

Tony Xu
CEO and Co-Founder



AT A GLANCE

OVERALL WORKFORCE

46%

of our global team is comprised of **women and nonbinary people** (+2pp YoY).

36%

of our U.S. team comes from **underrepresented people of color** (+7pp YoY).

LEADERSHIP

40%

of DoorDash’s global leadership team identify as **women or nonbinary people** (+5pp YoY).

11%

of DoorDash’s global leadership team identify as **underrepresented people of color** (+1pp YoY).

TECHNICAL ROLES

21%

of **women and nonbinary people** are in **technical roles**.

7%

of **underrepresented people of color** (+1pp) are in **technical roles**.



EXECUTIVE SUMMARY

DEI is the right thing to do and a business imperative. When all employees feel welcomed and supported, we drive stronger results. This is one of the reasons why we embed our DEI strategy into how we grow our business.

Our success as a company is firmly rooted in our inclusive culture and in advancing diversity throughout DoorDash to ensure we reflect the global audiences we serve. This inaugural DEI report highlights the following:



DoorDash DEI Report 2021

Where we are:

Reflecting the diversity of our customers through **increasing gender and racial representation in our workforce** is imperative at DoorDash. We have substantially increased representation of underrepresented people of color, women, and nonbinary people both across the company and in leadership roles.

[➤ READ MORE ABOUT REPRESENTATION AT DOORDASH](#)

Where we are going:

In 2021, we set our first benchmark as a public company with our 2025 DEI Commitments. These commitments are aimed at operationalizing and ensuring accountability for DEI at DoorDash as we advance and strengthen a diverse, equitable, and inclusive workplace and company culture.

[➤ READ MORE ABOUT OUR 2025 DEI COMMITMENTS](#)

What we are doing to get there:

Through inclusive hiring practices, we've increased the number of new hires from underrepresented backgrounds by 12%. This is the result of expanding where we find talent, especially when we are not hindered by geography and actively mitigating common biases in the recruitment process.

[➤ READ MORE ABOUT INCLUSIVE HIRING](#)

We recognize that systemic injustices over centuries have deprived populations of people of the education, skills, and opportunities they need to succeed. This is why our DEI strategy is guided by how we think about opportunities for employees and **equitable design thinking to enable employees—supported by their managers—** to reach their full potential.

[➤ READ MORE ABOUT OUR EMPLOYEE DEVELOPMENT & RETENTION INITIATIVES](#)

Our eight Employee Resource Groups (ERGs) are just one of the many resources **supporting a strong culture of inclusion and belonging**. Thanks to a strong employee-driven culture, ERGs have played a critical role in helping our employees to be seen and heard no matter where they sit in our organization.

[➤ READ MORE ABOUT OUR STRATEGIES TO BUILDING INCLUSIVE CULTURE](#)

We continue to positively impact our Dashers, merchants, and the communities we serve by providing opportunities to earn. We commit to leaning in to serve the needs of our community in meaningful ways, from addressing food insecurity to promoting small businesses owned by women, immigrants, and people of color.

[➤ READ MORE ABOUT OUR COMMUNITY IMPACT](#)



DIVERSITY IN REPRESENTATION

“Diversity of thought and experience is always important. However, the ultimate goal is to ensure that when we look around the table, the voices we hear and the faces we see represent that diversity.”

Robert J.,
DEI, International Enablement



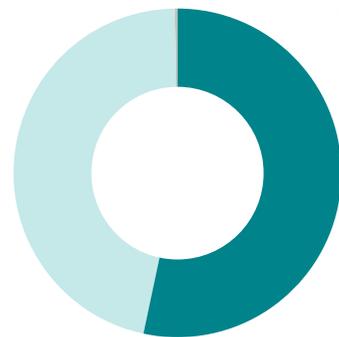


EMPLOYEE DEMOGRAPHIC HIGHLIGHTS

COMPANY DEMOGRAPHIC BY GENDER AND RACE & ETHNICITY

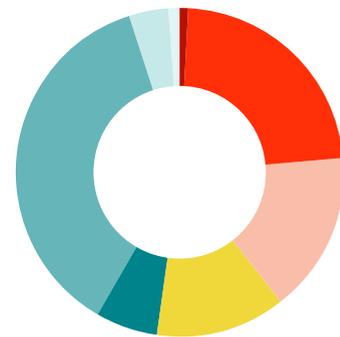
- Increased overall representation of women, nonbinary people, and URT
- Increased representation in URT population: Black and African by 7%, Hispanic or Latino by 1%, and Native Hawaiian or other Pacific Islander/ American Indian by 1%

Global Employees
8,698



+2pp in women since 2020

U.S. Employees
7,729

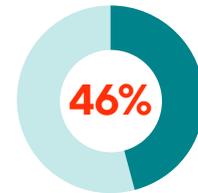


+7pp in URT since 2020

*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.

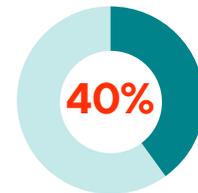


Women and nonbinary people comprise 46% of our global team (+2pp YoY).

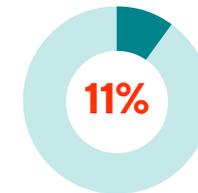


Women and nonbinary people of color hold 28% of our U.S. workforce (+4pp YoY). Today, the majority of women and nonbinary employees in the U.S. identify as underrepresented people of color.

Leadership



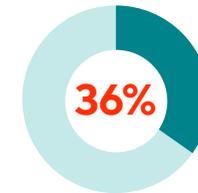
Women and nonbinary people comprise 40% of the global DoorDash Leadership team (all employees director level and above; +5pp YoY).



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

UNDERREPRESENTED PEOPLE OF COLOR***

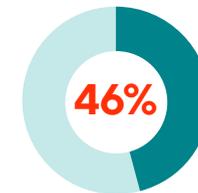
We substantially increased representation of underrepresented people of color across our team, in director level+ leadership positions, people management positions, and new hires.



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 start-ups. At DoorDash, "underrepresented people of color" includes all employees who self-identify as American Indian or Alaska Native, Black or African American, Latino/e/a, Native Hawaiian or other Pacific Islander, or two or more races; "people of color" is used to refer to all non-white employees.



EMPLOYEE DEMOGRAPHIC HIGHLIGHTS CONTINUED

JOB LEVEL GROUPS BY GENDER AND RACE & ETHNICITY

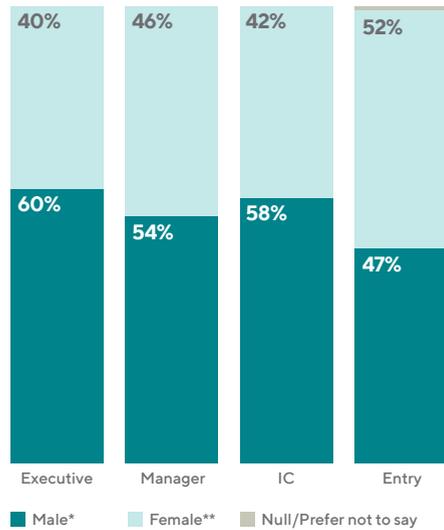
- Increased women representation across various IC & Manager levels by 3 pp and Leadership level by 5pp.
- Increased URT representation across all levels: Entry level by 9 pp, IC by 3 pp, Manager by 6 pp, and Leadership by 1 pp.

LEADERSHIP TEAM (LT) BY GENDER AND RACE & ETHNICITY

- Significantly increased women and nonbinary people in leadership by 5pp.
- Increased URT in leadership by 1% (10% to 11%).

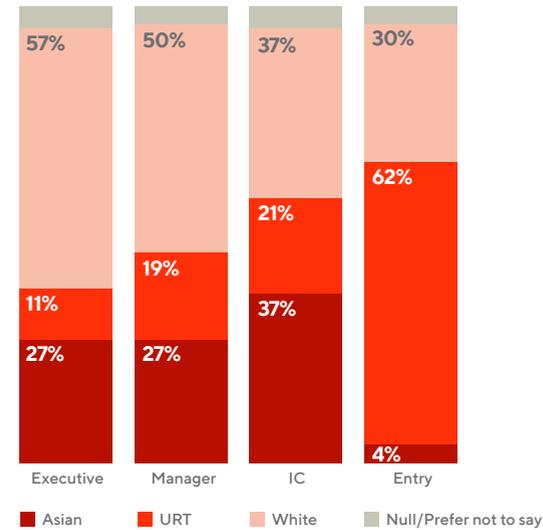
Employees Global

+5pp in women since 2020



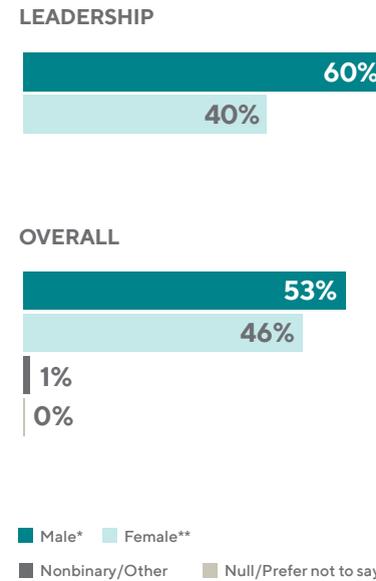
Employees U.S.

+6pp in URT since 2020



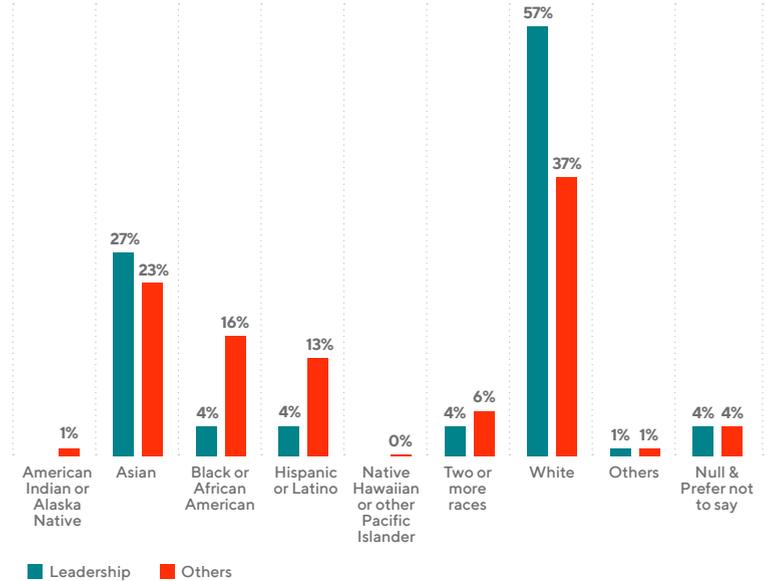
Global Employees in Leadership

+5pp in women



U.S. Employees in Leadership

+1pp in URT



*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.



EMPLOYEE DEMOGRAPHIC HIGHLIGHTS CONTINUED

TECHNICAL ROLES BY GENDER AND RACE & ETHNICITY

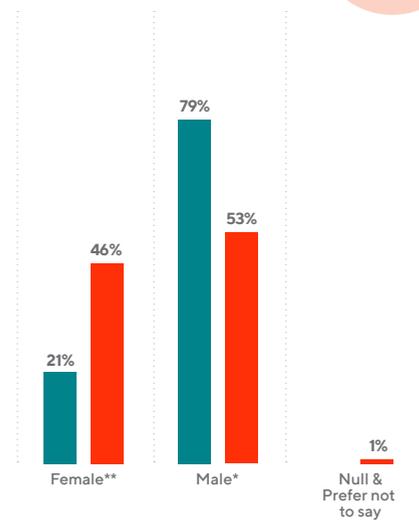
- Women in tech stayed flat at 21%.
- URT in tech increased by 1 pp.

UNDERREPRESENTED WOMEN AND NONBINARY PEOPLE OF COLOR REPRESENTATION

- Underrepresented women and nonbinary people of color comprises of one-fifth of the total U.S. population and has increased by 4 pp.
- Underrepresented women and nonbinary people of color are lacking in representation in people manager and leadership roles.

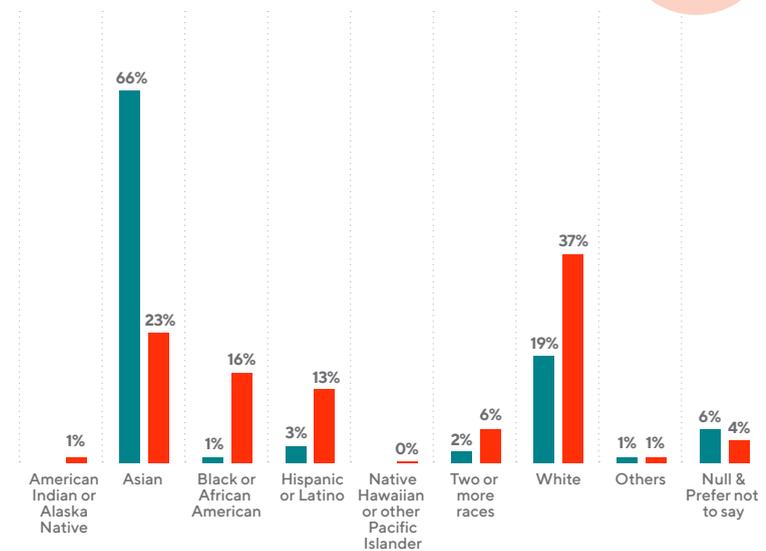
Global Employees in Tech

No change in women



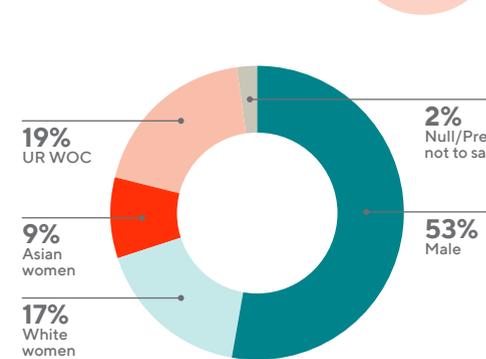
U.S. Employees in Tech

+1 pp in URT

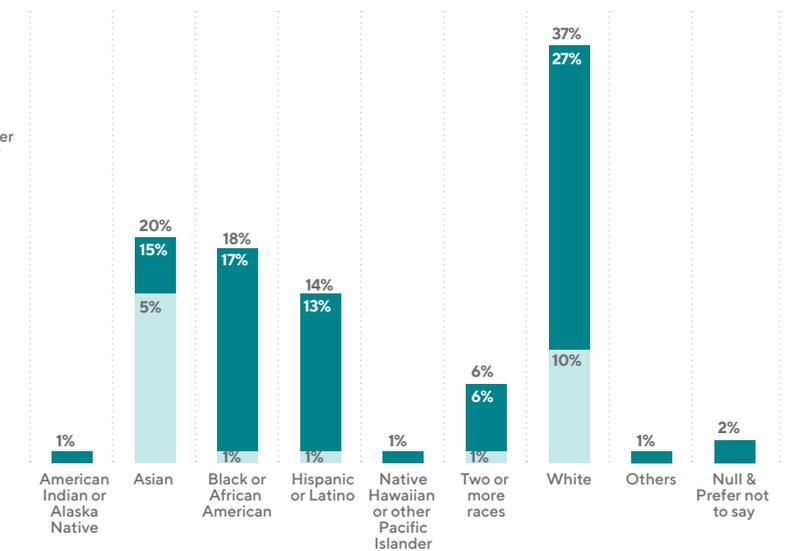


U.S. Employees

+4 pp in women of color



U.S. Women of Color**



Tech Overall

*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.



OUR 2025 DEI COMMITMENTS

“It has always been a priority for me to be part of something that positively impacts people’s lives. Working at DoorDash, we get to be part of the solution and solve tough problems for all the communities we serve. I’ve seen exponential growth in my career and in others, as well. We’re a mission-driven, fast-paced, and growth-based environment.”

Vanessa R., Product Programs Lead



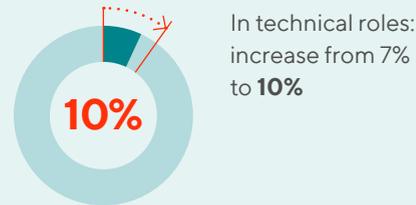
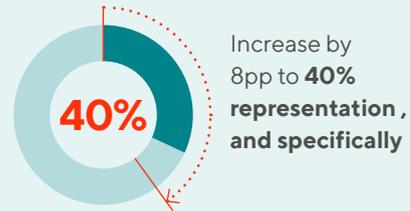
DEI IS A BUSINESS IMPERATIVE

In October 2021, we shared our corporate demographics externally for the first time, including progress we made in affirming pay equity and improving representation across DoorDash. We also set the first public benchmark for representation and pay equity across our corporate team, sharing how we can, and will, continue to improve diversity, equity, and inclusion across the organization by 2025:

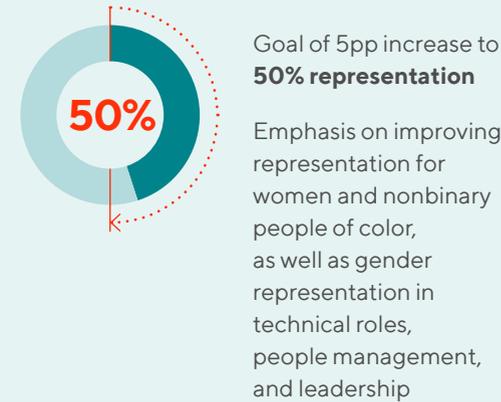


2025 DEI COMMITMENTS

Underrepresented people of color (U.S.)



Women and nonbinary people (Global)



CEO Staff and Board of Directors



Even with these commitments, we know that a focus on improving representation is not enough for us. To hold ourselves accountable to true diversity, equity, and inclusion, we introduced three success pillars: **Look, Feel, and Business Impact.**

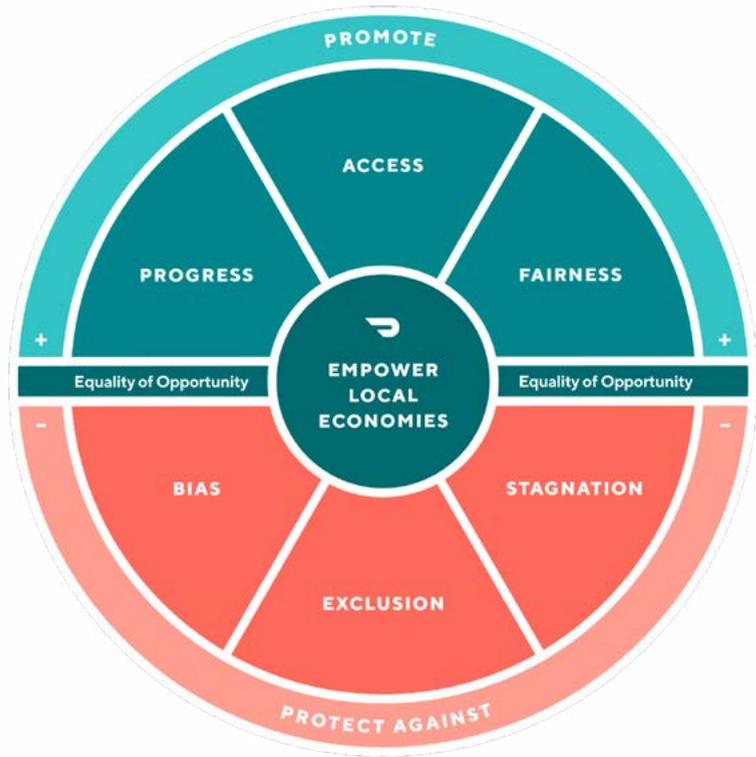
Look: We encourage employees to self-identify to illustrate a visual representation of the company. This informs our DEI strategy, programs, and other offerings. Last year, we expanded our self-ID categories to include sexual orientation, religion, and parent/caregiver status to provide more options for authentic and honest self-identification.

Feel: We use employee listening surveys to track the sentiments of our underrepresented employees. We pay specific attention to questions related to inclusion and belonging and analyzing the data of underrepresented employee populations.

Business Impact: We deploy several measures to ensure underrepresented employees can have meaningful business impact. We strive for diverse representation in our business planning groups because planners are key decision makers in our company's strategy and annual road map. We also analyze promotion rates, representation in leadership, attrition, and retention rates for women, nonbinary employees, and underrepresented employees of color.



DRIVING DEI THROUGH OUR BUSINESS



COMPASS - GUIDING PHILOSOPHY

As a global company, we recognize our responsibility and use our voice to influence and directly support causes where we can drive meaningful, sustainable impact in and through our business.

In 2020, our DEI leads and Management Team collaborated to develop the Compass, a framework that informs how we respond to social issues in real time, and how we proactively build a business that empowers communities over the long term. The **Compass** helps us **bring DEI to life** through our everyday business and workplace culture.

COMPASS - IN ACTION 2021

- With the rise of xenophobia and assaults targeting the **Asian American and Pacific Islander (AAPI) community**, we leveraged the Compass to guide both internal and external actions, including working with our AAPI ERG to support local and national AAPI community groups that play an active role in supporting the AAPI community and combating anti-Asian racism. We also reaffirmed our commitment to creating access and opportunities for the AAPI small business community through the Main Street Strong Accelerator, Kitchens Without Borders, Made by Women, and other programs.
- **To support Afghan arrivals and refugees**, we leveraged the Compass in our decision to support displaced persons resettling in our communities. DoorDash joined with partners to help connect refugees amid resettlement with food, items, and temporary housing.

[*fdic.gov](https://www.fdic.gov)

COMPASS AWARDS

Each quarter, the Compass Award recognizes teams who incorporate the Compass into their plans and “Making Room at the Table” by creating equality of opportunity for all. Some recipients include:

- **Dasher Direct:** Our prepaid VISA card is a platform that enables Dashers to get paid instantly at the end of every dash for no fee, with or without a bank account. According to the FDIC*, over 7 million U.S. households are without a bank account or have limited access to financial services. This challenge disproportionately impacts low-income households and communities of color.
- **2% Media Pledge:** The pledge commits at least 2% of our quarterly ad spend on Black-owned publishers and networks to support growth and diversity in the media landscape. Since its inception, we have hit the goal by allocating our off-line market spend, mostly benefitting Black-owned channels and content development.
- **Main Street Strong Accelerator:** This program delivers cash funding and an in-depth eight-week curriculum focused on providing business-critical skills and valuable connections to support small businesses owned by women, nonbinary people, immigrants, and people of color. Over 100 restaurateurs from five 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.



INCLUSIVE HIRING

“My proudest accomplishment has been building diverse teams and helping them grow. I spend a majority of my time recruiting and developing people, so it’s exciting to see them rack up wins and become ready for the next stage of their career.”

Jovonnie G, Convenience Partnerships



INCLUSIVE HIRING

We are intentional about achieving our 2025 DEI Commitments. Pushing ourselves to get “1% Better Every Day” is part of our DNA, and we refuse to be complacent as we continue to learn and grow together.

Where we stand today is as much a reflection of the work we have put into building and nurturing a diverse team, as it is a testament of the work we continue to do in attracting and hiring diverse talent. Consistency throughout the hiring process is integral for DoorDash. In addition to creating a structured interview process and mitigating bias by aligning around competencies and interviewer training, we focus on the following three initiatives to create an inclusive talent funnel:

INCLUSIVE LANGUAGE IN JOB DESCRIPTIONS

We use [Datapeople](#), a third-party analytics platform, to scan for any words that may unintentionally deter certain groups of candidates from applying to our open positions. The use of Datapeople has resulted in a 30% decrease in time-to-fill and resulted in 25% more women applicants in our pipeline, on average.

EMPLOYER BRAND AND PARTNERSHIPS

Our Employer Brand and Recruitment Marketing Team builds the narrative around DoorDash as a global employer of choice. In 2021, we reached over 26 million prospects through a mix of marketing channels and outreach, enabling us to thrive in the current remote environment and scale our programs through virtual engagement. These efforts helped us achieve the Human Rights Campaign (HRC) designation of “Best Place to Work for LGBTQ+ Equality” for 2022.

DEI 101 TRAINING

DEI 101 training is foundational for our Talent Acquisition teams. The training is 100% attended by our recruiters as it provides critical insights to strategically and proactively source and evaluate candidates. It also prepares our recruiters for candidate conversations, facilitates structured intake and debrief meetings, and supports leaders in turning their commitments into actions.

2021 PARTNERS (INDUSTRY RECRUITING, UNIVERSITY RECRUITING, AND COMMUNITY)





EMPLOYEE DEVELOPMENT AND RETENTION

“DoorDash has been the professional adventure of a lifetime for me. I joined as the second data scientist at the company.. I’ve had opportunities to work on impactful projects while deepening my technical expertise.”

Dawn L, Data Scientist, Machine Learning





TALENT DEVELOPMENT PROGRAMS

We strive to make DoorDash a place where every employee can grow beyond what they thought was possible. Here are a few of our programs geared towards accelerating the careers of underrepresented talent:

ELEVATE

ELEVATE harnesses the power of executive sponsorship of women and nonbinary employees of color to address representation in leadership roles at DoorDash. Participants are paired with an executive sponsor and coach for six months to maximize career growth and potential.

WOMEN'S LEADERSHIP FORUM (WOLF)

WOLF offers 1-1 coaching and mentorship to motivate emerging women and nonbinary leaders in technical roles to take their careers to the next level.

MANAGEMENT LEADERSHIP FOR TOMORROW (MLT) CAREER ADVANCEMENT PROGRAM (CAP)

The MLT CAP provides high-potential employees of color with transformational lessons and experiences in career development. This is key in unlocking full potential and senior leadership advancement.

TALENT DEVELOPMENT PROGRAM HIGHLIGHTS

91%+
RETENTION

ELEVATE, WOLF, and MLT CAP participants have **extremely high retention** rates, at **91%**, **96%**, and **94%**, respectively.

54%
PROMOTED

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

"The ELEVATE program really helped me find my voice and courage to have hard conversations, apply my skills to my job, and be a better leader. It gave me more of a growth mindset."





BUILDING AN INCLUSIVE CULTURE

“Women@DoorDash has been a platform for me to elevate my understanding of our business, think critically about my career goals, and engage with and learn from women across our organization. I’m passionate about education as a lever for women in tech to level the playing field, and Women@ is an incredible platform to facilitate that education.”

Aislinn M, Strategy & Operations





EMPOWERING EMPLOYEES TO DRIVE CULTURE

Our eight ERGs build connections between employees and allies and help sustain a culture of belonging and inclusion across DoorDash.

ERGS HELP ENABLE OUR CULTURE

Our ERGs serve as sounding boards, educational resources, and communities for all employees. Since ERGs launched in 2019, over 50% of employees have joined a virtual Slack community, creating an environment of employee connection. Our ERGs operate with a twofold mission statement:

- Empower employees to build and drive the culture they want to experience at DoorDash; and
- Provide a platform for people of color, women, nonbinary employees, and underrepresented groups of all backgrounds to demonstrate leadership skills and propel their professional development.

Our ERGs are influential in key business decisions including talent acquisition and talent management, product sourcing, business planning, and employee engagement.

GLOBAL REACH, LOCAL SOLUTIONS

We expanded our business to multiple new countries in 2021. It was important to us to launch DEI committees in these new countries to incorporate local insights into our overall strategy of scaling to be a global company. The committees are designed to:

- Raise awareness of DEI and the importance of fostering transparency in our organization;
- Ensure we achieve our goal of creating an inclusive environment that promotes equity in the workplace; and
- Help build a culture that leverages diversity to its fullest potential so that every employee can have a sense of belonging, regardless of their background.

As we continue to expand globally, leadership education around cultural nuances will be a key priority. We have trained 100% of leaders in our Japan and Mexico City offices and facilitated Cultural Bias training for employees in our Australia and New Zealand offices.



Indigenous@DoorDash



Parents@DoorDash



Black@DoorDash



Women@DoorDash



Pride@DoorDash



Unidos@DoorDash



AAPI@DoorDash



Veterans@DoorDash



EMPOWERING EMPLOYEES TO DRIVE CULTURE CONTINUED

CREATING TRANSPARENCY

Transparency and trust are imperative to an inclusive culture. Throughout the employee journey, leadership strives to share the “why” behind company decisions while actively encouraging feedback from employees. Starting with an Ask Me Anything session with our leadership team on every employee’s first day, followed by monthly company-wide All Hands meetings, employees have ongoing opportunities to connect with our leadership team in an open, welcoming forum. Our employee listening surveys are another safe channel for employees to let us know what we’ve done well and what we could do better. We can’t tackle tough conversations, generate outside-the-box ideas, or ask people to bring their authentic selves to work if we don’t create safe spaces for people to truly lean in and collectively own our culture.

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 Willis Towers Watson, 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 such as job level and time in role—not gender, race, or ethnicity—are the key factors driving employee pay. We are implementing compensation policies, training for managers, and annual pay equity audits to maintain this commitment.

We have also partnered with The Employers for Pay Equity Consortium to take the Employers for Pay Equity Pledge and ensure 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.

INCLUSIVE LEADERSHIP

Leaders drive the day-to-day experiences of all our employees. We designed Inclusive Leadership Circles to create an intimate space for leaders to ask difficult questions and share challenges related to DEI without fear of judgment. The participant goals of the program are to:

- Develop greater self-awareness around identities;
- Increase confidence in promoting diversity and inclusion in action; and
- Strengthen coaching skills.





COMMUNITY IMPACT

“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.”

Waleed Shamsid-Deen



Waleed Shamsid-Deen, CEO Supreme Burger
Main Street Strong Accelerator Participant, Decatur, GA



COMMUNITY IMPACT SNAPSHOT

DoorDash succeeds when the local businesses we work with are successful, when Dashers gain value from our platform, and when community members can use DoorDash in a way that improves their lives. View a snapshot of our efforts below and read the whole story in our [2021 ESG report](#).



Vanda and Anna Asapahu
Ayara Thai, Los Angeles

WE POWER INCLUSIVE ECONOMIC GROWTH FOR MERCHANTS

Systematically excluded groups have historically experienced higher barriers to accessing capital and other important business growth levers. Our Entrepreneurship and Access initiatives support small businesses, with an emphasis on businesses owned by women, nonbinary people, immigrants, and people of color.

In 2021, we launched the Main Street Strong Restaurant Accelerator in partnership with Accion Opportunity Fund and an advisory council of restaurateurs. The Accelerator provides cash funding and an in-depth, eight-week curriculum to provide business-critical skills and valuable connections to businesses owned by women, nonbinary people, immigrants, and people of color. Over 100 restaurateurs were selected for our 2021 cohort, and in late 2021, we also made the Accelerator curriculum freely accessible online in English and Spanish.

WE BELIEVE COMMUNITIES THRIVE WHEN ECONOMIC OPPORTUNITY IS READILY AVAILABLE

We create a variety of work opportunities in markets where we operate with low barriers to entry and access to resources that support financial health.

In 2021, Dashers living in communities of color collectively earned over \$5.9 billion, those living in low-income communities earned over \$4.3 billion, and Dashers living in rural communities earned over \$3.1 billion.

DoorDash has established partnerships with leading organizations like the National Urban League to increase economic opportunity and support Dashers' financial success through programs like GoalUp. Launched in September 2021, GoalUp offers Dashers an opportunity to enroll in free on-demand multimedia courses covering personal finance topics. By year-end, over 5,800 Dashers signed up for GoalUp.

Dashers in the U.S.

- 15% are veterans or living with a veteran
- 11% are stay-at-home parents or full-time caregivers
- 9% are students
- 4% are over 65
- 58% are women
- 38% are people of color

WE ARE BUILDING CONNECTED, RESILIENT COMMUNITIES

Local delivery is a transformational solution to broaden food access for vulnerable communities and provide greater choice, convenience, and dignity.

In 2021, around 48% of U.S. consumers using the DoorDash Marketplace were located in low-income communities and around 30% of consumers were located in rural communities.

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. In 2021, Project DASH helped connect people to an estimated 16.9 million meals.



GETTING 1% BETTER EVERY DAY

A final note...

This inaugural report and its information helps us remain reflective but, more importantly, forward-thinking. We recognize our progress—for our people, our organization, and our communities—demands intentional, continuous improvement. As we continue our DEI journey, I invite each of you—employees, consumers, Dashers, merchants—to ask us questions, share your insights, and discuss new ideas. We know that by making room at the table, by leveraging our collective knowledge and experiences, we are better positioned to meet and exceed our DEI commitments.

We are constantly learning, yet we remain steadfast in our focus to embed DEI into everything we do. To us, every day is an opportunity to get 1% better, and we encourage you to engage us along the way. We are so excited about the opportunities ahead to do more.

Asha Hope

Global Head of Diversity, Equity, and Inclusion



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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.