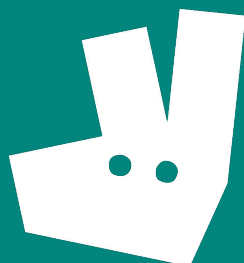


MODERN SLAVERY STATEMENT 2025



deliveroo



Introduction

At Deliveroo, we are fully committed to playing our part in preventing modern slavery in our business, our supply chains and the communities we serve. We believe everyone has a right to safe and fair working conditions, and to be treated with respect.

2025 Year in Review

- We delivered on the commitments set out in our 2024 statement, including completing our internal audit of Middle East rider agency processes and expanding our whistleblowing channels to provide additional reporting mechanisms across our markets
- Our Modern Slavery training was refreshed and delivered to relevant employees, with an 93% completion rate achieved by the target deadline
- More than 2,000 suppliers are subject to ongoing screening and continuous monitoring as part of our risk-based due diligence framework, which allows for close monitoring of third-party relationships.
- Deliveroo received one credible tip off in relation to modern slavery on our platform; following an investigation, this was not proven. All other reports were reviewed in line with our investigation procedures, and we continue to promote our reporting channels to help surface potential concerns at an early stage.
- In 2025, Deliveroo became part of the DoorDash group following its acquisition. We continue to operate with our own policies, governance and compliance arrangements as we integrate into the wider group.



This statement sets out the steps Deliveroo has taken during the financial year ending 31st December 2025 to prevent modern slavery, including forced labour, child labour and human trafficking in our business and supply chains, in line with Section 54(1) of the Modern Slavery Act 2015.

This statement applies to Roofoods Ltd and its subsidiaries. It has been approved by the Deliveroo Board of Directors and signed on its behalf by Miki Kuusi, CEO.

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Miki Kuusi
April 2026



Our business

Our governance framework

Deliveroo leadership retains oversight and ultimate responsibility for our commitments to tackling modern slavery. The Ethics & Compliance team, which reports into the General Counsel, oversees the implementation of internal measures and serves as the central escalation point for any modern slavery concerns.

Our supply chain

Deliveroo works with a large and diverse network of partners, via a centralised procurement process system, that ensures a consistent approach to onboarding and monitoring our supply chain. Broadly, our supply chain includes:

- Riders, who provide delivery services using the Deliveroo platform, either directly or - in some markets - via third-party agencies
- Merchants, including restaurants and retail partners, who use our platform to connect with consumers
- Corporate suppliers, who provide goods and services that support our operations such as technology, professional services, equipment and logistics-related products

The nature of these relationships means that our level of control and influence varies. For example, we have greater oversight of our own employees and corporate suppliers than we do over independent merchants' internal operations. We take this into account when assessing modern slavery risks and determining where we can most effectively apply controls and safeguards.

Deliveroo takes a risk-based and proportionate approach to preventing modern slavery, focusing on areas where risks are more likely to arise and where we can have the greatest impact. This approach reflects the scale and complexity of our business model and the jurisdictions in which we operate.

Our policies

Modern slavery can manifest as labour exploitation, criminal exploitation, sexual exploitation, and human trafficking. Deliveroo has zero tolerance for these unlawful practices and believes everyone deserves safe, fair working conditions and respect. This commitment underpins how we operate as a business and how we expect others to work with us.

Our policies reflect this commitment and are implemented across all our operating countries. They are accessible to all employees via our intranet and provided in local languages where applicable.

We maintain a framework of policies that set clear expectations for employees and relevant third parties. These include our Code of Conduct, our employee-facing Modern Slavery Policy, our Business Partner Code of Conduct, and our Speak Up arrangements. Together, these policies explain what modern slavery can look like, the standards we expect to be met, and how concerns should be raised.



Our Business Partner Code of Conduct plays an important role in extending our expectations across our supply chain. It sets out requirements relating to labour standards, human rights and ethical business practices. Our suppliers are required to acknowledge and comply with it as part of onboarding and ongoing engagement and the Code is regularly updated and communicated to these third parties, and we don't work with suppliers who don't address our concerns.

Deliveroo encourages anyone who works for or with us to raise concerns about suspected misconduct, including potential modern slavery risks. Concerns can be raised confidentially, and anonymously if preferred, through our Speak Up channels. We do not tolerate retaliation against anyone who raises a concern in good faith, and reports are reviewed and investigated in line with our internal procedures.

Deliveroo takes any breach of our policies - including allegations of labour abuse - extremely seriously. To ensure our policies remain effective, they are reviewed in-depth on a regular basis. We may also review policies in the event of a significant or consistent breach, to reflect changes in law or regulation or to adopt emerging best practices.

Risks & mitigation

Modern slavery risks can be hidden and may arise in different ways where Deliveroo could cause, contribute to, or be directly linked to harm through our operations or business relationships. We take a risk-based approach, focusing our efforts on areas where risks are more likely to arise and where we can most effectively identify, prevent and respond to potential issues. Our approach considers risks across our business and supply chain, including merchants, suppliers and riders, and is supported by policies, due diligence processes, monitoring and escalation mechanisms.

Riders

Riders are central to Deliveroo's platform, and protecting their safety and wellbeing is a priority. In some markets, modern slavery risks may arise where individuals work illegally, where accounts are misused or controlled by third parties, or where vulnerable individuals are subject to exploitation. To help mitigate these risks, we have a range of controls in place, including:

- Identity and right-to-work checks as part of rider and substitute onboarding, and additional verification processes in certain markets
- Ongoing identity verification measures designed to help detect unauthorised use of rider accounts
- Rider bank account checks to reduce the risk that earnings are diverted to third parties or rider accounts are sold illegally
- Processes to investigate concerns raised through rider reports, internal monitoring, or third parties, and to take action where appropriate, including account restriction or removal
- Information and reminders about riders' responsibilities when using substitutes, where permitted, including but not limited to right to work checks

We take our safeguarding responsibilities seriously and work closely with the authorities in the relevant country if allegations of vulnerable riders are brought to our attention.



In addition to these controls, we recognise the importance of listening to riders and responding to concerns, as this can help surface potential issues at an early stage. This includes:

- Dedicated rider engagement teams in our markets, who engage directly with riders and help ensure their experiences and concerns are understood
- Regular feedback mechanisms, including surveys, feedback tools and focus groups, which help us identify emerging risks and areas for improvement
- Rider representation and dialogue in certain markets, including rider forums and collective arrangements, which provide structured channels for raising concerns relating to pay, safety and wellbeing
- Safety initiatives and support measures, such as access to safety tools, information and local support, which help riders feel able to speak up and access help where needed

We take account of local legal and regulatory requirements when designing and applying these controls and as a result, the specific measures used may vary by market.

Merchants

Merchants operate independent businesses, and we recognise that our ability to oversee their internal employment practices is limited. However, given the nature of the restaurant and retail sectors, we acknowledge there may be an increased risk of labour exploitation versus other businesses.

We manage this risk through a combination of preventative and detective controls, including:

- Contractual terms and platform requirements that set expectations around lawful and ethical conduct
- Financial crime, fraud and platform integrity controls designed to help detect suspicious activity that may be linked to exploitation or other criminal behaviour
- Investigation and escalation processes where serious concerns are identified, which may result in action being taken, including restricting or removing access to the platform

Suppliers

We work with suppliers across a range of categories, including professional services, technology, marketing, equipment and logistics-related goods and services. The nature and level of risk varies depending on factors such as the type of service provided and geographic exposure.

To manage supplier-related risks, we:

- Conduct due diligence at selection and during onboarding, with enhanced due diligence for higher-risk categories
- Assess supplier risk using factors such as geography, sector and the nature of the goods or services provided
- Require suppliers to acknowledge and comply with our Business Partner Code of Conduct
- Monitor supplier risk over time, including through periodic reviews and ongoing screening



As our understanding of modern slavery risks evolves, we continue to review whether our approach remains effective in preventing, identifying and responding to potential harm.

We achieve this through a combination of governance oversight, operational review and feedback mechanisms. This includes monitoring concerns raised through Speak Up and other channels, reviewing due diligence outcomes for riders, merchants and suppliers, and using insights from investigations, engagement and feedback to improve our controls, guidance and training. We also carry out periodic reviews of our policies and processes to ensure they remain appropriate to our business model, risk profile and operating environment.

Oversight of this activity is supported by the Ethics & Integrity team. Where appropriate, matters are escalated to senior management and/or the Board to ensure accountability and effective oversight.

Effectiveness

We recognise our responsibility to take reasonable and proportionate steps to prevent modern slavery in our business and supply chains, and to understand whether those steps are working in practice. Modern slavery risks can be difficult to identify and measure, particularly where our level of control and influence varies.

We therefore focus on assessing the effectiveness of our approach through practical oversight and review, rather than relying solely on standalone metrics. This approach reflects the nature of modern slavery risks and the varying levels of control and influence we have across our business and supply chain.

Training, culture, accountability

Training helps our people understand what modern slavery can look like in practice, where risks may arise in our business and supply chain, and how to raise concerns.

We provide risk-based modern slavery training to employees, with tailored content for roles more likely to encounter these risks, including procurement, partner onboarding, compliance, investigations and people management. Training covers key risk indicators relevant to Deliveroo's business model, our policy expectations, and how to report concerns through our Speak Up channels.

Modern slavery awareness is embedded into onboarding for relevant employees and reinforced through periodic communications and guidance. We keep our training approach under review to ensure it remains proportionate, practical and aligned with our risk profile and emerging risks.

Deliveroo provides annual risk targeted training and circulates regular communications to help educate employees about the risks of modern slavery and human trafficking in our supply chain and in our business.

Senior Management Engagement

Our CEO and executive management help foster an ethical corporate culture by establishing a clear tone at the top, regularly emphasising the importance of Deliveroo's values and the Code of Conduct. In turn, employees are held accountable – and may be subject to disciplinary action up to and including termination – if their actions fail to meet these expectations.



Our progress in 2025 and looking ahead to 2026

As modern slavery is a hidden risk, the evaluation of progress continues to be complex. We have been using key performance indicators (KPIs) to monitor the effectiveness of our approach for a number of years.

In 2025

Our plan	Why did we do this?	Our progress
To maintain metrics on whistleblowing reports and external reports related to modern slavery concerns.	We monitor any concerns reported to us by employees, any part of our supply chain or stakeholders. By monitoring the concerns received together with the actions taken, we can better adapt our policies and procedures.	 Completed.
To maintain metrics on employees trained on modern slavery and human trafficking.	We monitor data regarding the training of our employees on modern slavery to ensure it remains targeted, effective and promotes the right behaviours. Our employees are our eyes and ears for spotting concerns related to modern slavery and human trafficking risk. We strive to empower them to spot the signs and know how to speak up if they see anything of concern.	 Completed. 93% of relevant Deliveroo employees will have completed annual training on modern slavery and human trafficking.
To conduct a review of our rider agencies in the Middle East , to ensure they are complying with expected standards and behaviours, and that riders are not at risk of modern slavery.	Conducting audits of higher risk sites against recognised standards increases transparency and allows us to better engage with suppliers who do not meet our expectations. We actively oversee our rider agencies and offboarded one agency during 2024 following a failure to meet our standards.	 Completed.



In 2026

Our plan	Why will we do this?	How will we measure this?
Conduct a review of the Modern Slavery programme through the lens of our new business structure, aligning with other jurisdictions where possible and staying ahead of requirements in other markets where DoorDash operates	Following our acquisition by DoorDash, we need to ensure our Modern Slavery programme remains fit for purpose within the new group structure. This review will help us identify opportunities to align approaches across jurisdictions, adopt best practices from the wider group, and ensure we meet regulatory requirements in all markets where DoorDash operates.	A completed review of the Modern Slavery programme and the implementation of new controls and processes as needed.
Maintain metrics on whistleblowing reports and external reports related to modern slavery concerns.	We monitor any concerns reported to us by employees, any part of our supply chain or stakeholders. By monitoring the concerns received together with the actions taken, we can better adapt our policies and procedures.	A tracker on the number of internal and external reports received and whether they are substantiated.
Maintain metrics on employees trained on modern slavery and human trafficking.	We monitor data regarding the training of our employees on modern slavery to ensure it remains targeted, effective and promotes the right behaviours. Our employees are our eyes and ears for spotting concerns related to modern slavery and human trafficking risk. We strive to empower them to spot the signs and know how to speak up if they see anything of concern.	90% of relevant employees will have completed annual training on modern slavery and human trafficking.