

NYC Delivery Workers: An Update on the Minimum Pay Rate



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Letter from the Commissioner

In June 2023, the City announced the nation's first-of-its-kind minimum pay rate for food delivery workers that apps classify as independent contractors, a significant advancement for workers' rights in New York City in the 21st century.^{1, 2}

The rule setting the minimum pay rate was the result of Local Law 115 of 2021, sponsored by former Council Member Brad Lander after years of organizing by delivery workers and their organizations. Local Law 115 charged the Department of Consumer and Worker Protection (DCWP) with studying the app-based food delivery industry and promulgating a Minimum Pay Rule based on the results of the study. The law also requires that DCWP adjust the minimum pay rate annually for inflation and prohibits delivery services from counting workers' gratuities toward their minimum pay obligations.

To implement this groundbreaking law, in 2022, DCWP conducted a comprehensive [study](#) of the food delivery industry and considered thousands of comments from delivery workers, apps, restaurants, researchers, elected officials, and other members of the public.

DCWP's enforcement of the Minimum Pay Rule was temporarily enjoined by litigation until December 2023. In September 2025, the City Council passed Local Law 123 of 2025, which expanded the delivery worker laws to cover more delivery workers, and Local Law 124 of 2025, which provides that third-party grocery delivery services ("grocery apps") must pay their workers in compliance with the Minimum Pay Rule. These laws were sponsored by Council Members Jennifer Gutiérrez and Sandy Nurse, respectively.³

The status quo for app-based delivery workers before 2023 was unacceptable. Before the Minimum Pay Rule, these workers received poverty-level compensation for their work, averaging \$5.05 per hour before tips. Meanwhile, multibillion-dollar corporations raked in massive profits, shortchanging workers who brave heat waves, traffic, wildfire smoke, and late nights so New Yorkers can have a meal delivered.

After the apps began complying with the Minimum Pay Rule, tens of thousands of workers saw their pay increase dramatically. As of October 2026, the minimum pay rate has increased to \$22.13 per hour of trip and on-call time.⁴

As a result, to date, apps have paid workers more than two billion dollars more than they would have without the Minimum Pay Rule. This money supports some of the lowest-wage families in New York City, allowing them to pay rent, put food on the table, buy their kids school supplies, and live a life with dignity.

DCWP has been at the forefront of this all-hands-on-deck effort, protecting New Yorkers from corporate tricks, traps, and predation that make the lives of New Yorkers more difficult. Mayor Zohran Mamdani's historic \$17.9 million investment in DCWP—the largest investment in worker protection in our city's history—has supercharged our enforcement efforts.

1 See Local Law 115 of 2021. See *also* Chapter 7, Subchapter H of Title 6 of the Rules of the City of New York.

2 *Uber Techs Inc. v. DCWP*, 15943/2023, Dkt. No. 13 (1st Dep't Nov. 30, 2023).

3 6 R.C.N.Y. § 7-810(g)-(i). A limited injunction remained in effect as to Relay Delivery LLC. Under an April 23, 2025 settlement with the City, Relay and other third-party food delivery services voluntarily withdrew their challenges to the Minimum Pay Rule, and Relay increased its hourly rate to comply with the Minimum Pay Rule.

4 See Minimum Pay Rate for Delivery Workers, 2026 Inflation Adjustment (available at <https://www.nyc.gov/site/dca/workers/Delivery-Worker-Public-Hearing-Minimum-Pay-Rate.page>)

In my view, this report should point policymakers to three key takeaways.

Policymakers can and must intervene to prevent opaque algorithms from having the final word on how much workers are paid for their labor. So-called “gig” companies built a business model around atomizing workers—making it harder for them to organize, harder for them to bargain collectively, and harder even to know whether the worker next to them was being paid more or less for doing the same job. New York City’s Minimum Pay Rule rejects that model—mandating a decent wage based on the needs of workers, rather than the whims of an algorithm.

As more industries seek to “gigify” their workforces to sidestep key worker protections, New York City is demonstrating how policymakers can respond with clear rules that raise wages, check exploitation, and make the economy fairer.

Enforcers can protect workers in app-based industries with sophisticated, data-driven enforcement. Working people deserve rigorous, independent analysis focused on the challenges they face and data-driven policies that improve their lives. Policymakers can require apps to report compliance data directly to an enforcement agency to prevent violations before they cause significant harm. DCWP’s new Research and Analytics Division (RAD) modernizes and dramatically increases our data science and analytics capacity, allowing the Agency to expedite investigations into consumer and workers’ rights violations and secure relief for New Yorkers and bring companies into compliance. Working directly with DCWP attorneys, RAD accelerated and expanded our historic investigation into DoorDash.

Industry practices will change rapidly, and policymakers need to keep pace. As soon as DCWP began enforcing the Minimum Pay Rule, Uber Eats and DoorDash manipulated their interfaces so that New York City consumers could leave tips only after checkout. These tricks decimated workers’ tips. Together with Worker’s Justice Project and Council Member Shaun Abreu, DCWP helped pass City legislation requiring that apps give consumers an opportunity to tip at checkout. Now, in 2026, workers’ tips have rebounded.

NYC’s Minimum Pay Rule has been very effective in increasing hourly pay, but that’s only one element of a quality job. Other protections—including safety standards, secure employment, and stable scheduling—do not yet exist for delivery workers.

To delivery workers across New York City: Keep organizing. App companies have technology, data, and enormous power over the workers who use their platforms. But you all have each other, and your joint efforts have changed the landscape of our city for the better. And under Mayor Mamdani’s administration, you have a government ready to listen, investigate, and act. And to all workers across New York City: If your rights are being violated, visit nyc.gov/workers and tell us about it. Protecting your rights on the job is our job.



Samuel A.A. Levine
Commissioner

About DCWP

The NYC Department of Consumer and Worker Protection (DCWP) is the nation's leading municipal enforcement agency charged with delivering economic justice. DCWP leverages its authority to bring New Yorkers real economic relief and protect them from predatory, deceptive, and unfair practices that violate their rights as consumers and workers. This includes pioneering cutting-edge protections, such as the City's Consumer Protection Law, Protected Time Off Law, Fair Workweek Law, and Delivery Worker Laws, including the Minimum Pay Rate for delivery workers.

About This Report

Section 20-1522(d) of the Delivery Worker Laws requires DCWP to submit to the Council and the Mayor a report on the minimum payment standard, any amendment to it, and the effect of the minimum payment standard on contracted delivery workers and the delivery industry.⁵ Pursuant to this requirement, DCWP submits this report summarizing the impacts on workers' earnings, on the delivery workforce, and on the delivery industry through the second quarter of Calendar Year 2026.

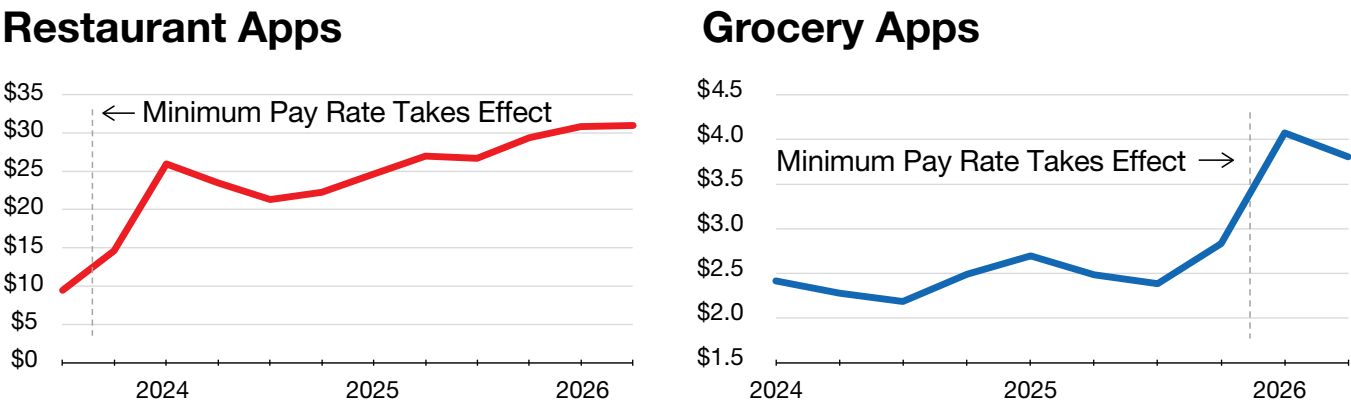
⁵ See N.Y.C. Admin. Code § 20-1522(d). Note that under the Delivery Worker Laws, the term “contracted delivery workers” encompasses the workers engaged by restaurant apps, the workers engaged by grocery apps, and all other independent contractor delivery workers in New York City. At present, DCWP has only established a minimum pay standard for delivery workers engaged by restaurant apps and grocery apps, which comprises the scope of this report. The Delivery Worker Laws charge DCWP with establishing a standard that encompasses all other contracted delivery workers by March 2027. N.Y.C. Admin. Code § 20-1522(f).

Key Findings

DCWP began enforcing the Minimum Pay Rule for restaurant apps as of December 4, 2023 and for grocery apps on January 26, 2026. We use the third quarter of Calendar Year 2023 as the baseline for assessing impacts in the restaurant sector, which was the last quarter prior to the rule. We use the second quarter of Calendar Year 2025 as the baseline for assessing impacts in the grocery sector, which provides a year-over-year comparison to the latest data.

Total pay to delivery workers has increased by over \$2 billion. Workers’ pay and earnings (which include pay and tips), per hour and per week, are substantially higher.

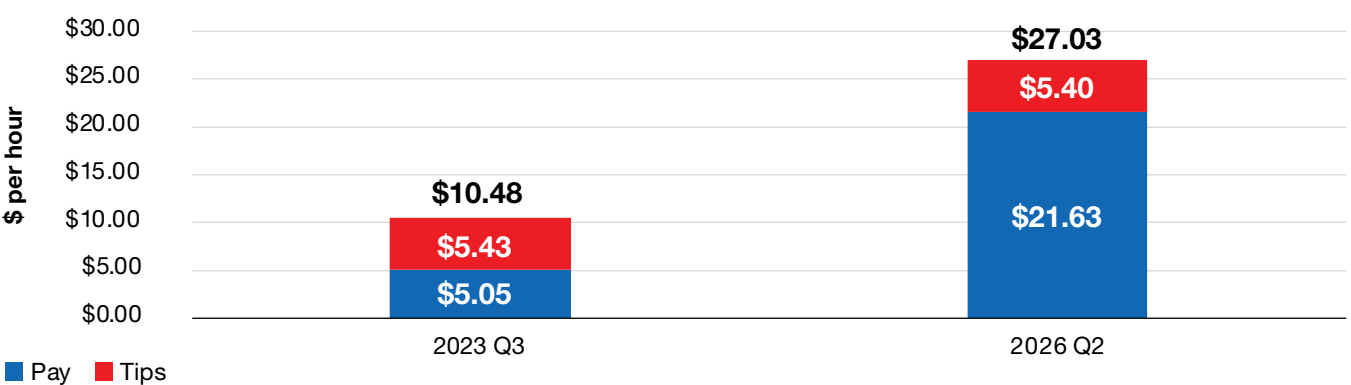
Figure 1. Total Weekly Pay on Restaurant and Grocery Apps Before and After the Minimum Pay Rate (\$, in millions)



Source: DCWP Delivery Service Uniform Reports

Total weekly pay in the restaurant sector more than tripled from \$9.43 million to \$31 million, an increase of 229%. Average weekly earnings tripled, and average weekly pay, exclusive of tips, is up fivefold from \$88.15 to \$443.60. Hourly pay quadrupled from \$5.05 to \$21.63 per hour, while tips per hour only dropped 1%. In the grocery sector, there similarly has been an increase in pay and earnings during the phase-in of the Minimum Pay Rate for grocery delivery workers over its first few months.⁶

Figure 2. Average Hourly Pay and Tips on Restaurant Apps Before and After the Minimum Pay Rate (\$)



Source: DCWP Delivery Service Uniform Reports

⁶ The Minimum Pay Rule’s requirements for grocery apps phase in over time. Data reflecting the full phase-in of the minimum pay rate for grocery apps, which began on July 1, 2026, is still being collected by DCWP, and will become available later this year.

Consumer demand has continued to grow. In the restaurant sector, weekly deliveries rose from 2.63 million to 3.39 million, an increase of 29%. Weekly consumer spending rose from \$102.5 million to \$149.6 million, an increase of 46%. In the grocery sector, consumer spending rose 5%.

Apps are choosing to reduce their costs by reducing waiting time between trips. The Minimum Pay Rule provides apps with a choice of two minimum pay requirements.

1. The standard method requires apps to pay delivery workers based on their total amount of trip time (i.e., time spent making deliveries) and on-call time (i.e., time between finishing a delivery and waiting for a new delivery offer) in a week.
2. The alternative method requires apps to only pay for trip time, but at a higher rate (\$36.88 versus \$22.13).

All apps have chosen to use the standard method, pursuing a strategy of saving money by controlling on-call time. They require workers to schedule their shifts in advance in order to get online, and limit app access to only the number of workers necessary to meet customer demand. Apps also control on-call time by penalizing workers who decline delivery offers.

Workers are earning more money. Restaurant delivery workers' total weekly earnings (which include pay and tips) nearly doubled from \$19.5 million for the workforce to \$38.7 million from the third quarter of 2023 to the second quarter of 2026. Workers' earnings per hour increased from \$10.48 to \$27.03 with pay increasing and tips remaining about the same. Total pay (not including tips) has more than tripled. Hourly pay has quadrupled while hourly tips only decreased 1%.

Workers are working more and being more productive. Restaurant delivery workers spend a much greater portion of their working time performing trips and are completing more deliveries per hour of work. In the restaurant sector, trip time rose from 44% of total hours to 78% of total hours. Deliveries completed per hour worked rose from 1.41 to 2.36, an increase of 68%.

Multi-apping is functionally impossible. Apps now demand intense engagement from workers during their connected time to retain their platform access, making it nearly impossible to satisfy multiple apps' performance standards simultaneously. Prior to the Minimum Pay Rule, it was common for delivery workers to connect to multiple apps simultaneously ("multi-apping"). Workers did so to increase the number of delivery offers they could have an opportunity to accept. Workers report that the changes apps have made to reduce on-call time have effectively ended that practice.

App companies are shifting toward a more regular workforce. Before DCWP began enforcing the Minimum Pay Rule, it was common for workers to log in, wait for delivery offers, and log off after not receiving an acceptable offer. This practice has largely stopped.

In the restaurant sector, before the Minimum Pay Rule, 29% — nearly one-third — of workers who logged in during the average week performed no deliveries. In the latest data, this measure is down to 3%.

The workers who do log in are also working more hours. In the restaurant sector, average weekly hours increased from 17.4 to 20.5, an increase of 18%.

Aggregate data that restaurant apps report to DCWP show an 11% decline in the average number of workers who perform trips in a week. People who may prefer to make only a few deliveries every now and then may not be able to meet apps' new criteria for working on their platforms. This explanation is consistent with the decrease in workers who made no deliveries, and the increase in average hours noted above.

Design tricks depressed tips, but tips are rising in 2026. The same week that DCWP began enforcing the Minimum Pay Rule in December 2023, Uber Eats and DoorDash engineered design tricks in their interfaces to make it harder for consumers to tip delivery workers, nearly wiping out workers' tip earnings.⁷

As a result of these design tricks, New York City consumers could leave tips only after checkout. Prior to these changes, Uber Eats and DoorDash provided conspicuous and convenient options for New York City consumers to leave a tip as part of the order checkout process. The redesigns required consumers to initiate separate processes for tipping that were easy to miss and more difficult to navigate. These apps did not change their tipping interfaces for consumers outside of New York City. Tipping on the Uber Eats and DoorDash platforms in New York City decreased immediately after these design tricks.⁸ Conversely, the Grubhub platform implemented more limited changes to the tipping functionality on its platform. While tips fell, it was a less precipitous decline than the other two platforms.

New amendments to the Delivery Worker Laws enacted by the City Council and enforced by DCWP beginning January 2026 banned these design tricks and established minimum requirements for apps' tipping interfaces. Under these amendments, apps must give New York City consumers an option to tip their delivery worker during checkout, including a 10% tip option that is selectable in the user interface and an option to write in a custom tip amount. (Tipping remains completely optional for customers, who may also choose to leave no tip.)⁹

As a result, tip earnings are back to what they were before the apps changed their interfaces (\$5.43 per hour in the third quarter of 2023 versus \$5.40 per hour in the second quarter of 2026). This was caused by a partial recovery in the average tip, combined with an increase in the number of deliveries per hour.

Deactivations remain a significant threat to workers. DCWP routinely receives complaints from delivery workers that apps arbitrarily and unfairly deactivate them from their platforms for issues outside workers' control. One worker reported he was deactivated when he was hit by a car and hospitalized. Another reported being deactivated when he was robbed on the job and as a result was unable to complete a delivery. Many other workers have reported unfair deactivations after one instance of late delivery due to factors beyond their control. See Appendix C for an anonymized sample of worker narratives about deactivations.

DCWP supported delivery workers' efforts to pass Local Law 34 of 2026, which prohibits app-based delivery services from deactivating workers absent just cause or a bona fide economic reason. Deactivation protections are essential for workers' well-being and economic security. They are also essential for public safety and street safety across New York City. For example, when apps set unrealistic deadlines for workers to complete deliveries in traffic, placing them at risk of deactivation if they don't arrive quickly enough, workers are forced to choose between their safety and livelihoods. DCWP is committed to rigorously enforcing Local Law 34 to make delivery jobs safer and to protect street safety for all New Yorkers.

See Tables in Appendices A and B for additional findings. Further summary of the data DCWP receives from delivery apps is available on the DCWP website at nyc.gov/dcwp.

7 *Uber Eats and DoorDash Engineered a \$550 Million Pay Cut; NYC Is Fighting Back* (Jan. 2026), <https://www.nyc.gov/assets/dca/downloads/pdf/workers/Delivery-Worker-Tipping-Report.pdf>.

8 *Uber Eats and DoorDash Engineered a \$550 Million Pay Cut; NYC Is Fighting Back* (Jan. 2026), <https://www.nyc.gov/assets/dca/downloads/pdf/workers/Delivery-Worker-Tipping-Report.pdf>.

9 *Delivery apps tried to take away workers' tips. New DCWP Laws forced apps to end design tricks and put \$104 million back in delivery workers' pockets since January* (July 2026), <https://www.nyc.gov/content/dam/nycgov/nyc-main/pdf/2026/Delivery-App-Report.pdf>.

Enforcing the Minimum Pay Rule

DCWP undertook multiple significant enforcement actions against patterns of noncompliance by delivery apps during the reporting period.

Relay

On June 23, 2025, former DCWP Commissioner Vilda Vera Mayuga announced a settlement agreement with Relay, a third-party courier service, that secured \$200,000 for workers who experienced violations of their right to set maximum trip distances. Relay failed to provide food delivery workers with the ability to specify their maximum trip distance, select the bridges and tunnels through which they travel while on trips, and deactivated workers' accounts in retaliation for exercising their right to decline trips that were inconsistent with their preferred parameters.

The agreement also provided for \$20,000 in civil penalties and reinstatement of delivery workers illegally deactivated for declining long trips. It also required Relay to begin paying its workers the minimum pay rate and to drop its legal challenge to the rate.

Motoclick

On January 16, 2026, DCWP and the Law Department filed a lawsuit against Motoclick alleging egregious violations of the Delivery Worker Laws and the Minimum Pay Rule, seeking millions in missing pay and damages. In court filings, DCWP alleges that Motoclick paid workers between \$3.67 and \$4.67 per hour, a fraction of the lawful minimum pay rate. The complaint seeks to bar the company from operating in New York City unless it begins paying workers a lawful rate. The case is pending in the Southern District of New York (*City of New York v. Patio Delivery, Inc.*, 1:26-cv-01287).

Uber Eats, Fantuan, and Hungry Panda

On January 30, 2026, Mayor Mamdani announced more than \$5 million in worker restitution and penalties secured from Uber Eats, Fantuan, and HungryPanda. Forty-nine thousand cheated workers benefited from these enforcement actions, recovering wages and damages as compensation.

DCWP's investigation found that Uber Eats failed to pay workers in compliance with the Minimum Pay Rule between December 2023 and September 2024 for time spent on canceled trips. Uber Eats paid \$3,150,000 in restitution to more than 48,000 workers citywide and \$350,000 in civil penalties and fees. Uber Eats was also required to reinstate workers who were deactivated for exceeding Uber Eats' unfair and arbitrary trip cancellation limit.

After failing to pay workers in compliance with the Minimum Pay Rule between December 2023 and February 2024, Fantuan paid more than \$468,000 in restitution to 285 workers citywide and more than \$52,000 in civil penalties and fees.

HungryPanda violated the Minimum Pay Rule between December 2023 and January 2026. As a result, it paid \$1,068,672 in restitution to more than 1,000 workers citywide and more than \$106,327 in civil penalties and fees.

DoorDash: Largest Worker Protection Settlement in NYC History

On September 22, 2026, Mayor Mamdani announced a historic \$131.5 million Consent Order to resolve an investigation into DoorDash for systematic violations of New York City's Delivery Worker Laws.

The settlement delivers more than \$115 million directly to more than 260,000 delivery workers and more than \$16 million in civil penalties and costs. It is the largest amount New York City has ever secured for workers and the largest recovery involving food delivery workers in the United States.

DCWP's citywide investigation began after dozens of workers reported that DoorDash had failed to pay them or had paid them late for work they had performed. Worker's Justice Project helped many of these workers file complaints with DCWP. The Agency then expanded the investigation, using DoorDash pay data to identify additional workers who experienced wage theft and violations of the City's Minimum Pay Rule.

DCWP found that DoorDash failed to pay thousands of workers at all for work they had performed and failed to pay thousands more on time. In November 2026, these workers will receive compensation calculated at approximately 200% of the amount they were underpaid. For example, a worker who was owed \$1,000 but received no payment will receive \$3,000. A worker who was paid \$1,000 later than allowed under the law will receive \$2,000.

DCWP also found that DoorDash violated the Minimum Pay Rule. Although DoorDash increased hourly pay to the minimum pay rate in December 2023, the company excluded several categories of trip time and on-call time when calculating compensable time. The Consent Order allocates relief to workers who experienced Minimum Pay Rule violations proportionately based on trip time.

As part of the investigation, DCWP obtained terabytes of data from DoorDash, including billions of rows documenting the company's treatment of delivery workers. DCWP's Research and Analytics Division analyzed the data to identify more than 152 million individual payment transactions and 110 million working hours connected to the investigation.

More than 27,000 workers in this case are owed more than \$1,000 for underpayments and an additional 4,000 are owed more than \$5,000.

The settlement also establishes the City's first worker-driven compliance monitoring program designed to help DCWP identify and address violations quickly. The new program will allow DCWP, in partnership with Worker's Justice Project and Workers' Algorithm Observatory, to monitor DoorDash's compliance with requirements governing minimum pay, maximum trip distances, trip disclosures, pay transparency, and tip transparency.

The organizations will develop software that will allow workers to share their DoorDash trip and earnings data directly with the Agency. This will give DCWP an independent way to identify underpayment and other violations rather than waiting for workers to discover problems after they have occurred.

As part of this compliance program:

- DoorDash must submit detailed data reports to DCWP every month for three years. DCWP will use those reports to audit the company's compliance with the law and the terms of the settlement.
- Worker's Justice Project and the Workers' Algorithm Observatory will develop software that allows workers to capture the information DoorDash presents to them about their trips and pay and share that information with DCWP. Worker's Justice Project will conduct outreach to workers about the technology and their rights under City law. The New York Community Trust will issue grants to both organizations to support the collaboration throughout the three-year monitoring period. DoorDash is prohibited from preventing or penalizing workers for using the tool.
- DoorDash will be required to make software updates to prevent the company from offering a delivery to a worker in New York City unless that worker's time is being recorded as compensable on-call time or trip time. The updates will also provide workers with additional information about their work time and pay and ensure DoorDash complies with the Minimum Pay Rule for "batched" trips, ending the unlawful practice of paying a lower rate for certain legs of a trip.
- DoorDash must adopt internal controls to address the problems that led to violations and prevent future violations. The company must preserve records demonstrating compliance.
- DoorDash's internal Compliance Monitor will oversee all aspects of the company's compliance with the settlement. The monitor must document instances of noncompliance, the company's response, and how each issue was resolved. The monitor must also submit an annual report and sworn statement to DCWP certifying compliance with each requirement of the settlement and disclosing and correcting any instances of noncompliance.

DCWP continues to investigate several other delivery services for compliance with the Minimum Pay Rule and other contracted delivery worker protections.

Conclusion

The Minimum Pay Rule has achieved its principal purpose—rapidly and dramatically increasing the hourly pay of delivery workers—and it has done so without preventing the industry from continuing its fast pace of expansion.

Some delivery services have chosen to respond to minimum pay requirements in ways that are harmful to workers and the public. But along with the City Council, Worker’s Justice Project, and workers across the five boroughs, we are fighting back—winning deactivation protections, a ban on deceptive tipping interfaces, and expanded pay protections for more delivery services.

Other jurisdictions interested in raising pay and standards for some of their most vulnerable workers should look to what has been achieved in New York City. While much work remains to be done, the data in Appendices A and B make a compelling case that strong pay protections—backed with rigorous, data-driven enforcement—can substantially raise workers’ earnings while sustaining industry growth. DCWP stands ready to help other jurisdictions deliver similar wins for their workers.

About the Data

Delivery services are required to maintain and provide data to DCWP on a recurring basis in accordance with the Delivery Service Uniform Reporting Guide. DCWP analyzes the data to monitor compliance with minimum pay requirements and evaluate trends. All statistics cited in this report are based on DCWP’s analysis of data from the uniform reports that delivery services are required to submit.

Appendix A

Table 1: Summary statistics of data aggregated from restaurant delivery apps, Q3 2023 and Q2 2026

	Q3 2023	Q2 2026	Percentage Change
Employment			
Total workers	106,931	69,806	-35%
Workers performing trips	75,865	67,500	-11%
Hours			
Total hours	1,865,419	1,431,457	-23%
On-call hours	1,050,727	318,587	-70%
Trip hours	814,692	1,112,870	37%
Average hours	17.4	20.5	18%
Earnings			
Total earnings	\$19,548,766	\$38,695,122	98%
Total pay	\$9,425,565	\$30,966,020	229%
Total tips	\$10,123,200	\$7,729,102	-24%
Average earnings	\$182.82	\$554.32	203%
Average pay	\$88.15	\$443.60	403%
Average tips	\$94.67	\$110.72	17%
Earnings per hour	\$10.48	\$27.03	158%
Pay per hour	\$5.05	\$21.63	328%
Tips per hour	\$5.43	\$5.40	-1%
Productivity			
Total trips	2,600,726	3,303,023	27%
Total deliveries	2,632,903	3,385,385	29%
Deliveries per hour	1.41	2.36	68%
Total Spending			
Total consumer spending	\$102,470,010	\$149,599,448	46%
Order subtotals	\$72,917,601	\$103,293,300	42%
Consumer fees	\$12,957,771	\$29,409,765	127%
Tips	\$10,123,200	\$7,729,102	-24%
Taxes	\$6,471,437	\$9,167,280	42%
Per Delivery Spending			
Average total order cost	\$38.92	\$44.19	14%
Average subtotal	\$27.69	\$30.51	10%
Average consumer fees	\$4.92	\$8.69	77%
Average tip	\$3.84	\$2.28	-41%
Average taxes	\$2.46	\$2.71	10%
Merchant Fees			
Total merchant fees	\$13,529,127	\$20,151,219	49%
Merchant fees, as a % of subtotals	18.6%	19.5%	5%
Merchant fees per delivery	\$5.14	\$5.95	16%

Appendix B

Table 2: Summary statistics of data aggregated from grocery delivery apps, Q2 2025 and Q2 2026

	Q2 2025	Q2 2026	Percentage Change
Employment			
Workers performing trips	13,998	12,011	-14%
Earnings			
Total earnings	\$4,075,546	\$4,771,675	17%
Total pay	\$2,484,673	\$3,806,787	53%
Total tips	\$1,590,874	\$964,888	-39%
Productivity			
Total trips	145,559	129,107	-11%
Total deliveries	231,876	228,437	-1%
Total Spending			
Total consumer spending	\$25,453,750	\$26,709,303	5%
Order subtotals	\$22,041,980	\$22,828,611	4%
Consumer fees	\$1,820,896	\$2,915,804	60%
Tips	\$1,590,874	\$964,888	-39%
Per Delivery Spending			
Average total order cost	\$109.77	\$116.92	7%
Average subtotal	\$95.06	\$99.93	5%
Average consumer fees	\$7.85	\$12.76	63%
Average tip	\$6.86	\$4.22	-38%

Appendix C

Delivery Worker Narratives on Arbitrary Deactivations

DCWP has received complaints about arbitrary deactivation from workers for Uber Eats, DoorDash, Grubhub, Relay, HungryPanda, Fantuan, Instacart, and GoPuff. These narratives have been lightly edited for clarity and to protect workers' anonymity.

“

“I had an accident [in 2025]. A car hit me. I was in the bicycle lane. The light was green and the car ran the red light. It seemed that the driver was in a hurry to pick up his children from school while I was working. They took me to [the hospital] in an ambulance. They treated me and gave me treatment for the injuries I had. It is worth mentioning that when I had the accident, I managed to communicate by message to the chat of the Relay application to let them know that I had had the accident, for which they responded that they were sorry for the inconvenience and that they would proceed to deactivate me from the application.”

“

“I was robbed while doing a delivery. I notified Uber and they fired me saying I prolonged deliveries. Once I sent in the police report proving what happened, they then told me the decision was final and it was determined that I prolonged deliveries. I continued to send proof that wasn't true and then they changed the reason to 'they received multiple reports that my behavior didn't align with the community guidelines.' They basically made up a reason to deactivate my account after I was robbed.”

“

“DoorDash deactivated my account. I never got a chance to dispute the lateness violations because DoorDash gave me the violations days after completing the delivery. Traffic and bad weather is no reason for late violations. Having multiple violations is what got my account deactivated. I feel violated as if DoorDash used me and [replaced] me. Now I'm unable pay my taxes as I have no source of income.”

“

“I worked for UberEats[sic], and months ago they unfairly deactivated my account. Because I met all the requirements and had high qualifications, I went to the Uber office, but since I don't speak English, they didn't give me the time of day. And my account is still permanently deactivated, and it's unfair because they didn't give me the opportunity to defend myself. They unfairly took away my family's daily bread. For God's sake, I need you to help me.”

“

“In 2025 I was wrongfully deactivated from DoorDash. I had [done thousands of] deliveries for them, was a top dasher and platinum with outstanding ratings, on time deliveries, 100 [percent] completion ratings, great acceptance rate and customer ratings. They accused me of misuse [of merchandise return procedures], however I returned everything to [the store], gave receipts to prove it and money was returned to their company [card]. I have not been able to get anyone to help me with this. I appeal[ed] twice and was denied. I made DoorDash a full-time job. I reach[ed] out to a few lawyers but no one will help.”

“

“Uber deactivated my account because I was very late with the delivery of the package. It was the fault of blocked roads and bridges in New York because there was 2024 TCS New York City Marathon November 3, 2024. I got into huge traffic, the roads were closed everywhere, I could not deliver the package on time, and so Uber thought that I committed fraud increasing the delivery time and they blocked my account.”

“

“UberEats[sic] just deactivated my account for nothing wrong I did. Every time I try to connect to support, they are giving me a new reason. I asked them many times to tell me which orders were the reason and they don’t want to give me the answer so I can tell them about it. I didn’t do anything wrong. The last time, UberEats[sic] support told me it was because I have cancelled many orders. But I just showed him my profile, and my cancelation rate is zero.”

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“I have been working with Uber since 2021, almost three years with more than thirteen thousand orders. Last August, I received an email permanently deactivating my account, according to them, due to many complaints from clients that I did not deliver their orders. Totally false. I consider it unfair that they left me without a job and questioned my integrity by saying without basis that I did not deliver the orders. They say that you can appeal but they do not give credit to the driver, they simply deactivate your account and they take away your job. I am an honest and hard-working man who does not need to play with the support of my home by not delivering a meal. This company does not support its drivers. Please help us by being our voice.”

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“Instacart deactivated my account, because there is a big problem with the app system. They suspended my account with fake reasons. I did nothing wrong, I have worked on Instacart for 4 years, I don’t understand why they deactivated my account. I also sent them the evidence. But they didn’t respond.”

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“They falsely deactivated me for ‘fraudulently prolonging trip time,’ accusing me of intentionally delaying, even though most of my trips are within the time they estimated, even earlier, with the exception of traffic. There is nothing I can do when there’s traffic due to Labor Day Parade or an accident ahead blocking two lanes. It’s slanderous to call this a fraud. It’s as though they encourage drivers to break traffic laws to meet their time estimates because in NYC, traffic is normal, there will be a car in front sometimes going too slow. But my on-time rate has been good, with the exception of a few trips that had traffic issues. It took away my livelihood to make money to take care of the bills. I have never cancelled a delivery once I got the food, and my trips were on time.”

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“They deactivated my account using the pretext that I altered the time in purchases and deliveries. This is false, since if I go to a supermarket and put all the items in the cart, and there are more people in the checkout line, I can’t get ahead of them. And if leaving the supermarket I find traffic on the highway I can’t fly over the other cars, and if the weather conditions are not the best I can’t exceed the speed since I could have or cause an accident.”

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“DoorDash deactivated my account because I did not support their request for everyone to send protest emails to council members in response to the new [worker pay] measures soon to be implemented in New York City.”

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“This morning I was deactivated from my DoorDash account. The exact reason they have in the email provided was ‘continued, repeated instances where you prolonged pickup and/or delivery times.’ I have very good ratings, I always pick up and deliver food as fast as I can. The only times I’m even remotely late for anything is through traffic or weather out of my control. Sometimes it can be difficult to navigate certain apartment complexes or shop in new markets that I haven’t been to before, to navigate for items for the customer, but I always do it quickly and as fast as possible.

