



NYC Raised Delivery Pay, But Shrunk Access to the Work

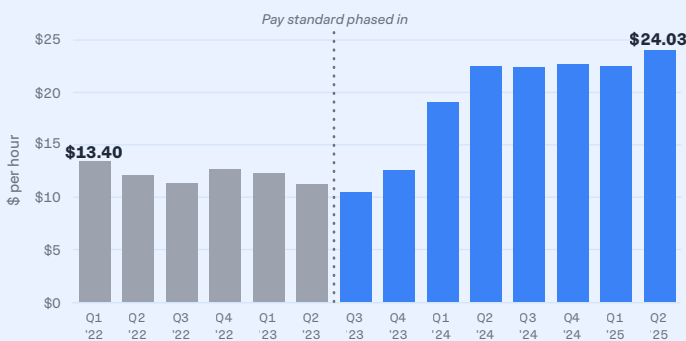
Since 2020, the city's delivery rules made the market more productive, more selective, and less open.

New York City's delivery sector is already heavily regulated. More than a dozen laws and rules raised earnings for active couriers while changing who gets to work. The result is a smaller, more productive, more selective market.

The Tradeoff

Pay Rose

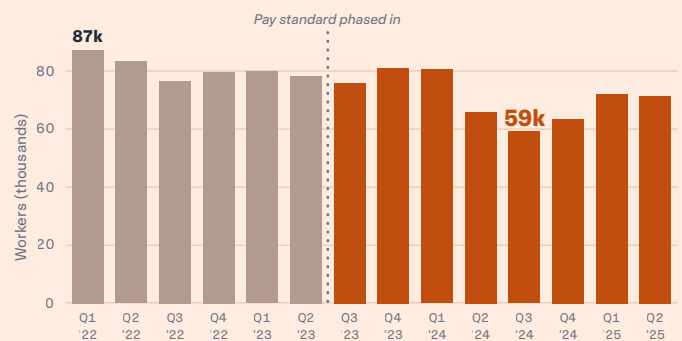
+86% earnings per hour



Active couriers earn substantially more per hour after the pay standard phased in.

Access Narrowed

87k → 59k active worker low



Platforms concentrated work among fewer couriers as scheduling tightened.

Platforms absorbed higher labor costs by doing more with less: concentrating more orders among fewer active couriers, cutting idle time, and raising productivity.

Key Evidence

-66%
idle time

+58%
deliveries per worker

+30%
total deliveries

+\$2.93
consumer fees per delivery

Who Benefitted

Workers who can commit to consistent hours now earn more predictable, platform-paid base compensation.

Who Lost Access

Part-time and supplemental-income workers face a more managed system with fewer open slots.

27k+
couriers on Uber Eats' NYC waitlist

The Takeaway

Before adding new rules or exporting NYC's model, policymakers should account for this tradeoff: higher pay for active couriers came with reduced access for others.