

# 2019 Planning | Roadmap Proposal

## US&C Safety Operations

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CommOps: Greg Brown

Legal + Public Affairs: Scott Binnings, Tracey Breeden

# Uber

**Strategic Context, Opportunities, Challenges**

**Key 2019 Driving & Personal Safety Priorities**

**Initiatives, Projects & KPIs**

**Resourcing Requests**

# Strategic Context, Opportunities, Challenges

## Slide 3 Notes

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Thank you

# Safety As Uber's #1 Company Priority

*In 2018, we chose to make Safety the company's #1 priority. This was driven by four key reasons...*



## **Business Legitimacy**

- Insurance regulatory requirements
- Safety is functional 'table-stakes' in the transportation industry



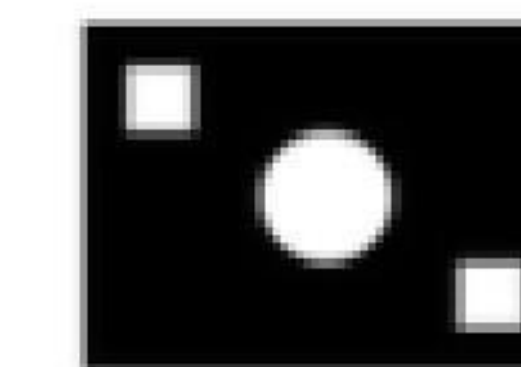
## **Brand Stability**

- Customer sentiment
- Media and regulatory scrutiny



## **Future Competitive Advantage**

- Driver supply
- Rider demand
- Expansion into new services



## **Cost Structure**

- ~\$2.5B annual insurance costs (and rising)

# Our customers face devastating experiences every day on the Uber platform.

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## External Headlines

**Woman sexually assaulted by Uber driver, police say**

CNN investigation: 103 Uber drivers accused of sexual assault or abuse

**Madison woman says she was sexually assaulted, battered by Uber driver, police say**

**Uber driver, passengers among 4 killed in Maui crash**

**Uber Driver Killed, Passenger Critically Injured in 2-Car Hit-And-Run-Crash in South Los Angeles; Driver Identified**

## 2018 Rider & Driver Impact<sup>1</sup>

**4.7K**

Serious Accidents YTD<sup>2</sup>

**13K**

Riders & Drivers Involved in Serious Interpersonal Conflicts<sup>3</sup>

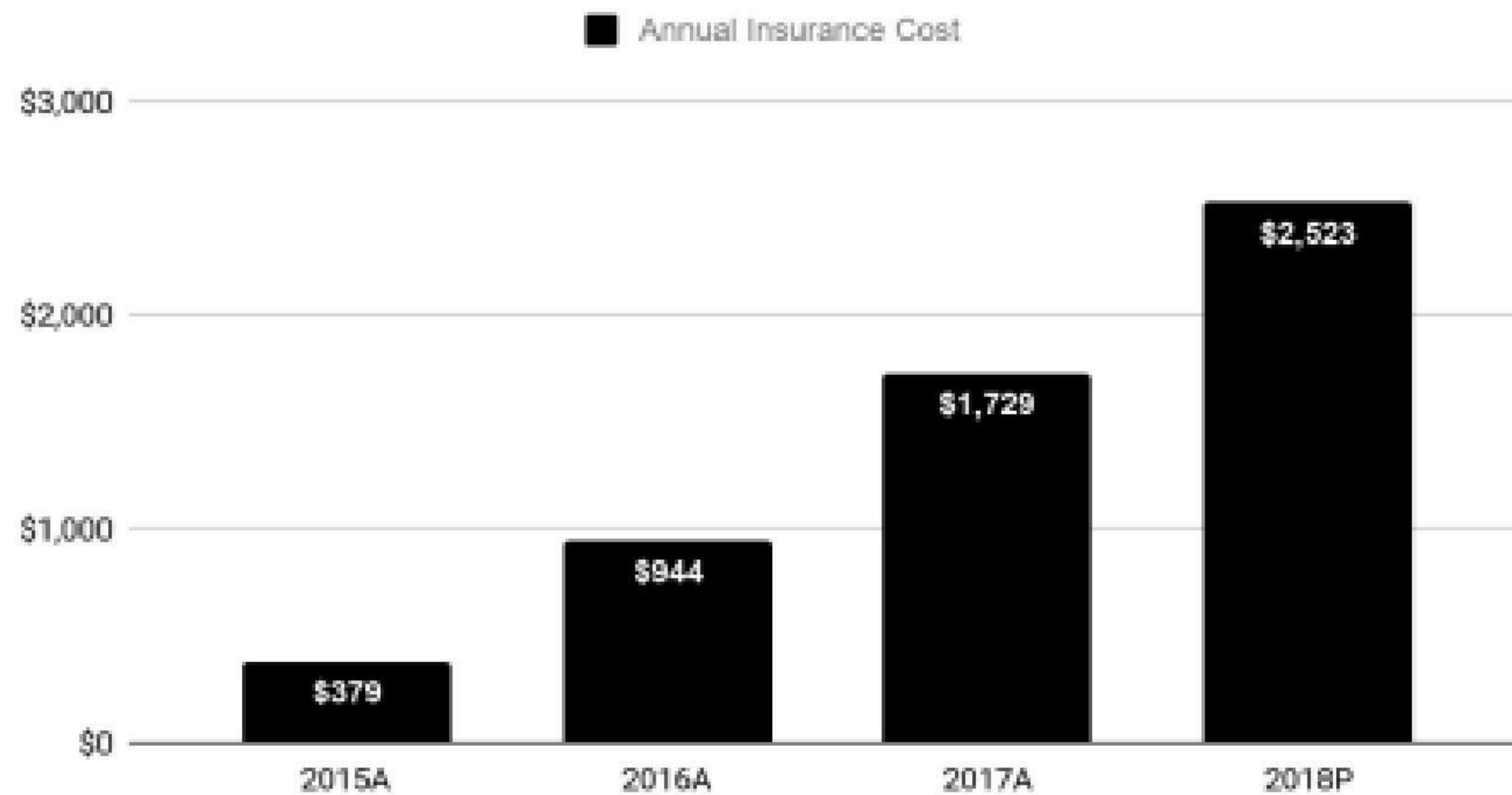
1. Data is for YTD September 2018 on US&Can rides trips
2. Data only includes L3/L4 JIRA tickets
3. Includes Sexual Assault, serious Sexual Misconduct, Physical Altercations and Thefts with Injuries, and Physical Stalking. Counts distinct reporters from JIRA tickets

# Safety also has a significant tangible economic impact on the business.

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## Financial Impact: Insurance

### US Insurance Cost Trend



% Net Revenue	2015A	2016A	2017A	2018P
	26.5%	40.6%	44.7%	47.4%

## Business/Trip Impact: Safety Sentiment

*Incremental Trip Impact if Customers Believe that Uber is "Committed to Safety"*<sup>1</sup>

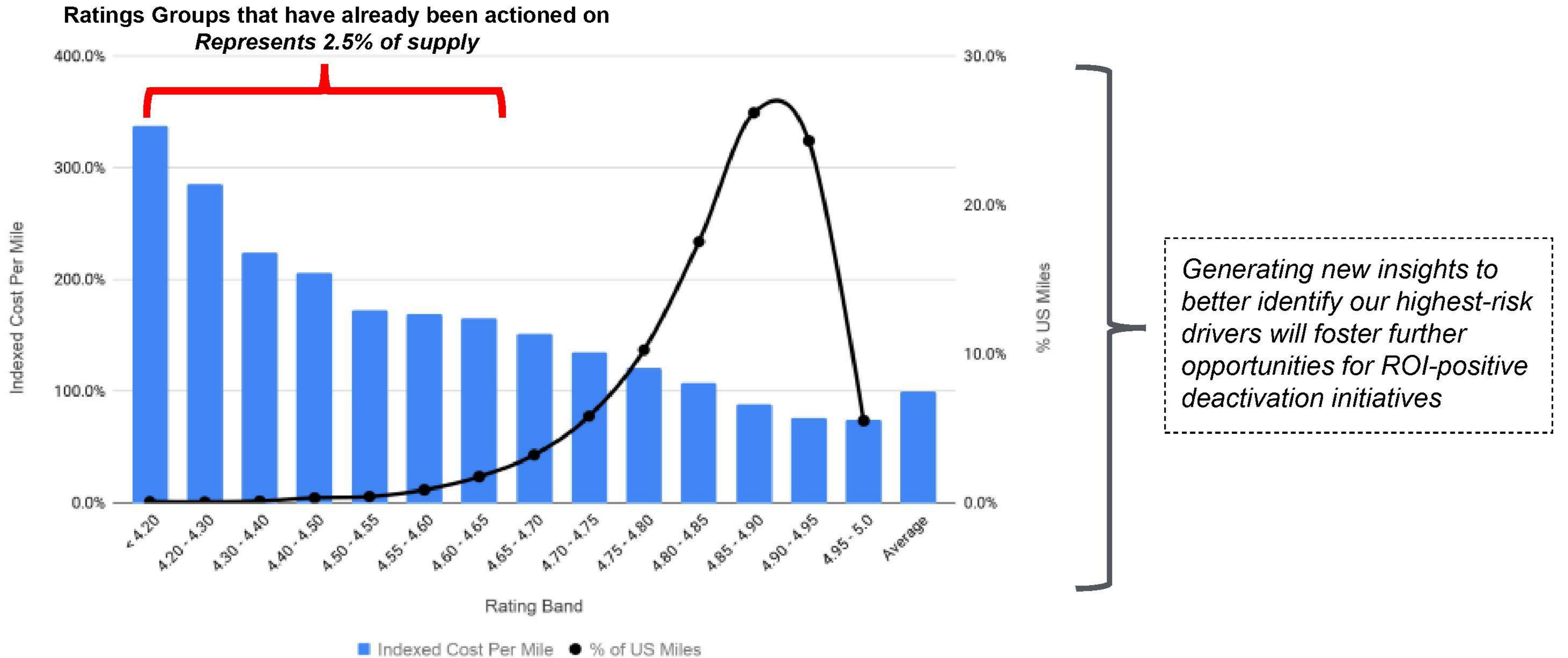
**1.5M** Monthly *Rider* Trips

**2.0M** Monthly *Driver* Trips

1. This reflects customers who believe "Uber is safe", but do not believe "Uber is committed to safety".

# In 2019, there will be fewer opportunities for ROI-positive driver deactivations

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# Safety of women drivers is lagging behind riders and male drivers...

## Sexual Violence by User & Gender

	<u>Female Drivers</u>		<u>Male Drivers</u>	
	+ Female Rider	+ Male Rider	+ Female Rider	+ Male Rider
Rate of Sexual Assaults or Serious Sexual Misconduct (Per 1M Trips)	6.4	<b>31.4</b>	11.3	6.3

**Women continue to be more at-risk than men on the platform, particularly female drivers.**

# ...which impacts our ability to grow our female driver base in a meaningful way.

## TAM & Compl. Trips by User & Gender

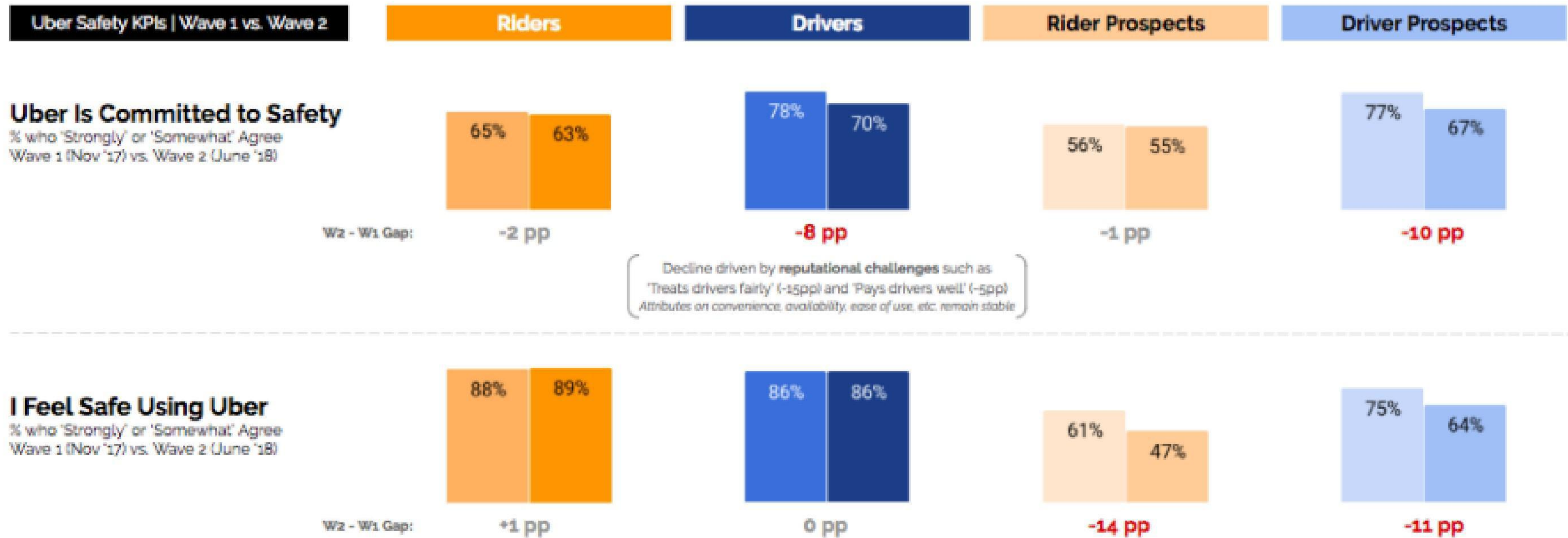
	Drivers		Riders	
	Male	Female	Male	Female
First Trips % of TAM	3M 12%	1M 4%	44M 45%	38M 37%
% Completed Trips	86%	14%	57%	43%

- **We have yet to capture a meaningful percentage of female driver Total Addressable Market**
- Almost 60% of women driver prospects indicate they would avoid giving trips due to concerns around sexual harassment or assault, compared with less than 30% of male driver prospects

# Safety sentiment among our riders and drivers saw no improvement this year, despite significant internal progress.

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In 2018, the top 5 safety related stories for negative sentiment garnered an average of 140k mentions, while the top 4 stories for positive sentiment garnered an average of less than 4k.

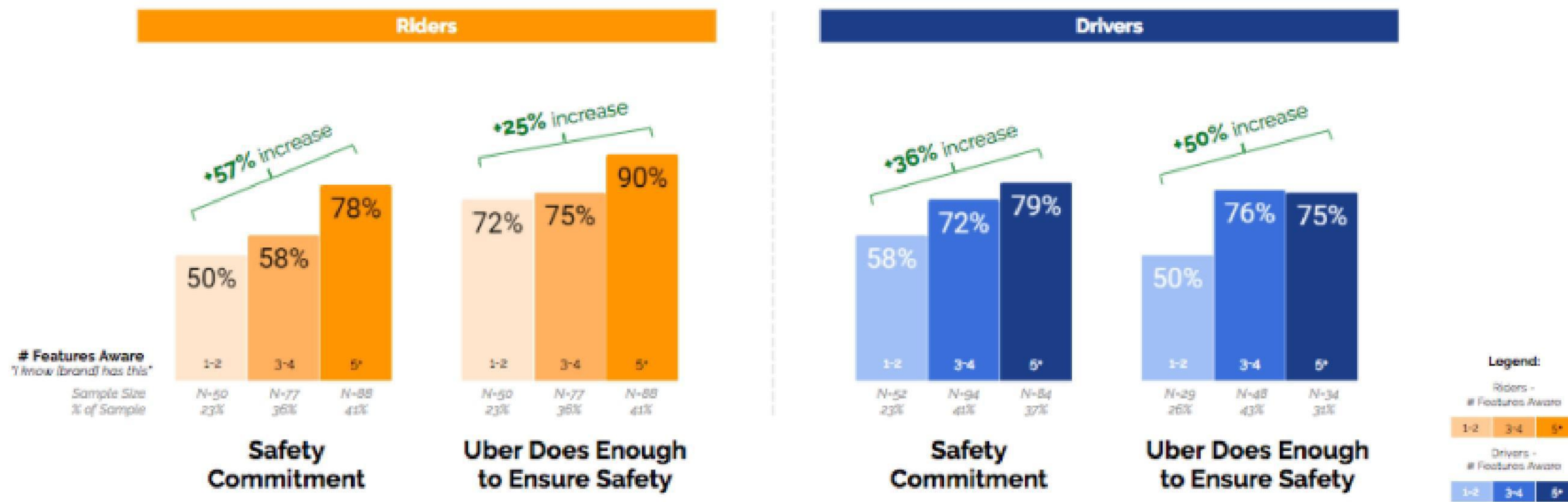


# In 2019, the best way we can improve riders' and drivers' safety sentiment is by improving awareness of features

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## Count of Features where "I know Uber has this"

T2B% on Safety Commitment & T2B% on Uber Does Enough to Ensure Safety (Enough or Everything Possible)



KANTAR

Uber

Base: Rider (306), Driver (341)  
 Source: B3b. There are a number of different features transportation companies could offer to ensure your safety. We'd like to know if you are aware of INSERT BRAND1 offering each of the features below. Note that INSERT BRAND1 may or may not actually offer each of these features. A4. Thinking about everything you have heard, read, or experienced with each transportation company as a driver/ rider/ prospective rider/ prospective driver, how much do you agree with the following statements?

# Sexual assault incidents will be more visible with the 2019 Transparency Report.

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***It's critical we prepare for the Transparency Report to be released in 2019, which will....***

- Publish Uber's sexual assault, serious accident, and crime numbers
- Use updated taxonomy created in partnership with the NSVRC
- Invite scrutiny into our internal policies and procedures

Tony West to team

May 15

Team,

I'm proud to share some changes we're making that demonstrate Uber's commitment to safety and our values as a company.

We've talked a lot about how Uber reflects the complexity and diversity of the society in which we operate—both good and bad—and that reality arms us with a special responsibility to enhance the safety of our platform whenever and however we can. Part of that is recognizing that we can't make Uber safer without also dealing directly with the problem of sexual violence. While not an Uber-only issue, it is critical that we're part of the solution, so we're announcing some big changes today:

- First, we will no longer require mandatory arbitration for individual claims of sexual assault or sexual harassment by Uber riders, drivers or employees.
- Second, survivors will now have the option to settle their claims with Uber without a confidentiality provision that prevents them from speaking about the facts of the sexual assault or sexual harassment they suffered.
- Finally, we will commit to publishing a safety transparency report that will include data on sexual assaults and other incidents that occur on the Uber platform. We also hope to open-source our taxonomy and methodology, developed in partnership with experts, so others in the travel and transportation industry to take this step, too.

You can see more details below in the blog I'll be posting soon. Our hope is that by taking these steps, we will help drive progress on these issues and encourage others to be part of the solution, too.

Honestly, this wasn't an easy or uncomplicated decision and it's one that surely will come at some financial cost. And there will be some who will criticize us for not going far enough. But I'm proud of the steps we're taking today because We Do The Right Thing, and ultimately, this is unquestionably the right thing to do.

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# Our incident support & response is a way to win customer loyalty and reduce costs

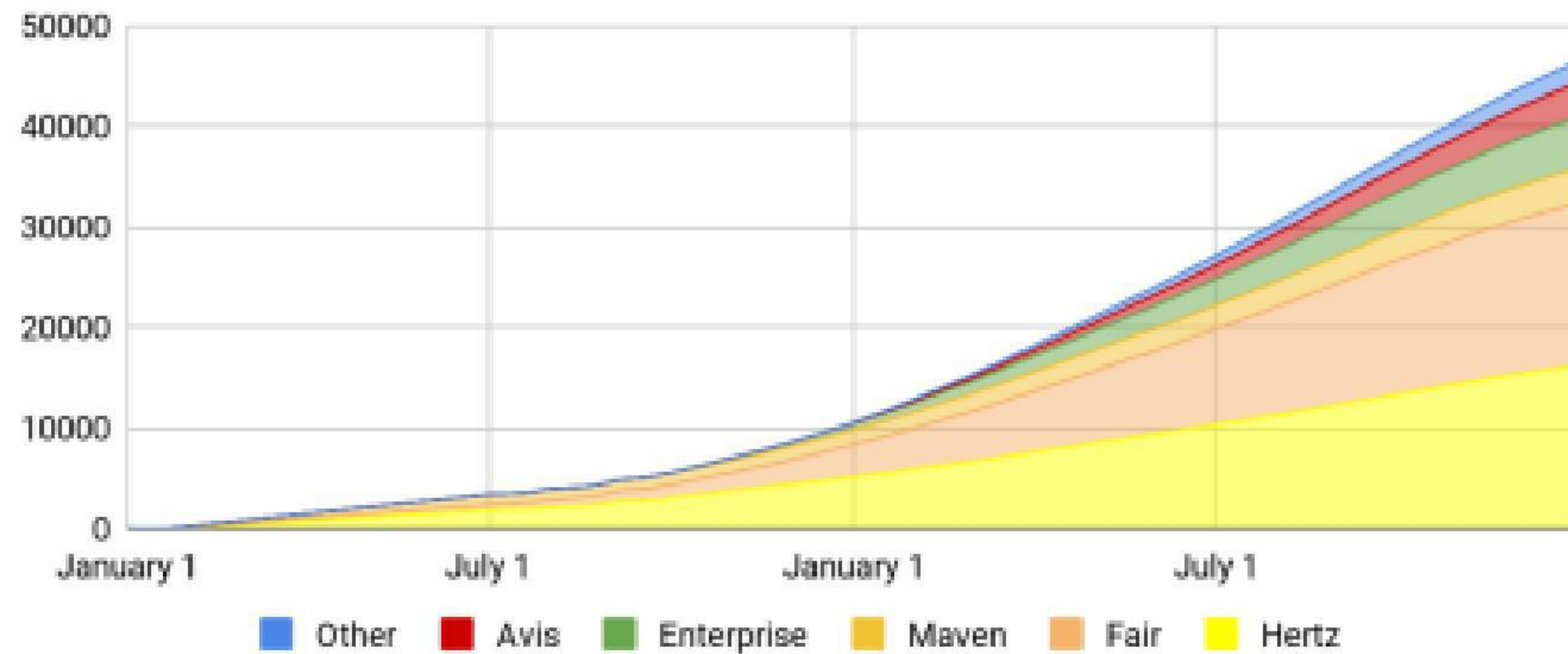
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***Optimizing Across these thousands of incidents will have the potential to...***

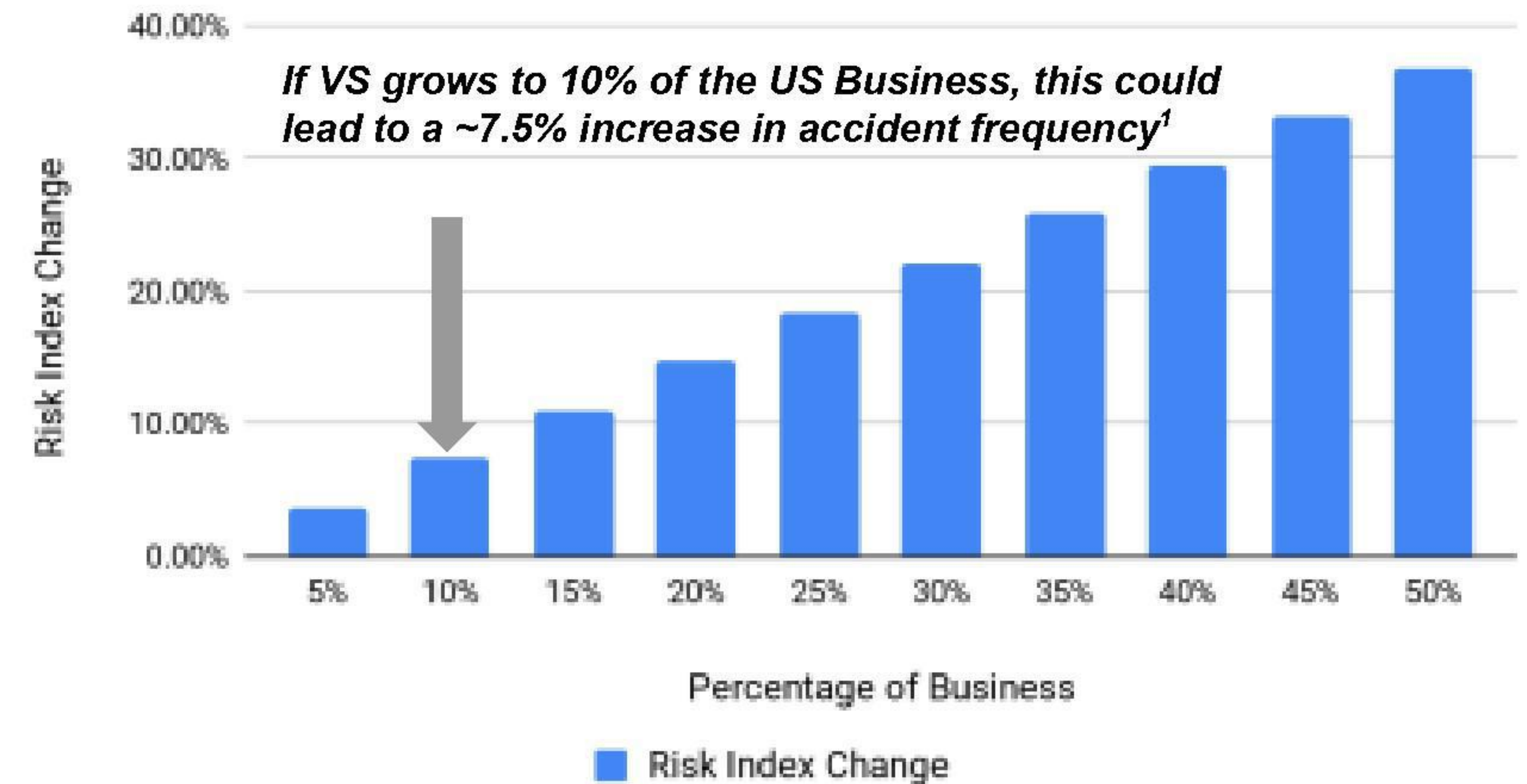
- ✓ Reduce rider & driver churn
- ✓ Reduce litigation risk
- ✓ Reduce future claims payouts
- ✓ Improve long-term brand loyalty
- ✓ Reduce risk of dual apping

# Safety and Insurance risk will be key factors to consider as we work to further scale the business through growth levers like Vehicle Solutions

## 2019 VS Supply Hour Goal 10% of US Supply Hours



## Incremental Increase to Accident Frequency



1. Based on historical actuarial study done by the Safety & Insurance team and may be updated in the future.

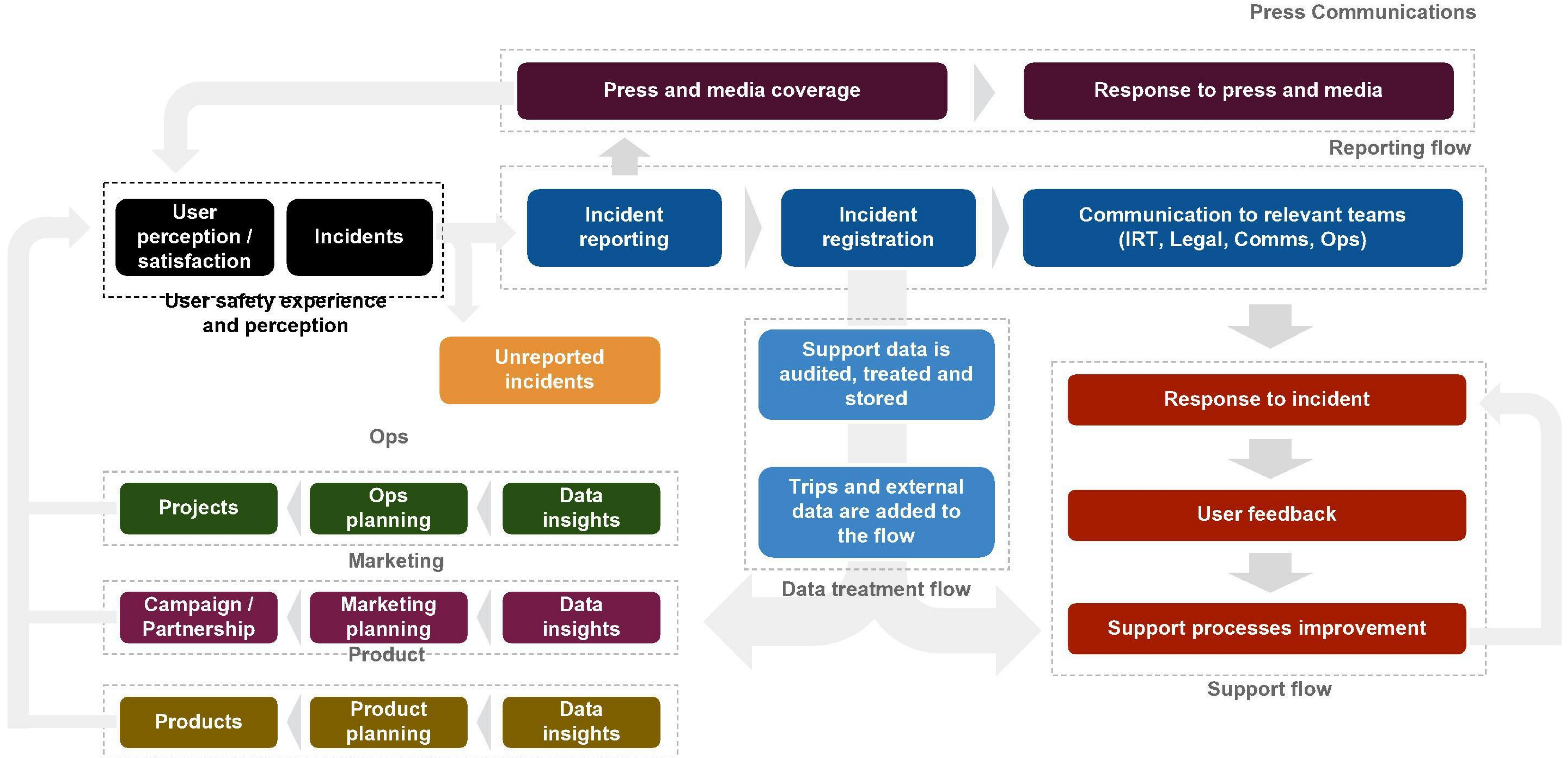
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## Slide 14 Notes

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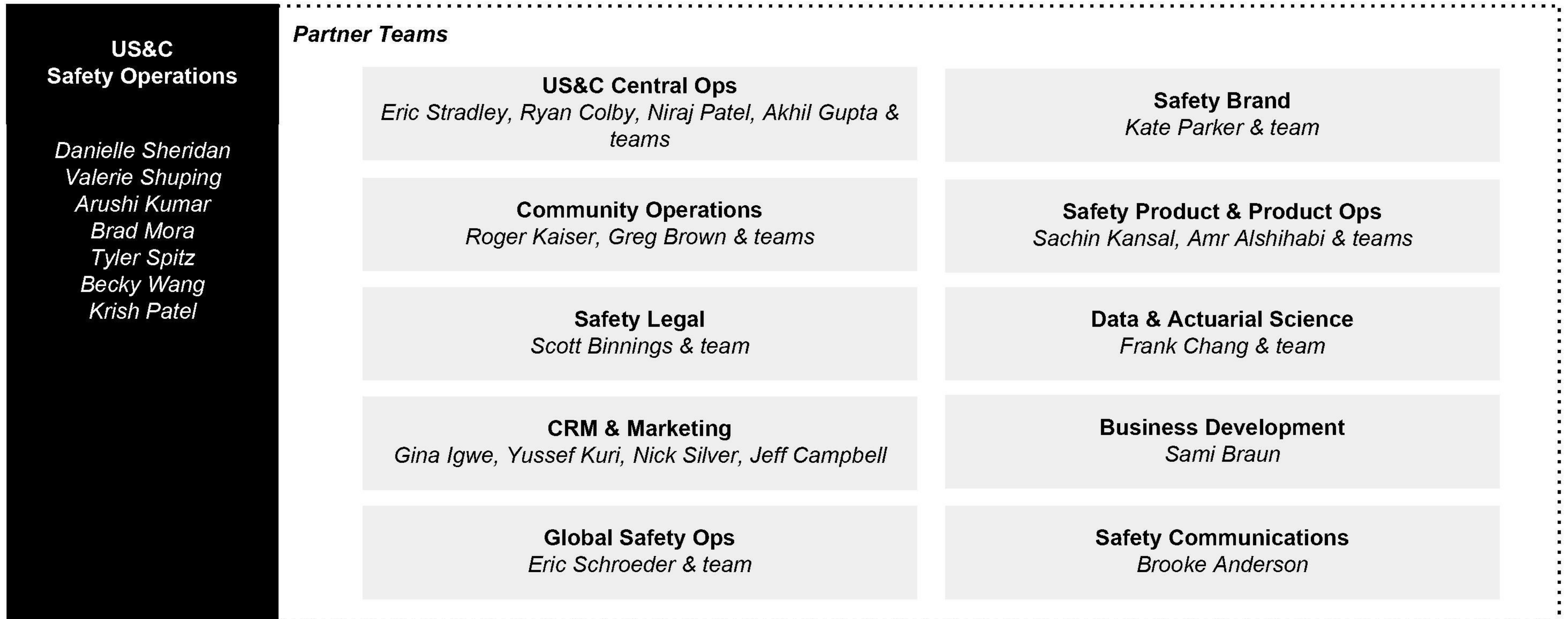
<https://docs.google.com/spreadsheets/d/1UxIRAI1pc3P39MdE1kEQOlqMWqIN8bzahUjJ807DP6I/edit#gid=1795154278>

# We will need to work cross-functionally to continue improving safety in 2019



# Stakeholders and Partner Teams

**Accomplishing this vision requires and will continue to require a significant cross-functional effort between partners in Ops, Product, Legal, CommOps and others**



# Key Driving & Personal Safety Themes

**Slide 17 Notes**

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Thank you

# Key 2019 Themes For US&C Safety Operations



## Reducing Accident Frequency & Severity

*Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.*



## Reducing Rate of Sexual Assault Incidents

*Launch initiatives to reduce sexual assaults on the platform. This includes mitigating sexual assault risk during the launch of new ventures on the platform.*



## Reduce Insurance Costs

*Launch and support implementation of initiatives that reduce the cost of insurance on the platform.*



## Accident & Incident Response and Experience

*Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.*



## Improving Safety Sentiment

*Advocate for initiatives that improve Safety Sentiment among our riders & drivers and ensure that our customers are aware of Uber's safety features.*



## Safety Data Management & Preparing For Upcoming Transparency Report

*Restore safety data integrity, track key metrics closely and develop meaningful insights about accidents and incidents on the platform. Working to prepare for upcoming release of Transparency Report*

**Slide 18 Notes**

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*Image source: FlatIcon*

# Out-of-Scope Areas for 2019 US&C Safety Operations

## Out-of-Scope

### Unaccompanied Minors

Unaccompanied minors are currently a pain point for the business. Uber does not allow them, but drivers don't have any guidance on what to do if they suspect a rider is under 18-- in fact, drivers can be deactivated in some places for taking a minor rider.

Though this is an issue worth addressing, the safety team will not be focused here in 2019, as unaccompanied minors are primarily experience and product issues

### Crisis Management

Of course, when disaster hits--such as a hurricane or an active shooter--Uber wants to ensure that its users and communities are safe. However, the Safety Ops team is focused exclusively on Uber-related incidents. Crisis Management is owned by the GSOC, subregional teams, and others.

### Non-Sexual Assault Incidents

We will be focused on reducing sexual assault incidents, as they pose the largest safety, reputational, and financial risk. This means that we will be deliberately deprioritizing other incident types, like physical altercation.

***This is subject to significant change if we launch cash to 100% of US customers in 2019***

# Initiatives, Projects & KPIs

**Slide 20 Notes**

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Thank you

# OKRs for Key 2019 Themes

Big Rock	Objective	Key Results
<b>Reducing Accident Frequency &amp; Severity</b>	Improve the safety of drivers and riders while in vehicles on the platform	<ul style="list-style-type: none"> <li>Reduce the rate of Serious Accidents on the platform by 5% from 2017 to 2018</li> <li>Incorporate feedbacks into our deactivation thresholds</li> <li>Fully scale phone mount distribution to 100% of new partners</li> </ul>
<b>Reducing Rate of Sexual Assault Incidents</b>	Improve the safety of drivers and riders while in vehicles on the platform	<ul style="list-style-type: none"> <li>Reduce incident rate of Sexual Assaults by 10% from 2017 to 2018</li> <li>Launch rider ratings process</li> <li>Advocate for or support 3 safety products</li> </ul>
<b>Reduce Insurance Costs</b>	Drive down insurance costs on the platform to improve the unit-economics of each trip	<ul style="list-style-type: none"> <li>Increase adoption of partner-funded DIP coverage to 15% (<i>subject to change</i>)</li> <li>Restructure deductible structure to experience \$10M+ in insurance savings (<i>subject to change</i>)</li> </ul>
<b>Accident &amp; Incident Response and Experience</b>	Deliver best-in-class support experience to our customers	<ul style="list-style-type: none"> <li>Reduce fraudulent deactivations by 50% from 2018 levels</li> <li>Refresh all safety standards over 2019</li> </ul>
<b>Improving Safety Sentiment</b>	Position Uber as the category leader in user (Driver+Rider) safety	<ul style="list-style-type: none"> <li>+10pp increase in rider feature awareness for top 5 most important features by end of H1; +20pp increase by end of 2019</li> <li>+5pp increase in driver feature awareness for top 5 most important features by end of H1; +10pp increase by end of 2019</li> <li>Education of Community Guidelines &amp; Safety Policies</li> </ul>
<b>Safety Data Management &amp; Preparing For Upcoming Transparency Report</b>	Ensure accurate reporting of our key metrics, deliver meaningful & actionable data insights on accidents/incidents	<ul style="list-style-type: none"> <li>Re-classification of historical tickets to updated taxonomy</li> <li>Present accurate, consistent data through Transparency Report</li> </ul>

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**Slide 21 Notes**

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*Image source: FlatIcon*

# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## Key Initiatives

### Offboarding Drivers

PARTIALLY FUNDED

**Optimizing deactivation criteria and advocating for new products to efficiently deactivate unsafe drivers**

Sample key projects:

- Feedback tags
- Further optimize ratings / DD policies

Success will mean reducing the serious accident rate without negatively impacting our marketplace metrics

[Narrative](#)

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### Influencing Safe Driving Behavior

PARTIALLY FUNDED

**Influencing safe driving behavior using incentives, actioning, proactive messaging, education and distribution of safe driving tools**

Sample key projects:

- Further scale phone mount distribution
- Better driver education

Success will mean reducing the serious accident rate while maintaining our deactivation rate

[Narrative](#)

### Vehicle Quality

FUNDED

**Exploring whether we should focus on improving vehicle quality**

Sample key projects:

- Increasing minimum year
- Required and standardize vehicle inspections

Success will mean running an analysis to determine the best course of action for optimizing our vehicle safety policies

[Narrative](#)

## Slide 22 Comments

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- 1 +bmora@uber.com per my other email, want to better understand what we're doing during the next sprint to address these big rocks (this slide + slide 23) during the next sprint, as thus far, most of our focus has been on ins. costs vs. accident rate.  
*Danielle Sheridan, 2/25/2019 12:37 AM*
- 2 +bmora@uber.com have you thought navigation type and accidents?  
\_Assigned to Brad Mora\_  
*Brad Mora, 4/19/2019 08:28 PM*

# 2019 Key US&C Safety Operations Initiatives - continued

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## Key Initiatives

### New Drivers

PARTIALLY FUNDED

1

**Focusing on new driver education for the app and its safety features**

Sample key projects:

- New driver tutorial
- New driver mentorship program

Success will mean reducing the accident rate for drivers <100 trips

[Narrative](#)

### New Ventures

FUNDED

**Focusing on supporting new ventures for the business to ensure they do not pose a safety and insurance risk to the business**

Sample key projects:

- Scaling vehicle solutions
- Applying EATS insurance rates cross-dispatch

Success will mean launching and growing new ventures for the business in an economically viable way

[Narrative](#)

## Slide 23 Comments

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- 1 How do we insulate new drivers from POOL trips?  
*Brad Mora, 4/19/2019 08:33 PM*

# P0 Projects

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## P0 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Feedback Tags</b>	Offboarding Drivers	We now collect “feedback tags” from riders, which may provide us with additional signal on drivers’ risk. We plan to build these “tags” into our Dangerous Driving deactivation processes to create a more holistic view on driver risk	Owner: Ops Key Partners: Data Science, Product, CommOps	Driver Deactivations
<b>Phone Mounts</b> <i>(continuation from '18)</i>	Driving Behavior	We will continue expanding our phone mount discount program across the US and work with our product team to automate the comms process and increase orders	Owner: Ops Key Partners: Product, Legal, Shipments	Phone Mount Usage
<b>Long-term Dash Cams Strategy</b> <i>(continuation from '18)</i>	Driving Behavior	Determine if it is feasible to scale the Dash Cams Pilot, and if so, develop and implement a strategy for doing so	Owner: Ops Key Partners: Product, CommOps, Legal	Dash Cam Adoption Rate
<b>Safety Incentives</b> <i>(continuation from '18)</i>	Driving Behavior	Hone the use of incentives as a way of targeting our highest-rated partners and offering long-term incentives that reward sustained safe driving habits and / or remove incentives for our risky partners. Project will include considering communicating this to drivers.	Owner: Ops Key Partners: Data Science, Legal, CommOps	Serious Accident Rate

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## Slide 24 Comments

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- 1 +brian.johnson@uber.com see here for project list. Please review and then we will go over in more detail.  
\_Assigned to Brian Johnson\_  
*Brad Mora, 4/19/2019 08:38 PM*

# P0 Projects

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## P0 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Car Quality Risk Analysis</b>	Vehicle Quality	Perform a deep-dive analysis to understand the relationship, if any, between vehicle quality and insurance costs. If the analysis indicates that lower quality vehicles pose a materially higher risk, implement tighter vehicle standards on the platform	Owner: Ops Key Partners: Data Science, Legal, Product	Serious Accident Rate
<b>New Driver Education</b>	New Drivers	Work with our key partners to educate new drivers on the app, its safety features, as well as general safety tips (e.g., safe PU/DO, restricted lanes) to reduce unfamiliarity with the app and drive down dangerous driving ticket rates for early drivers	Owner: Ops Key Partners: Product, Data Science, Legal	Accident Rate for Drivers <100 Trips
<b>Better Driver Education</b>	Driving Behavior	Refine the existing 7x7 course or develop a stand-alone course targeted at safety to reduce accident rates	Owner: Ops Key Partners: CommOps, Legal	Serious Accident Rate
<b>Adjudication Residual Rate Audit</b>	Offboarding Drivers	Audit invalidated tickets to ensure that DACT agents are enforcing our policies correctly and deactivating all partners in violation of our policies	Owner: Ops Key Partners: CommOps	Adjudication Residual Rate

# P0 Projects

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## P0 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>VVI Accident Rate Analysis</b>	Driving Behavior	Perform analysis and run experiment to determine if drivers who have a VVI are less likely to get in to accidents than drivers who do not have a VVI. If it proves to have a lower accident rate, then we will consider proposing a broader roll-out of VVIs	Owner: Ops Key Partners: Product, Data Science, Legal	Serious Accident Rate
<b>Ratings &amp; Dangerous Driving Review &amp; Optimization</b> <i>(Evergreen)</i>	Offboarding Drivers	Review city supply positions to determine if further optimization can take place on minimum ratings thresholds and maximum Dangerous Driving scores	Owner: Ops Key Partners: Legal, CommOps	Serious Accident Rate
<b>Expedited Deactivations Rating Threshold Review</b> <i>(Evergreen)</i>	Offboarding Drivers	Review efficacy of current expedited quality process and explore further changes / optimization of thresholds	Owner: Ops Key Partners: Legal, CommOps	Serious Accident Rate
<b>Premium Quality</b> <i>(Evergreen)</i>	Offboarding Drivers	Continue supporting the Premium Quality process	Owner: Ops Key Partners: Legal, CommOps	Serious Accident Rate

# P1 Projects

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## P1 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
High-quality Driver Referrals*	New Drivers	Perform an analysis to determine whether high-quality partners refer other partners that are later deemed "high-quality", and, if so, adjust our referrals strategy to better support safety	Owner: Ops Key Partners: CommOps, Data Science, Legal	Dangerous Drivers Onboarded
Driver LTV Analysis (incorporating insurance risk)*	New Ventures	Perform an analysis to calculate lifetime value derived from a partner based on attributes associated with risk (age, gender, etc.) and leverage this information to tailor marketing to safer driver cohorts	Owner: Ops Key Partners: CommOps, Marketing, Data Science, Legal	Dangerous Drivers Onboarded
Leveraging and Supporting E-PUDOs for Safety*	Driving Behavior	Determine whether the new E-PUDOs technology can be leveraged to improve safety on the platform	Owner: Ops Key Partners: Product, Data Science, Legal	Serious Accident Rate
Insurance 101 Support*	Driving Behavior	Support Safety Brand efforts to create an Insurance 101 program for drivers to raise awareness of Uber-provided coverage	Owner: Ops Key Partners: CommOps, Legal	Driver Awareness of Insurance

\*These projects will have nominal coverage under current staffing

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# P1 Projects

## Priority / Theme



### Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

## P1 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Driving History / Minimum Partner Age Review*</b>	Driving Behavior	Revisit the possibility of increasing minimum driving history or minimum partner age as a means of reducing insurance costs and improving safety sentiment	Owner: Ops Key Partners: Data Science, Legal	Serious Accident Rate
<b>Operationalize Telematics Data*</b>	Offboarding Drivers	Work with Legal and Eng to explore the possibility of operationalizing telematics data by incorporating it into a holistic DD score, ticket validation and/or for proactive driver education	Owner: Ops Key Partners: CommOps, Product, Data Science, Legal	Serious Accident Rate
<b>Long-term Vehicle Recalls Strategy*</b>	Offboarding Drivers	Develop long-term recall strategy for partners affected by vehicle recalls that are not as severe as "Do Not Drive" vehicle recalls	Owner: Ops Key Partners: CommOps, Marketing, Legal, P&C	In-violation Vehicles on Platform
<b>New Driver Mentorship Program*</b>	New Drivers	Develop a mentorship program in which tenured, high-rated drivers, provide guidance to new drivers	Owner: Ops Key Partners: CommOps, Legal	Accident Rate for Drivers <100 Trips

\*These projects will have nominal coverage under current staffing

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# P1 Projects

## Priority / Theme



**Reducing Severity and Rate of Accidents**

*Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.*

## P1 Project List - continued

1 Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>MVR History Analysis</b>	Offboarding Drivers	Determine if our current MVR standards are optimized and if we can put tighter restrictions in place to further improve platform safety	Owner: Ops Key Partners: Data Science, Legal	Serious Accident Rate

*\*These projects will have nominal coverage under current staffing*

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## Slide 29 Comments

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+mccann@uber.com

*Jenny Luu, 11/21/2018 08:20 PM*

# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



**Reducing Rate of Sexual Assault Incidents**

*Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform. Because sexual assaults have an outsized effect on women, reducing sexual assaults will improve women's safety especially*

[Narrative](#)

## Key Initiatives

### User-Level Interventions and Deactivations FUNDED

***Reducing incident rate by changing a user's behavior and sharpening deactivation criteria***

- Sample key projects:
- Rider ratings optimization
  - Rider identity verification

Success will mean reducing the sexual assault incident rate.

### Trip-Level Interventions and Deactivations FUNDED

***Reducing incident rate by preventing the trip or the match from happening at all, or changing the circumstances of the trip***

- Sample key projects:
- Supporting S-RAD
  - Fake Uber driver solution

Success will mean reducing the sexual assault incident rate.

### Supporting New Ventures FUNDED

***Ensuring safety is a key consideration throughout Uber's exploration of new projects and products***

- Sample key project:
- Support the pilot of cash with safety insights and recommendations

Success will mean stakeholders have safety top of mind with any new initiative

## Slide 30 Comments

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1 Rider dupe accounts needs to be added here.  
*Danielle Sheridan, 1/27/2019 11:14 PM*

2 (or safety lock)  
*Danielle Sheridan, 1/27/2019 11:14 PM*

# P0 Projects

## Priority / Theme



### Reducing Rate of Sexual Assault Incidents

Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform.

[Narrative](#)

## P0 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Rider Ratings</b> <i>(continuation from '18)</i>	User-Level Interventions and Deactivations	Lower rated riders generate a higher rate of safety reports from drivers. Create a rider ratings process where the lowest rated riders are warned and deactivated	Owner: Ops Key Partners: Product, Legal, Policy, CommOps	IPC Rate DSAT
<b>Behavior Correlates</b> <i>(continuation from '18)</i>	User-Level Interventions and Deactivations	Determine if certain behaviors--like cancellation, ratings, or rider > driver feedback tags--are correlated with sexual assault or misconduct, and aim to eliminate that behavior	Owner: Ops Key Partners: Data Science, Legal	Serious IPC Rate
<b>Rider Identity</b>	User-Level Interventions and Deactivations	Scope and implement process to better confirm rider identity--for example, Social Connect, ID check, or mandatory photos	Owner: Ops Key Partners: Product, Legal, Policy	Serious IPC Rate DSAT
<b>Cash &lt;&gt; Safety</b> <i>(continuation from '18)</i>	Trip-Level Interventions and Deactivations	Given that cash has a negative relationship with incident rate, advocate for a cash pilot that's as safe as possible with insights and recommendations	Owner: Ops Key Partners: Product, Legal, CommOps	IPC Rate of Cash Trips

## Slide 31 Comments

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- 1 Question - do feedback tags exist on rider side?  
*Danielle Sheridan, 1/3/2019 08:59 PM*

# P0 Projects

## Priority / Theme



**Reducing Rate of Sexual Assault Incidents**

*Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform.*

[Narrative](#)

## P0 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Dispatch based solutions</b>	Trip-Level Interventions and Deactivations	Continue to support the product team in operationalizing S-RAD, a product which intervenes at dispatch based on risk factors of sexual assault. In addition, determine whether additional products (e.g. SDM) or manual dispatch-based solutions should be implemented	Owner: Product Key Partners: Ops, Legal, Data Science	Sexual Assault Rate
<b>Fake Uber Driver Solution</b>	Trip-Level Interventions and Deactivations	2018 saw several high-profile cases of Uber driver impersonators assaulting unknowing riders. Collaborate with product and ops to determine and implement the best solution to drive down the number of fake Uber drivers	Owner: Ops, Product Key Partners: Data Science, Legal, CommOps	Serious IPC Rate
<b>Point-in-Time Educational Efforts to Reduce Sexual Assaults</b>	Trip-Level Interventions and Deactivations	Based on insights that the right message at the right time can change behavior, test various communication methods and messages to emphasize Uber's commitment to safety and consequences of sexual assault	Owner: Ops Key Partners: Safety Brand, Legal, Marketing	Serious IPC Rate

## Slide 32 Comments

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1

To Add:

Gender Sensitization

General Education

Anomaly Detection & Outreach

*Danielle Sheridan, 1/18/2019 07:44 PM*

# P1 Projects

## Priority / Theme



### Reducing Rate of Sexual Assault Incidents

Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform.

[Narrative](#)

## P1 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
LTV impact of marketing channels, relative to safety	User-Level Interventions and Deactivations	Assess the LTV impact of marketing channels, relative to safety incidents. Save money by not recruiting from channels with higher-incident cohorts	Owner: Ops Key Partners: Marketing, Legal	Serious IPC Rate
Deactivate Polymorphed Accounts	User-Level Interventions and Deactivations	When drivers are deactivated for safety or have failed their BGCs, we should work with Legal to deactivate their rider accounts if necessary	Owner: Ops Key Partners: Product, CommOps	Serious IPC Rate
Non-AH Safety Accountability	Trip-Level Interventions and Deactivations	About 2% of sexual misconduct incidents were reported against male riders who were not the account holder. Consider requiring identity verification for guest riders and/or tightening up guest rider standards	Owner: Ops Key Partners: Product, CommOps, Legal	Serious IPC Rate
Short-Term Driver Rating Volatility	User-Level Interventions and Deactivations	If a driver's ratings are much lower than normal over a short time period (e.g. 24 hours), determine whether that is that predictive of an impending safety incident	Owner: Ops Key Partners: Data Science, CommOps, Legal	Serious IPC Rate

# P1 Projects

## Priority / Theme



### Reducing Rate of Sexual Assault Incidents

Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform.

[Narrative](#)

## P1 Project List - continued

1

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Short-Term Rider Rating Volatility</b>	User-Level Interventions and Deactivations	If a rider's ratings are much lower than normal over a short time period (e.g. 24 hours), determine whether that is that predictive of an impending safety incident	Owner: Ops Key Partners: Data Science, CommOps, Legal	Serious IPC Rate
<b>Background Check Analysis*</b>	User-Level Interventions and Deactivations	Analyze whether there is any relationship with background check findings and safety on the Uber app. If so, change background check requirements	Owner: Ops Key Partners: Compliance, Legal	Serious IPC Rate
<b>Ride-Alongs (scoping)*</b>	Trip-Level Interventions and Deactivations	A large percentage of sexual misconduct incidents happen when the rider is alone in the car with a driver. Scope allowing drivers to bring a person in the vehicle with them during trips.	Owner: Ops Key Partners: Product, Legal, CommOps, Policy & Comms	Serious IPC Rate
<b>Driver Identification*</b>	User-Level Interventions and Deactivations	Identify gaps in the driver activation process, including loopholes for fake accounts or account sharing. Work with product to implement solutions to those problems	Owner: Ops Key Partners: Product, CommOps, Legal	Serious IPC Rate

\*These projects will have nominal coverage under current staffing

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## Slide 34 Comments

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1

+mccann@uber.com

*Jenny Luu, 11/21/2018 08:20 PM*

# P1 Projects

## Priority / Theme



**Reducing Rate of Sexual Assault Incidents**

*Launch initiatives to reduce sexual assaults on the platform This includes mitigating sexual assault risk during the launch of new ventures on the platform.*

[Narrative](#)

## P1 Project List - continued

2 3	Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
	<b>Higher incident rate neighborhoods*</b>	Trip-Level Interventions and Deactivations	Analyze whether drivers are more likely to use safety as a cancellation reason in neighborhoods where there is more crime and a higher incident rate. Determine whether to advocate for a “risky neighborhood” indicator or other solutions which may drive down incident rate in those neighborhoods	Owner: Ops Key Partners: Data Science, Product, Legal	IPC Rate

\*These projects will have nominal coverage under current staffing

## Slide 35 Comments

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1 Added this project per our discussion  
*Valerie Shuping, 11/16/2018 01:01 AM*

2 +dportugal@uber.com  
*Valerie Shuping, 11/16/2018 01:01 AM*

3 +dportugal@uber.com, +valerie.shuping@uber.com Can you please keep me updated on this one? Key for our City Safety efforts.

It may be worth considering having an external partner so that it isn't Uber who is labeling neighborhoods as "dangerous" but a Crime and City Safety expert.

Happy to support you as this moves forward.  
*Camila Escallon, 12/4/2018 12:22 AM*

# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



**Reduce Insurance Costs**

*Launch and support implementation of initiatives that reduce the cost of insurance on the platform.*

[Narrative](#)

## Key Initiatives

**Driver Injury Protection (DIP)**

FUNDED

***Increasing adoption of DIP to reduce Uber's required UI / UIM coverage***

Sample key projects:

- DIP Onboarding Integration
- DIP Screen takeover

Success will mean a substantial increase in DIP covered trips as a % of total trips

**Optimize Uber's Insurance Cost Management**

FUNDED

***Adjusting the deductible structure to be mutually beneficial for both Uber and our highest-value drivers, as well deep-diving our P&L to understand other areas of opportunity***

Sample key projects:

- Increasing the deductible for drivers outside of our loyalty program
- Deep-diving the insurance P&L

Success will mean reducing insurance costs from deductibles and other opportunities without negatively affecting Uber's safety and driver sentiment

# P0 Projects

## Priority / Theme



### Reduce Insurance Costs

Launch and support implementation of initiatives that reduce the cost of insurance on the platform.

## P0 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Driver Injury Protection (DIP)</b> <i>(continuation from '18)</i>	Driver Injury Protection	Driver Injury Protection can better serve up to 60% of uninsured motorist losses paid to drivers. It also gives drivers peace of mind and covers them in case of injury. This project aims to work with cross functional stakeholders to increase adoption of DIP coverage with a heavy focus on onboarding integration.	Owner: Ops Key Partners: Safety Brand, CRM, Product	DIP Covered Trips
<b>Insurance Deductibles</b> <i>(continuation from '18)</i>	Optimize Uber's Insurance Cost Structure	Continue to analyze current deductible structure to identify opportunities for insurance cost reduction and competitive differentiation. This includes potentially messaging drivers about the better offering we provide compared to Lyft.	Owner: Ops Key Partners: Legal, CommOps, Product, Claims	Projected Financial Impact and Driver Safety Sentiment

# P1 Projects

## Priority / Theme



**Reduce Insurance Costs**

*Launch and support implementation of initiatives that reduce the cost of insurance on the platform.*

## P1 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Insurance P&amp;L Review*</b>	Optimize Uber's insurance cost structure	Develop a process to regularly review and report on monthly insurance P&L line items; develop subject matter expertise in this area	Owner: Ops Key Partners: Finance	Insurance Costs

*\*These projects will have nominal coverage under current staffing*

# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



### Accident/Incident Response and Experience

Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.

[Narrative](#)

## Key Initiatives

### Customer Communication and Education

PARTIALLY FUNDED

**Changing safety and quality communications to improve rider and driver sentiment and behavior**

Sample key projects:

- Driver safety outbounds in-app instead of in Bliss
- Outbound phone calls for certain waitlists and / or deactivations

Success will mean creating more robust and effective lines of communication with our drivers

4

### Improving the Waitlist and Deactivation Experiences

PARTIALLY FUNDED

**Improving the driver waitlist and deactivation experiences on the Uber platform**

Sample key projects:

- Switch safety deactivated drivers to Eats for specific deactivation reasons
- Support fraud team in combating safety support abuse

Success will mean improving painful experiences for drivers.

### Maintaining & Improving Safety Standards

PARTIALLY FUNDED

**Maintaining, strengthening, and owning Uber's approach**

Sample key projects:

- Create credibility weighted model that bridges driving safety and personal safety
- Auditing and refreshing current safety standards

Success will mean having coherent, adhered-to standards that decrease accidents and incidents and treat users fairly

## Slide 39 Comments

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- 1 +1. What here would be an IRT project? E.g. Saved Reply reviews?  
*Karina Sengupta, 11/16/2018 01:43 AM*
- 2 It depends where we choose to go with this bucket, but I'd imagine that Saved Reply reviews would fit squarely within Comm Ops.  
  
+bmora@uber.com +valerie.shuping@uber.com ?  
*Danielle Sheridan, 11/14/2018 08:22 PM*
- 3 I agree with that suggestion - I also think that there could be room to partner on some "Make it Right" initiatives, like tracking and paying/apologizing when a user has had a bad experience  
*Valerie Shuping, 11/16/2018 12:40 AM*
- 4 Gotcha. Keep CommOps informed for any that would require action +gbrown@uber.com for awareness. Please keep our team informed as well as some of these could be globally scalable  
*Karina Sengupta, 11/16/2018 01:43 AM*

# P0 Projects

## Priority / Theme



### Accident/Incident Response and Experience

Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.

## P0 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Safety Standards Management</b> <i>(Evergreen)</i>	Strengthening Safety Standards	Own, improve, and strengthen Driving and Personal Safety business standards. Refresh standards as needed	Owner: Ops Key Partners: CommOps, Global Ops, Legal	Deactivations within Standard
<b>Optimize Driver Communications</b>	Driver Communication and Education	Optimize how we communicate with our drivers, based on both segmentation and channels leveraged	Owner: Ops Key Partners: CommOps, Product, CRM, Legal	Driver CSAT
<b>Auditing relationship of compliance and incidents</b>	Strengthening Safety Standards	Determine what percentage of safety incidents happen due to compliance vulnerabilities, and implement solutions to address those vulnerabilities	Owner: Ops Key Partners: Compliance, Product	Percentage of incidents due to compliance
<b>Sexual Misconduct Specific Credibility Weighted Model*</b>	Strengthening Safety Standards	Though we have driver and rider IPC standards, a model and standard specific to sexual misconduct may be able to root out the bad actors more efficiently. It could also replace the current lifetime strike threshold of the sexual misconduct standard	Owner: Ops Key Partners: Data Science, Product, Legal	Sexual Assault Rate

\*These projects will have nominal coverage under current staffing

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# P0 Projects

## Priority / Theme



### Accident/Incident Response and Experience

Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.

## P0 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Fraud Review "Make It Right"</b> <i>(continuation from '18)</i>	Improving the Driver Waitlist and Deactivation Experiences	Systematize the process to identify and, when appropriate, reactivate drivers wrongfully rejected as a result of rider fraud	Owner: Ops Key Partners: CommOps, Legal	Reactivations due to Fraud
<b>Support Crash 2.0*</b>	Driver Communication and Education	Support CommOps efforts to revamp the crash response process	Owner: Ops Key Partners: CommOps, Legal	Driver CSAT

\*These projects will have nominal coverage under current staffing

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# P1 Projects

## Priority / Theme



### Accident/Incident Response and Experience

*Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.*

## P1 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Intoxicated Rider Pro-Tips</b>	Driver Communication and Education	Work with Safety Marketing team to release pro-tips to drivers on how to best deal with intoxicated riders (e.g. what to do if driver feels as though s/he is potentially in danger)	Owner: Ops Key Partners: Marketing, CommOps, Legal	Driver Safety Sentiment
<b>EATS Onboarding Post Rides Deactivation*</b>	Improving the Driver Waitlist and Deactivation Experiences	Advocating for a product fix that will allow drivers to be shifted to the EATS flow post-Rides deactivation for select policies	Owner: Ops Key Partners: Product, CommOps, Legal	Deactivated Drivers moved to EATS flow
<b>Optimize Fraud Policies*</b>	Improving the Driver Waitlist and Deactivation Experiences	Work with Business Standards Fraud team to ensure partners are not being wrongfully rejected and that our current standards do not incentivize rider fraud	Owner: Ops Key Partners: CommOps, Legal	Fraud Rate

*\*These projects will have nominal coverage under current staffing*

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# P1 Projects

## Priority / Theme



**Accident/Incident Response and Experience**

*Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.*

## P1 Project List - continued

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Support CommOps Staffing Efforts*</b>	Driver Communication and Education	Analyze current shortcomings in CommOps staffing and provide support in advocating for growing headcount for this organization where needed	Owner: Ops Key Partners: CommOps, Legal	Ticket Backlog and SLAs

*\*These projects will have nominal coverage under current staffing*

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# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



**Improving Safety Sentiment**

*Advocate for initiatives that improve Safety Sentiment among our riders & drivers and ensure that our customers are aware of Uber's safety features.*

[Narrative](#)

## Key Initiatives

### Driver and Rider Quality

***Focusing on the quality and safety of our riders and drivers***

Sample key projects:

- Support our rider rating implementation

Success will mean a substantial increase in rider and driver quality.

### Positioning Uber As Category Leader of Safety

***Position Uber as the category leader in user (Driver+Rider) safety***

- Drive Awareness and interest on key Safety products and features
- Educate on User Guidelines and Safety Policies & Standards
- Amplifying Uber's safety commitment while land new products and positions

## Slide 44 Notes

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[https://docs.google.com/presentation/d/162\\_mtYLTtuaTn\\_qBEGcMFiFlxK-5RmuWxl4drYu2hNM/edit?ts=5be60403#slide=id.g47c37b5759\\_1\\_16](https://docs.google.com/presentation/d/162_mtYLTtuaTn_qBEGcMFiFlxK-5RmuWxl4drYu2hNM/edit?ts=5be60403#slide=id.g47c37b5759_1_16)

# The Opportunity

**Safety is the company's top priority and so we must demonstrate this commitment to key audiences by showcasing everything we do to help ensure safety on the Uber platform.**

## INFORM

### Products & Features

Focus on driving awareness of the most effective and impactful safety features for riders & drivers:

Riders: Screening, Emergency Button, Insurance, Customer Support, Phone Anonymization

Drivers: Emergency Button, Phone Anonymization, Customer Support, Insurance

## EDUCATE

### Guidelines & Policies

Educate audiences on Community Guidelines & Safety Policies in order to set global behavior standards that encourage safer interactions on our platform.

## AMPLIFY

### Partnerships & Announcements

Land new products and positions while amplifying our safety commitment through:

- partnerships with leading safety organizations
- interactive safety events spearheaded by executive team members
- participation in syndicated studies

# Desired Outcome

## GET

Active, Prospective  
and Disaffected  
Customers (Drivers +  
Riders)



## TO

Believe Uber is the  
rideshare leader in  
user Safety.



## BY

Driving Awareness,  
Education and  
Excitement about all  
the safety related  
initiatives from Uber

# 2019 Safety Marketing Strategy

Strategic Goal	Position Uber as the category leader in user (Driver+Rider) safety		
Big Idea / Overarching Narrative	Safety Brand Narrative -- Still in development		
Key Challenge to Overcome	<b>INFORM</b>	<b>EDUCATE</b>	<b>AMPLIFY</b>
Marketing Pillar / Big Rock	Drive Awareness and interest on key Safety products and features	Educate on User Guidelines and Safety Policies & Standards	Amplifying Uber's safety commitment while land new products and positions
Rider Content	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Emergency Button</li> <li>Driver Screening</li> <li>Phone Anonymization</li> <li>Customer Support</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Trip Monitoring</li> <li>Rider Share Trip</li> </ul>	<ul style="list-style-type: none"> <li>Community Guidelines (relaunch)</li> <li>Business Safety Policies</li> </ul>	<ul style="list-style-type: none"> <li>- New Safety Narrative</li> <li>- New product announcements</li> <li>- Comms &amp; Media Coverage</li> <li>- Partnerships</li> <li>- Transparency Report</li> <li>- Share the Road</li> <li>- Future of Work</li> <li>- Women's Safety Gender Based Violence</li> <li>- Driver Stories</li> <li>- Executives @ Conferences</li> </ul>
Driver Content	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Emergency Button</li> <li>Insurance</li> <li>Phone Anonymization</li> <li>Customer Support</li> </ul>	<ul style="list-style-type: none"> <li>Community Guidelines (relaunch)</li> <li>Business Safety Policies</li> <li>Insurance 101</li> <li>Future of Work</li> </ul>	
Key Audience	Prospects + Active + Churned	Active + Churned	Active
Channels	Social, CRM, Web, Paid Media	Social, CRM & Web	Social, CRM, Comms & Paid Media

## Slide 47 Notes

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Secondary: Trip Monitoring and Ride Share Trip

# P0 Projects

## Priority / Theme



**Improving Safety Sentiment**

*Advocate for initiatives that improve Safety Sentiment among our riders & drivers and ensure that our customers are aware of Uber's safety features.*

## P0 Project List

4

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
Rider Ratings	Post-Incident Deactivation	Create a rider ratings process where the lowest rated riders are warned and deactivated	Owner: Ops Key Partners: Product, Legal, Policy, CommOps	IPC Rate DSAT

*Add'l Projects TBD Pending Marketing Finalizing Bottoms-up Planning*

## Slide 48 Comments

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- 1 +dportugal@uber.com two additional things that might be worth adding - 1) the revamp to the CSRL (We're scoping doing "more" within the CSRL, where agents take some initial action rather than solely recording details of the report.)  
2) Victim support resources - re-evaluating resources that we're providing to victims in cases of conclusive investigative outcomes  
*Greg Brown, 11/16/2018 01:34 AM*
- 2 +gbrown@uber.com two thoughts here:  
1) what does CSRL stand for?  
2) i envision these projects being owned by your team but supported by Ops. Do you agree?  
*Danielle Sheridan, 11/15/2018 04:09 AM*
- 3 +dportugal@uber.com FYI I believe that CSRL = Critical Support Response Line. Agree that these sound like CommOps owned projects, but we would be stakeholders  
*Valerie Shuping, 11/16/2018 12:42 AM*
- 4 apologies for delay - agree with val; comfortable either including in ours or here (or both if you deem appropriate)  
*Greg Brown, 11/16/2018 01:34 AM*

# P1 Projects

## Priority / Theme



**Improving Safety Sentiment**

*Advocate for initiatives that improve Safety Sentiment among our riders & drivers and ensure that our customers are aware of Uber's safety features.*

## P1 Project List

4

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Community Guidelines &amp; User Behavior Expectations</b>	Positioning Uber As Category Leader of Safety	Set boundaries of safe behaviors with users, which includes education on standards and transparency of rules. Explore monetary rewards for acting safely. This project also includes requiring riders and drivers to certify that they've read our Community Guidelines prior to going online and taking their next trip (ongoing Safety Brand initiative)	Owner: Ops Key Partners: Safety Brand, Marketing, CommOps, Legal, Policy & Comms, Product	User Safety Sentiment IPC Rate
<b><i>Add'l Projects TBD Pending Marketing Finalizing Bottoms-up Planning</i></b>				

## Slide 49 Comments

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- 1 +dportugal@uber.com two additional things that might be worth adding - 1) the revamp to the CSRL (We're scoping doing "more" within the CSRL, where agents take some initial action rather than solely recording details of the report.)  
2) Victim support resources - re-evaluating resources that we're providing to victims in cases of conclusive investigative outcomes  
*Greg Brown, 11/16/2018 01:34 AM*
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*Valerie Shuping, 11/16/2018 12:42 AM*
- 4 apologies for delay - agree with val; comfortable either including in ours or here (or both if you deem appropriate)  
*Greg Brown, 11/16/2018 01:34 AM*

# 2019 Key US&C Safety Operations Initiatives

## Priority / Theme



**Safety Data Management**

*Investigate underlying causes of data integrity issues and collaborate with Safety stakeholders on improving data quality.*

[Narrative](#)

## Key Initiatives

### Team Communication

FUNDED

***Improving communication between teams through stakeholder identification and alignment***

Sample key projects:

- Stakeholder list
- Goal and project alignment for 2019

Success will mean closer alignment with Safety and CommOps stakeholders in 2019.

### Data Accuracy & Consistency

PARTIALLY FUNDED

***Uncovering data integrity issues and working with Safety and CommOps leaders to improve data quality***

Sample key projects:

- Deep dive on serious accident data and Bliss / JIRA classification process
- Reclassification of tickets

Success will mean confidence and accuracy in our Safety data.

### Data Tracking

FUNDED

***Tracking key metrics and fostering deep insights on accidents & incidents***

Sample key projects:

- Create insights dashboard that deep-dives on key attributes of accidents / incidents
- Maintain dashboards tracking key KPIs

Success will mean having a deep understanding of what drives accidents and incidents on the platform

# P0 Projects

## Priority / Theme



**Safety Data Management & Preparing For Upcoming Transparency Report**

*Investigate underlying causes of data integrity issues and collaborate with Safety stakeholders on improving data quality.*

[Narrative](#)

## P0 Project List

Project Name	Initiative	Description & Rationale	Owner + Key Partners	KPIs
<b>Dashboard Build and Maintenance</b> <i>(Evergreen)</i>	Data Accuracy & Consistency	Maintain and continue to improve driving & personal safety dashboard tracking incidents, as well as creating dashboards to develop deeper insights on accidents & incidents	Owner: Ops Key Partners: Data Science	Accuracy of Accident/Incident Data
<b>Reclassification of Tickets</b>	Audit and reclassify tickets to retain data quality	Re-classification of historical tickets: An analysis should be completed about whether it is feasible to reclassify all historical tickets to the current taxonomy. This would solve the “dramatic increase” issue.	Owner: CommOps Key Partners: Legal, Ops, S+I	Bliss Serious Accidents Serious Accident Rate
<b>Proactive Safety Monitoring*</b>	Data Accuracy & Consistency	Build processes and checks to proactively flag issues or errors with the data in our dashboards and ongoing processes	Owner: Ops Key Partners: Data Science, CommOps	N/A
<b>Transparency Report Preparation</b>	Transparency Report	Work with partner HQ Safety & Insurance teams to prepare for release of Transparency Report	Owner: HQ Safety & Insurance + Global Safety Support Key Partners: Ops	Public perception of Transparency Report launch

\*This project will have nominal coverage under current staffing

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## Slide 51 Comments

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- 1 generally aligned with completing the analysis here as a key to determining feasibility. for instance, L3/L4 would be markedly "easier" than L1-L4, so will be important to evaluate tradeoffs and costs. the way this is framed makes sense, though!  
*Greg Brown, 11/14/2018 08:25 PM*
- 2 +dportugal@uber.com This is global in scope and +brett.farmer@uber.com will be leading Data Healing initiative from our side cc: +roger@uber.com.  
*Karina Sengupta, 11/13/2018 09:59 PM*
- 3 Sounds good!  
*Danielle Sheridan, 11/14/2018 08:25 PM*
- 4 +dportugal@uber.com our team is owning the audit here, so assuming this Project is focussed on the content of the report ex data auditing? +brett.farmer@uber.com is managing this globally, Would also encourage connecting with +burkep@uber.com who sits in Chicago COE and is leading Audit Operations there  
\_Reassigned to Danielle Sheridan\_  
*Karina Sengupta, 11/20/2018 06:26 PM*
- 5 Definitely. This is just a flag that I expect the Transparency Report rollout to take up some time from our team, and I want to encourage our team to generally be more involved as this rolls out. Will be sure to connect with Chicago COE and also just want to stay involved in these efforts generally.  
*Danielle Sheridan, 11/14/2018 08:31 PM*

## Slide 51 Comments (Continued)

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- 6 Clarification the team does not sit in the COE they are in the city office. If you all have any questions please connect with Pat and I and we will be happy to help.  
*Brett Farmer, 11/20/2018 06:26 PM*

# Resourcing Requests

**Slide 52 Notes**

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Thank you

# Headcount Requests - Driving Safety

Big Rocks Focus Area	Status	# of People Required	Roles Filled Today	Rationale / Comments
<b>Reducing Accident Frequency &amp; Severity</b> <i>Offboarding Drivers &amp; Driving Safety</i>	<b>Partially Funded</b>	2.5	1.5 / 2.5	<ul style="list-style-type: none"> <li>- One full headcount needed to address Driving Safety projects, as well as coverage on evergreen Driver Offboarding projects</li> <li>- One-half headcount will focus on specific Driver Offboarding projects</li> <li>- Additional resourcing needed to provide full coverage (versus nominal) for project set, as well closing the gap on projects not addressed including Safety Score and a Post-Trip Safety Feedback, among others</li> </ul>
<b>Reduce Insurance Costs</b>	<b>Funded</b>	0.75	0.5 / 0.75	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Reducing Accident Frequency &amp; Severity</b> <i>New Drivers</i>	<b>Funded</b>	0.75	0.5 / 0.75	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Reducing Accident Frequency &amp; Severity</b> <i>New Ventures</i>	<b>Funded</b>	0.75	0.5 / 0.75	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Accident &amp; Incident Response and Experience</b>	<b>Funded</b>	0.75	0.5 / 0.75	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Safety Data Management</b>	<b>Funded</b>	0.5	0.5 / 0.5	N/A
<b>Total</b>		<b>6</b>	<b>4 / 6</b>	

Note: Full detail of projects in and out of scope based on headcount [HERE](#)

# Headcount Requests - Personal Safety

Big Rocks Focus Area	Status	# of People Required	Roles Filled Today	Rationale / Comments
<b>Reducing Rate of Sexual Assault Incidents</b> <i>Women's Safety - Driver Safety</i>	<b>Funded</b>	1.5	1 / 1.5	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Reducing Rate of Sexual Assault Incidents</b> <i>Women's Safety - Rider Safety</i>	<b>Funded</b>	1	1 / 1	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Reducing Rate of Sexual Assault Incidents</b> <i>Driver &amp; Rider Identity</i>	<b>Funded</b>	1	0.5 / 1	- Current resourcing covers all P0s and P1s, but some projects have only nominal coverage
<b>Accident &amp; Incident Response and Experience</b> <i>Standards Ownership</i>	<b>Partially Funded</b>	1.5	0.5 / 1.5	- One full headcount needed for Personal Safety standards management and improvement, plus one additional project - Need resourcing to proactively create dynamic standards, audit deactivations for fraud, test efficacy of user communications, and set up systems to monitor compliance with standards
<b>Total</b>		<b>5</b>	<b>3 / 5</b>	

Note: Full detail of projects in and out of scope based on headcount [HERE](#)

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# Tech Asks Overview - Personal Safety

Tech Ask	Description
S-RAD	We should keep our momentum on S-RAD and continue to build the product and pilot it while we collect data on sexual assault incident impact
Safe Dispatch Model for US&Canada	The US&C currently has no checks on riders to block them in the case of being unsafe. Especially as we pilot cash in the US, we should launch SDM or a product like it for cash riders as well as credit card riders
Social Connect for US&C	In 2019, cash will likely expand in the US. US&C should explore varieties of Rider Social Connect to maximize safety
Cash opt-out	Cash opt-out is one of the top safety features requested by drivers in markets where cash is live. As US&C is considering the pilot of cash, it's important that we have a full suite of features to offer and message to drivers
Fake Uber Driver identification	Scope product or partnership options to alert riders when they are getting into a fake Uber. This could include a forced PIN entry, a Bluetooth connection, or something else
Rider Verification	Just as drivers are required to verify their identity, riders may be required to do the same -- especially on cash trips. Our product should facilitate the upload of an ID document or photo to verify the identity of a rider
Combined safety credibility weighted model	In furthering the dynamism and precision of our safety standards, we'd like to scope a combined IPC and DD threshold and standard. To reach this aim, we'd like to partner with Data Science to establish thresholds

[Tech Ask Detail](#)

# Tech Asks Overview - Personal Safety (continued)

Tech Ask	Description
Rider safety lock	This product would create a safety lock for deactivated riders which would prevent them from creating a new account
Women driving women	One of the most controversial topics, a women driving women product should be scoped for feasibility and safety impacts
Rider profiles	Create "rider profile" similar to driver profile which shows drivers the rider's number of trips, rating, and tenure
Destination Preview at Request	One of the top safety features requested by drivers is to be able to see the rider's destination before they accept the trip. This product would surface that information to drivers upon request
Dangerous Neighborhood Identifier	Drivers have indicated a desire to know where risky or dangerous neighborhoods are. This product would surface information in the app which gives data on a neighborhood
Practice Routes	Every city has pain points, and prospective drivers indicate that safety is a blocker to taking trips. Build an in-app experience where drivers can practice certain routes or trips before their first "real" trip.
Unaccompanied Minor Product	We don't currently have a solution for how to offer safe rides for these riders, nor allow drivers to drive them safely

[Tech Ask Detail](#)

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# Tech Asks Overview - Driving Safety

Tech Ask	Description
Operationalize Telematics	Operationalize telematics data so we can collect more targeted information on driving behavior and further reduce insurance risk on the platform in a more efficient manner
Phone mount & Dash Cam In-app integrations	In-app integration of our phone mount and (potentially) our Dash Cam distribution programs will increase adoption among the driver base, increasing safe driving behavior and safety sentiment
Improve Crash Detection Experience	Automate crash reporting, tweaks to crash toolkit, roadside assistance, and integration with Bliss (better agent experience)
Furiosa improvements	Improve the current Furiosa product by introducing dynamic/customized reporting, feedback for driving behaviours and driver alerts (i.e for different speed limits, weather conditions)
Navigation & Accident Risk	Correlate elements of a route with crashes and dangerous driving incidents and improve routing to optimize for safety
DIP sign-up optimization	DIP sign-up and promotion in-funnel, pre-activation or directly post activation for drivers
DIP Screen Takeover	Leverage screen takeover functionality to promote DIP to drivers to increase adoption of the coverage among drivers
Driving safety reminders	Build safety reminders into app for different parts of trip lifecycle (e.g., after picking up rider(s), provide the driver with a seat belt reminder, bike lane alert, and no-texting reminder). Also includes distracted driving alerts when drivers are handling their phones while driving

[Tech Ask Detail](#)

# Tech Asks Overview - Driving Safety (continued)

Tech Ask	Description
Driver Pre-deactivation warnings	Automate the ability to reach-out to drivers and inform them they are close to a potential deactivation due to tripping our dangerous driving (and other policy) thresholds
In-app coaching for new drivers	Create in-app trainings and tutorials to reduce the elevated accident risk associated with new drivers
Safety campaign	Develop a steady stream of in-app safety notifications for riders and drivers that inform them of existing and upcoming safety features as well as non-product commitments to safety
Voice control of app	Enable to drivers to control the app with voice commands to reduce phone handling and reduce distractions while driving
Practice Routes	Every city has pain points, and prospective drivers indicate that safety is a blocker to taking trips. Build an in-app experience where drivers can practice certain routes or trips before their first "real" trip.

[Tech Ask Detail](#)

# Budget Requests

Initiative	Total Investment	Ops	Rationale / Comments
Phone Mount Distribution to Existing Driver Base + New Drivers	\$500K	\$500K	Providing phone mounts to all new drivers would vastly increase our adoption rate + improve safety sentiment on the platform
Driver Reactivation Incentive	\$200K	\$200K	Providing drives a DxGy when reactivating them post fraud will increase driver reactivation conversion rates and increase supply hours on the road

# Appendix

**Slide 60 Notes**

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Thank you

# Driving & Personal Safety Overview & Mission

## Driving Safety & Insurance

*We seek to achieve the industry-lowest accident rate, with the goal of fostering competitive differentiation, an economically viable business model and trust from our customers.*

*In support of this aim, we create and implement a robust network of standards, launch operational initiatives, partner with product on new technologies, and surface safety insights across Uber.*

### *Key Focus Areas:*

- *Reducing Accident Frequency and Severity*
- *Reducing Insurance Costs*

## Personal Safety

*We seek to reduce incident rate on Uber. We work to ensure riders and drivers--particularly women--feel safe every time they use the app.*

*In support of this aim, we create and implement a robust network of standards, launch operational initiatives, partner with product on new technologies, and surface safety insights across Uber.*

### *Key Focus Areas:*

- *Improving Women's Safety*
- *Improving Safety Sentiment*

# Performance in 2018

	Priority	Description	2018 Score	Key Supporting Projects in 2018	Challenges & Opportunities
Insurance / Incident Reduction Efforts	P0	<b>1. Reduce Accident Frequency</b> <i>KPIs: US&amp;C Risk Index, Serious Accident Rate Per 1M Trips, Phone Mount Adoption %</i>		<ul style="list-style-type: none"> <li>Tightening of Dangerous Driving Standard</li> <li>Increase in US&amp;C Rating Thresholds</li> </ul>	<ul style="list-style-type: none"> <li>Significant delays in phone mount vendor contracting process</li> <li>Safety data integrity issues</li> </ul>
	P0	<b>2. Reduce Serious IPC Rate</b> <i>KPIs: Serious IPC Rate Per 1M Trips</i>		<ul style="list-style-type: none"> <li>Driver + Rider IPC Standard</li> <li>Opportunity Analysis: Audit of Trip-Level Predictors of L3/L4 Incidents</li> </ul>	<ul style="list-style-type: none"> <li>Team resourcing limitations prevented us from making meaningful progress on several projects</li> </ul>
	P0	<b>3. Reduce Insurance Liability</b> <i>KPIs: Driver Injury Protection (DIP) Adoption Rate, Insurance Exposure Reduction</i>		<ul style="list-style-type: none"> <li>Alloy Cards Promoting DIP</li> <li>Blanket DIP Support + Continued advocacy for DIP in the funnel</li> <li>Accident Frequency Reduction Efforts</li> </ul>	<ul style="list-style-type: none"> <li>Significant delay in getting DIP prioritized on Access team's roadmap due to <a href="#">Project Kochab</a> (i.e. revamping of driver funnel)</li> <li>Launch of Blanket DIP in certain states</li> </ul>
	P2	<b>4. Reduce Accident Severity</b> <i>KPIs: Serious Accident Rate Per 1M Trips</i>		<ul style="list-style-type: none"> <li>Alloy &amp; Helix Cards Promoting Seatbelt Usage</li> <li>Vehicle Recall Waitlist</li> </ul>	<ul style="list-style-type: none"> <li>Difficult to influence this priority significantly from an Ops perspective</li> </ul>
Safety Awareness + Standards	P1	<b>5. Increase Safety Awareness</b> <i>KPIs: Defect Rate Post-Deactivation, CSAT Post-Deactivation (WIP)</i>		<ul style="list-style-type: none"> <li>Community Guidelines Awareness Project (kicked off)</li> </ul>	<ul style="list-style-type: none"> <li>Safety sentiment has proved difficult to shift for our customers, and did not show progress in 2018</li> </ul>
	P1	<b>6. Optimize Safety-Related Standards</b> <i>KPIs: 100% of Standards Refreshed Per <a href="#">Refresh Program</a></i>		<ul style="list-style-type: none"> <li>Ongoing maintenance / optimization of safety-related standards (e.g. suspected impaired, firearms, personal property damage)</li> </ul>	<ul style="list-style-type: none"> <li>Lots of standards requested to be updated on a regular basis; need to ruthlessly prioritize the standards that are most important</li> </ul>

# We made progress on Safety in 2018...

Significant improvement in incident rate.

US&C accident and interpersonal conflict incident rate<sup>1</sup> decreased by **8.4%** and **9.6%** respectively since Q4 2017<sup>2</sup>

\$150M in BvA insurance costs.

Significant insurance savings as compared to budget, driven both by **safety initiatives (1/3)**, as well as **better litigation practices & diversification of insurance carriers (2/3)**

Strong media moments.

Two Dara safety moments throughout 2018, which generally received significant positive sentiment

Externally aligned taxonomy.

Partnered with National Sexual Violence Resource Center to categorize reports of sexual misconduct incidents on the Uber service for improved tracking and analysis

1. Note that we generally see higher accidents in Q4 than H1 due to weather, so some of this decline can be explained by seasonality.

2. Accident rate data reported as of Aug 2018. Incident rate only reported as of June 2018 due to data integrity issues related to updated taxonomy.

## Slide 63 Notes

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Example: Dara safety moment = 7300 total mentions  
But, negative stories = XX total mentions

# Appendix: Unfunded Projects

**Slide 64 Notes**

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Thank you

# Unfunded P1 Projects

Big Rock	Project Name	Description & Rationale	Owner + Key Partners	KPI
<b>Reduce Accident Frequency &amp; Severity</b>	Refine Partner Deduplication Process and Tracking	Refine the de-duplication process and tracking to prevent partners previously rejected for safety lock from creating a duplicate account and taking trips	Owner: Ops Key Partners: Product, Legal	Duplicate Accounts
<b>Reduce Accident Frequency &amp; Severity</b>	Safety Score	Develop a holistic dangerous driving score which considers data points other than only dangerous driving tickets (e.g., feedback tags, telematics data). Once developed, leverage the score for proactive outreach as well as offboarding	Owner: Ops Key Partners: Data Science, Product, Legal	Deactivations and Deactivation Reviews
<b>Reduce Accident Frequency &amp; Severity</b>	Pricing & Insurance Interplay Deep-dive	Examine current earnings models to ensure there is no incentive misalignment (e.g., unintentionally incentivizing speeding) and review trip pricing to ensure significant costs (e.g., insurance) are appropriately shared between drivers and riders	Owner: Ops Key Partners: Legal	Serious Accident Rate
<b>Reduce Accident Frequency &amp; Severity</b>	Examine Mapping Impact on Safety	Work with Central Ops Mapping team and Product to understand the relationship, if any, between mapping and driving safety, especially as it relates to PUDOs	Owner: Ops Key Partners: Product, Data Science	Serious Accident Rate

Note: Full detail of projects can be found [HERE](#)

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# Unfunded P1 Projects - continued

Big Rock	Project Name	Description & Rationale	Owner + Key Partners	KPI
Reduce Accident Frequency & Severity	Waitlisting to Improve Driving Behavior Experiment	Conduct experiment to understand how weekly deactivations and conversions are impacted by actioning against drivers earlier in the quality process or after a certain number of Dangerous Driving tickets	Owner: Ops Key Partners: CommOps, Legal	Dangerous Driving Rate
Reduce Accident Frequency & Severity	Extra Messaging for Temp Waitlisted Partners	Explore extra messaging as a tool for re-engaging drivers that have been temporarily waitlisted through the quality process	Owner: Ops Key Partners: CommOps, Marketing, Legal	Dangerous Driving Rate
Reduce Accident Frequency & Severity	GLH Partner Safety Features Education	Work with Tracey Breeden and GLH teams to develop a training curriculum for partners which highlights key safety features	Owner: Ops Key Partners: CommOps, Legal	Driver Safety Feature Awareness
Reduce Accident Frequency & Severity	Post-trip Safety Feedback System	Explore creating a post-trip feedback system focused specifically on safety dimensions as a way to gather more targeted insight (in comparison to current ratings) into a partner's driving habits	Owner: Ops Key Partners: Product, Data Science	Serious Accident Rate

Note: Full detail of projects can be found [HERE](#)

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# Unfunded P1 Projects

Big Rock	Project Name	Description & Rationale	Owner + Key Partners	KPI
<b>Reduce Accident Frequency &amp; Severity</b>	Augment Telematics Data Through OBD devices	Explore the potential to supplement telematics data by adding OBD devices into vehicles	Owner: Ops Key Partners: CommOps, Product, Data Science, Legal	Serious Accident Rate
<b>Reduce Accident Frequency &amp; Severity</b>	Driver Sentiment & Accidents Deep-dive	Analyze driver sentiment and emotional state, measured by number of phone calls between driver and rider, high wait times at pick-up, and low CSAT scores, to determine if they are related to accident rates	Owner: Ops Key Partners: CommOps, Data Science, Legal	Serious Accident Rate
<b>Restore Safety Data Integrity</b>	Audit DACT adjudication criteria	Work with CommOps to sample DACT tickets and determine where gray areas exist; then tweak the standards to address them	Owner: Ops Key Partners: CommOps, Data Science	Actions within a Standard
<b>Accident &amp; Incident Response and Experience</b>	Sexual Misconduct Saved Reply Testing	A/B test various messaging tactics within our sexual misconduct related saved replies, with the intent of figuring out whether certain messaging within SRs can deter future behavior	Owner: Ops Key Partners: CommOps	IPC Rate

Note: Full detail of projects can be found [HERE](#)

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