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Stand for Safety

#1 Company Priority

The Uber logo, consisting of the word "UBER" in white, uppercase letters on a black square background, is positioned on a light gray grid pattern that forms a triangular shape pointing upwards.

Contents

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TBU after finalization

Stand for Safety Introduction

Stand for Safety

*"While we've made efforts to be safe, we've also made **tradeoffs ... Not anymore.** It's crucial for our business and it's important for our brand, and I truly believe that we can **set the bar for safety in the ridesharing industry.**"*

- Dara Khosrowshahi, CEO UBER

Global Strategy and Execution that unites Uber around the Stand for Safety.

**Stand for
Safety**

Mission

Make Uber the **safest** and the **most trusted** transportation choice, and **support** riders and drivers with **empathy** and **care** if things go wrong.

Global Strategy and Execution that unites Uber around the Stand for Safety.

Stand for Safety

Objective

Work as a **unified global team** to design, deliver and market safety improvements that **build our business, protect our consumers, and make us the undisputed industry leader.**

Global Strategy and Execution that unites Uber around the Stand for Safety.

Stand for Safety

Stand for Safety

One global operating structure and roadmap that unites Uber around what it means to Stand for Safety.

All Safety related Uber work will ladder to and be informed by Stand for Safety.

Global Strategy and Execution that unites Uber around the Stand for Safety.

IN 2017 WE STARTED BY:

- Putting Safety, Insurance, Litigation and Claims into a single integrated Global Team of 180+
- Building up Regional Safety Team capacity across US/CAN, LatAm, India, EMEA, SENA, ANZ Ops
- Launching first global safety product bundle with Driver Share Trip and Social Connect
- Expanding Real-time ID check in 50 countries; rider verification in LatAm and South Africa; and Check your Ride campaign in LatAm and Middle East
- Rolling out blanket auto coverage across LatAm; driver accident insurance in India and LatAm; and partnerships with AXA and Chubb across EMEA
- Reducing Cash Incident Rate in LATAM by 20%
- Driving change with a corporate-wide, message on Sexual Assault prevention
- Tracking Safety Sentiment with global, data-backed approach
- Unifying Interpersonal Conflict Driver Deactivation Policy

**We have already
begun!**

Announcing Safety as the #1 priority for 2018!

**Stand for
Safety**

This deck outlines how we
will build on these efforts
for 2018 ...

Global Strategy and Execution that unites Uber around the Stand for Safety.

TABLE OF CONTENTS

OPERATING FRAMEWORK <ul style="list-style-type: none">• Key Principles• Global, Cross-functional Team<ul style="list-style-type: none">◦ Executive Team◦ Global Steering Committee◦ Mega-Regional Teams• Operationalizing<ul style="list-style-type: none">◦ Meeting Cadence◦ Tracking and Reporting	2018 STAND FOR SAFETY STRATEGY		
	INSIGHTS <ul style="list-style-type: none">• Safety Narrative and history• Top Safety Issues by Regions• Safety in Numbers• Key Insights• Competitive Insights	STRATEGY <ul style="list-style-type: none">• Stand for Safety Pillars<ul style="list-style-type: none">◦ Compliance◦ Trip Experience◦ Protections and Response◦ Safety Commitment• Big Bets• Key Projects	PLANNING <ul style="list-style-type: none">• Pillar Roadmaps• Regional Goals• Campaigns

TBU after finalization

Stand for Safety Operating Model

To **align across Uber** we start with key principles that ensure:

- Full ELT buy-in and active participation
- Global focus with **Regional Alignment, Ownership and Buy-In**
- Clear Safety role in business decisions
- Collaborative operating model

....and continue with guardrails and guiding principles to hold us all accountable to a common understanding of how to reach our commitment to safety...

Stand for Safety

Key Tenets:

- Infuse **regional insights and ownership** into all we do
- Unify around a single strategy
- Organize around “Pillars” and “Big Rocks”
- Led by an ELT leadership group & global steering committee
- Focus on the safety of riders, drivers, couriers and our cities
- Align globally and be regionally-led in our execution
- Fix the foundation and make and tell the stories

Global Strategy and Execution that unites Uber around the Stand for Safety.

Stand for Safety

2018 Objectives:

1. Get our corporate foundation solid: No compromise on table-stakes
1. Become an industry leader on safety incident prevention and response
1. Ensure users feel Uber is deeply committed to safety

We organize our work into...

Priorities

The 4 fundamental areas of work



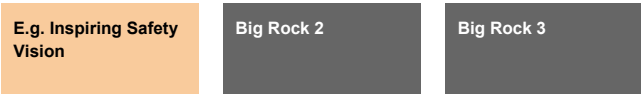
Pillars

The underlying functional workstreams



Big Rocks

The key problems and opportunities we need to tackle within each Pillar.



Projects

The work we'll do to address our Big Rocks.



2018: Stand for Safety Priority

Our 2018 global stand for safety strategy has four priorities, grounded in key insights:

**1
Compliance**

Elevates the standards of the industry with clear platform protocols, strong governance and robust screening technology.

**2
Trip
Experience**

Gives peace of mind and stops a potential safety concern in its tracks by innovating on new solutions and approaches.

**3
Protections &
Response**

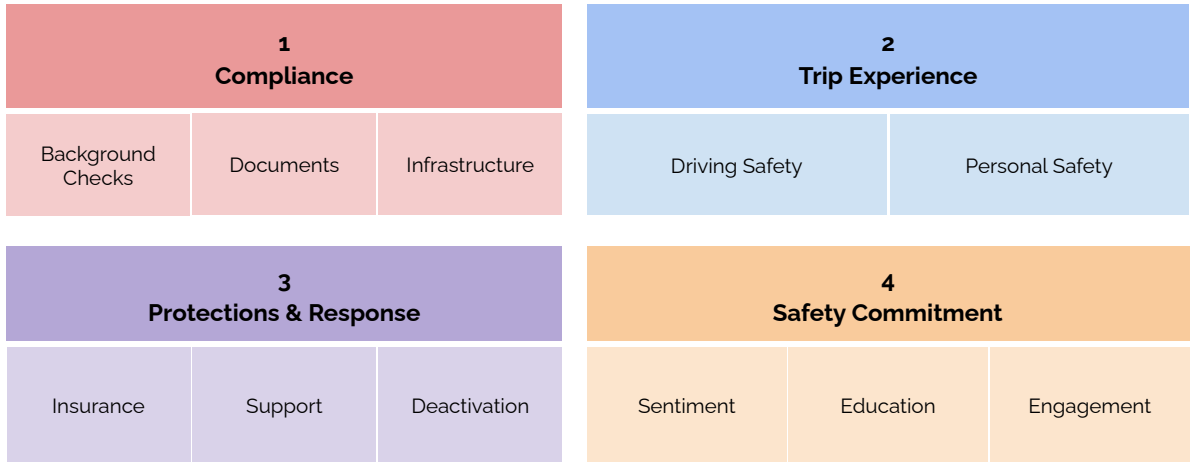
Universally support riders and drivers with empathy and care in times of need.

**4
Safety
Commitment**

Users and the public see and feel that Uber is deeply committed to safety.

2018: Stand for Safety Pillars

And pillars to align functional and global plans and progress:



Our **operating model** is organized to leverage learnings and best practice from past company-wide initiatives to ensure a fully **global** and **cross-functional** approach:

Executive Team

Executive Team: Consisting of leaders from ops, legal, comms/policy, safety and compliance. Responsible for top-down governance, resource decisions and overall KPIs.

Global Steering Committee

Core Team: Consisting of leaders from each mega-region and key functions to oversee the strategy and execution in its entirety. This team will be responsible for company-wide updates on progress and execution.

Global Owners

Every mega-region will be led by a **representative from the Core Team**. This POC is responsible for assigning a **Functional Owner for each Pillar in the region** as well as reporting and tracking against the KPIs that feed into the overall company goals. Global owners will also bubble up key issues or blockers for the global steering committee to address.

Regional Teams

Pillar Lead: Every mega-region will have a **Functional Owner assigned to each Pillar (where applicable)**. The Owner is responsible for delivering the projects in support of the Pillar, Big Rocks, and Stand for Safety goals within that focus area.

Executive Committee

Executive Committee:



**Andrew
Macdonald**
RGM
APAC & LATAM



Tony West
Chief Legal
Officer



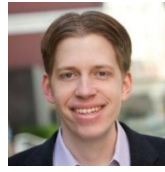
Jill Hazelbaker
SVP, Policy and
Communications



Barney Harford
Chief Operating
Officer



Meghan Joyce
RGM US/CAN



Gus Fuldner
Head of Safety
& Insurance



Krishna Juvvadi
Compliance
Director



Troy Stevenson
Global Head of
CommOps

Global Steering Committee

Core Team

- Gus Fuldner - Safety + Insurance
- Rodrigo Arevalo - Global Ops
- Ab Gupta - Global S&P
- Kate Parker - Brand
- Sachin Kansal - Product - Safety
- Abhishek Kumar - Product - Access
- Curtis Scott - Insurance
- Scott Binnings - Safety Legal
- Brooke Anderson - Safety Comms
- Roger Kaiser - Global Comm Ops
- Eduardo Donnelly - Regional Comm Ops
- Krishna Juvvadi - Compliance
- Jeb Burchenal - Product Strategy
- Brian Tan - Product Ops
- Jesse Goodman - Project Manager
- *TBH - Safety Policy*
- *TBH - Global Head of Safety Ops*

Mega-Regional Owners

- Krishna Veer Singh - **INDIA**
- Sean McIntyre - **ANZ**
- David Myers - **EMEA**
- George Gordon (pending local Regional Safety hire) - **LATAM**
- Suyash Sarwate - **SENA**
- Mike White - **U.S./CAN**

[Extended Global Team
Members](#)

Add Jill to the Exec Committee

Priority Champions

Priority	Champion(s)
Compliance	<ul style="list-style-type: none">• Krishna Juvvadi• Scott Binnings• Abhishek Kumar
Trip Experience	<ul style="list-style-type: none">• Sachin Kansal• (?)
Protections and Response	<ul style="list-style-type: none">• Curtis Scott• Roger Kaiser
Safety Commitment	<ul style="list-style-type: none">• Kate Parker• Brooke Anderson

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

US/CAN

To be updated
To be functional people

<i>Owner:</i> Mike White	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	Claims	IRT	Safety Ops
Safety Commitment	NAME	Safety Comms	US/CAN Marketing	Safety Policy	

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

LatAm

<i>Owner:</i> George Gordon	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	IRT	Safety Ops	
Safety Commitment	NAME	Safety Comms	Latam Marketing	Policy	

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

EMEA

<i>Owner:</i> Dave Myers	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	IRT	Safety Ops	
Safety Commitment	NAME	Safety Comms	EMEA Central Marketing	Policy	

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

India

<i>Owner:</i> Krishna Veer Singh	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	IRT	Safety Ops	
Safety Commitment	NAME	Safety Comms	India Marketing	Policy	

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

SENA

Owner: Suyash Sarwate	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	IRT	Safety Ops	
Safety Commitment	NAME	Safety Comms	SENA Marketing	Policy	

Add Jill to the Exec Committee

Mega-Regional & Regional Teams

ANZ

<i>Owner:</i> Sean McIntyre	Functional Owners				
Compliance	NAME	Ops	Product		
Trip Experience	NAME	Product Ops	Safety Ops		
Response & Protections	NAME	Insurance	IRT	Safety Ops	
Safety Commitment	NAME	Safety Comms	ANZ Marketing	Policy	

Add Jill to the Exec Committee

For discussion

Meeting Cadence

Meeting	Frequency	Purpose	Attendees
Global Stand for Safety Summit	1x per H	Provide a global unified strategy	ELT and Core Team
Executive Team Syncs	Every other week	Update full Steering Committee on progress	Executives
Global Steering Committee Sync	Every other week	Strategic updates and un-block key challenges	Core Team, Executives (Monthly)
Mega-Regional Check Ins	Every other week	Check-in with a different pillar every week on progress and any needed support	Core Team, rotating mega-region
Pillar Leads Standups	Every week	Review project-level progress and problems by Pillar owners (e.g., all trip experience leads) as needed	Pillar Owners, Steering Committee Lead, PM team
Stand for Safety Mini-Summits	1-2x / quarter	Deep dive in PPPs by Pillar, coordinate planning, surface feedback, foster collaboration	Owners, Partners, Communications and Marketing team, PM team
Story Standups	Monthly	Project manage execution of Stand for Safety stories in coordination all pillars.	Comms + Marketing
ELT Reports	4 weeks	Share awesome work with ELT	Mac & Tony

Tracking & Reporting

Tracking:

- Weekly Global Progress Tracker for Pillars
- Integrated Calendar
- Mega-regional email update bi-weekly
- Global update monthly

Reporting:

- All Hands Updates
- Team@ Emails

Global Launch Summit

WIP

Kick Off: Leadership Summit Agenda

Feb 13-14 (first available dates; working to solidify executive calendars)

Goal: Drive Alignment Across Stand for Safety Operating Program & Strategy

Sections:

- Review of plans
- Alignment of Pillar work
- Deep-dive into core big bets
- Inspiration for innovation on Safety in 2018

Anyone have questions?

Leadership Summit Agenda - Feb 13th & 14th
HQ: 555 Market St, 2nd Floor

WIP

Day 1 | 9:00 AM - 5:00

Background

- Executive Presentations
- Safety Overview
- Team Building
- Stand for Safety Strategy and Operating Model

Attendees: Executive Team + Global Steering + Core Team

Location: 555 Market - 2nd Floor - Bridge

Day 2 | 9:00 AM - 5:00 PM

Global Strategy

- Regional Deep Dives for each theme:
 - Compliance
 - Protections & Response
 - Trip Experience
 - Safety Commitment

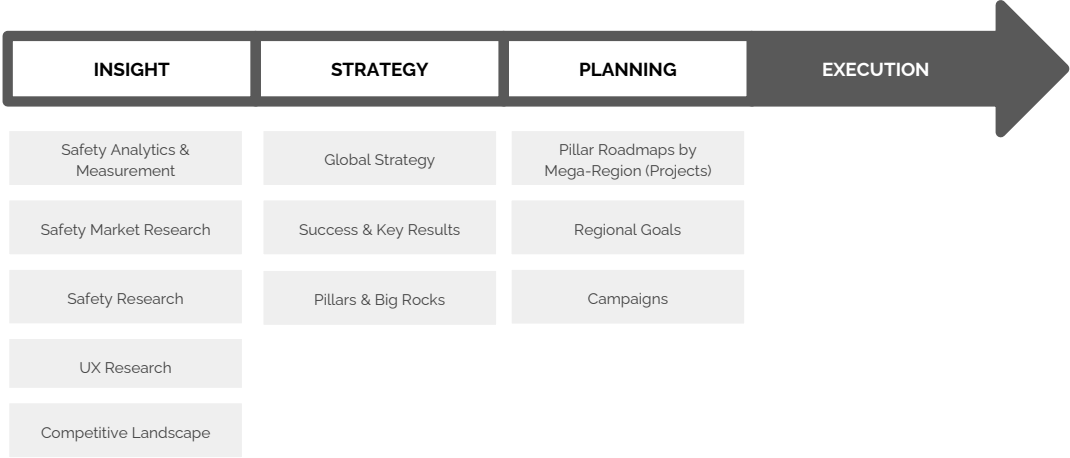
Attendees: Steering and Extended Global Team

Location: 555 Market - 2nd Floor - Bridge

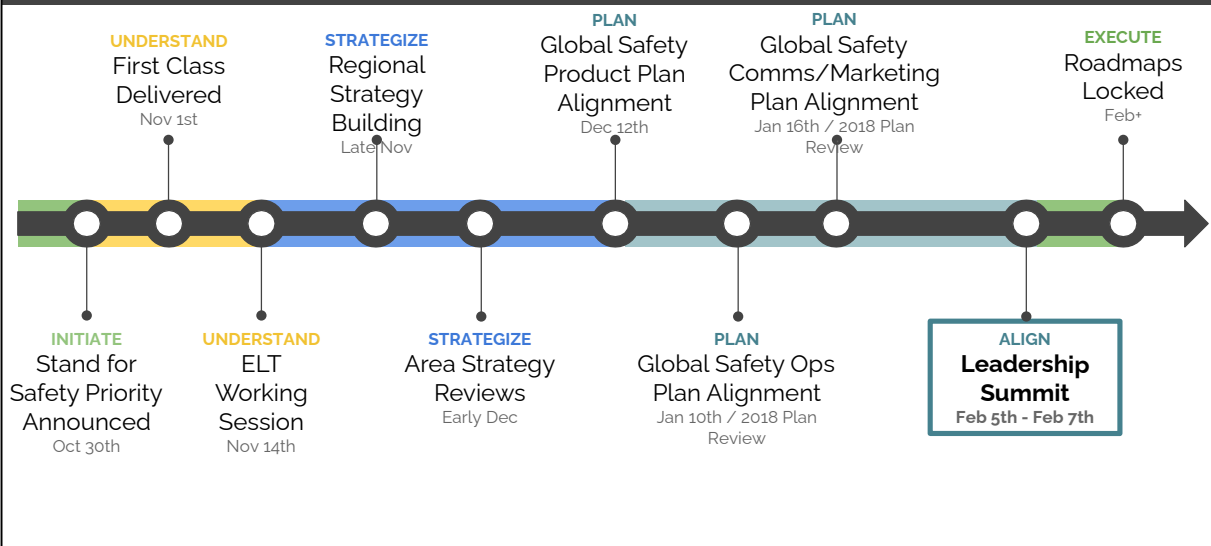
Anyone have questions?

Stand for Safety Strategy Framework

Our work is **strategically aligned** to ensure success for all teams through the following stages of development..



Over the next few weeks, we will work together to craft our Global Execution Plan for Stand for Safety in H1 2018



Strategy Summary

Strategy

In 2018, we will take a stand and make it clear to riders, drivers, and the communities we serve that Uber **Stands for Safety**.

By ensuring global compliance, **proving that Uber is deeply committed to safety**, and becoming an **industry leader in safety**, we will show:

We prioritize people. We make the choice to put our smarts and resources towards protecting our consumers. It isn't always easy, but it is always the right thing to do.

We will work across Product, Operations, Legal, Marketing, Communications, Policy, Customer Service (and more) bringing the best of a cross-functional Uber to bear for Stand for Safety.

We will meet our commitments by building, implementing and announcing (where appropriate) key improvements in 4 main priorities:

- Compliance
- Trip Experience
- Protections and Response; and
- Safety Commitment

Stand for Safety - Company Priorities

OBJECTIVES

Get our foundation solid: no compromise on table stakes

Become an industry leader on safety incident prevention and response

Ensure users and public feel and see that Uber is deeply committed to safety

KPIs

Safety Incidents: Reduce serious accident and interpersonal safety incident rate

Safety Perception: Increase % of general population & customers who agree that "Uber is committed to Safety"

Compliance: Full Compliance in our markets

Stand for Safety Key KPIs - Compliance

METRICS	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
<i>Assessment & Remediation:</i> % of trips covered by city-by-city audits, by megaregion	US/CA: 46% EMEA/APAC/LatAm: 1% (Pilot-phase) Q4 2017: Discuss supplemental Ops resources to scale audits	US/CA: 85% EMEA/APAC/LatAm: 25% Q1 2018: Roll out playbook; cities not visited run playbook in Q2 2018	US/CA: 100% by H2 2018; start reruns EMEA/APAC/LatAm: 40% by H2 2018 H2 2018: Improve playbook as needed; cities not visited rerun playbook in Q4 2018
<i>Compliance Toolshed:</i> Meet city teams' unaddressed business needs (i.e., products and tools) by established operating model	Need dedicated PM & Eng support to develop process for documenting, prioritizing, and building products	Work w/Compliance PM & Eng team to solve top 10 most impactful (e.g., trip count; regulatory risk) issues	End Ops hacks: PMs/Eng have a tight, transparent process for building compliance products/tools
<i>Compliance Toolshed:</i> % of cities that have implemented real-time compliance software controls	0%; collecting requirements from cities throughout the world	0%; product requirements scoped (e.g., Ops visibility into compliance outages)/ Eng has begun building the product	100% of cities live on a product (or family of products) that automates compliance

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Stand for Safety Key KPIs - Safety

METRICS	APACX	EMEA	US & CAN	INDIA	LATAM
	Baseline/Target	Baseline/Target	Baseline/Target	Baseline/Target	Baseline/Target
Accident Rate Serious Accidents/MM trips	<u>Baseline</u> (2017q3): 15 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 31 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 48 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 0.8 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 2.1 / MM trips <u>Target: -5%</u>
Interpersonal Incident Rate Serious interpersonal incidents/MM trips	<u>Baseline</u> (2017q3): 8.5 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 21.2 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 18.9 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 21.3 / MM trips <u>Target: -5%</u>	<u>Baseline</u> (2017q3): 15.3 / MM trips <u>Target: -5%</u>
Safety Sentiment % who agree 'strongly/somewhat' that Uber is 'committed to safety'	<u>Target: 70%</u>	<u>Target: 70%</u>	<u>Baseline</u> (Nov 2017): 55% R: 62% D <u>Target: 70%</u>	<u>Target: 70%</u>	<u>Target: 70%</u>
Insurance savings Savings as compared to current projected 2018 spend	N/A	N/A	<u>Baseline</u> (2018 US forecast): \$2.86B <u>Target savings:</u> \$100M	N/A	N/A

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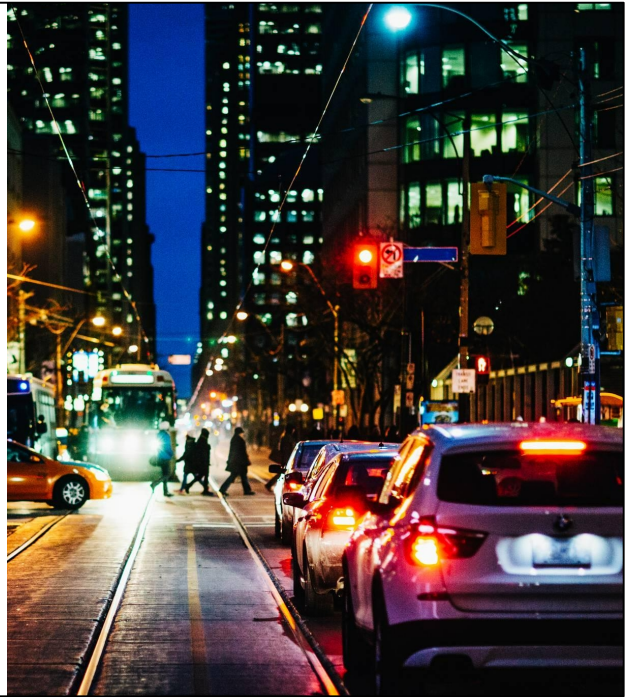
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Stand for Safety Strategy

Insights

The core insights and intel from regions, consumers, outside-in safety experts and business data that will guide Stand for Safety strategies

With 10M global trips per day, the 'one in a million' tragic incident can happen 10x a day.



Strategy Summary

	4 Global Priorities	Key Initiatives / Projects	KPIs
1	Compliance Elevates the standards of the industry with clear platform protocols, strong governance and robust screening technology.	Compliance software Fully audited rides / EATS Ops Fraud doc detection Profile photo audits	<i>% of trips covered by city-by-city audits, by megaregion</i>
2	Trip Experience Gives peace of mind and stops a potential safety concern in its tracks by innovating on new solutions and approaches.	Background Check Improvements Rider Quality (Verified Status) Reliable Telematics Data foundation Speed Limits / Phone Handling Driver Hour Limits Driver Profile Indicator Rider / Driver Safety In-App Hub Safe Pick-Up / Drop-Off Accident Detection Cash Safety Models	<i>Reduce Serious Incident rate and improve Safety Perception.</i> <i>Safety Perception for Drivers and Riders</i>
3	Protections & Response Universally support riders and drivers with empathy and care in times of need.	IRT Re-Training on Empathy Incident Root Cause Analysis In-App Claim Submission 911 Integration Blacklist Deactivation standards & automation Insurance Hub Insurance: DIP (US), Blanket (LatAm), Social Schemes (Europe)	Faster and more accurate incident response Incident CSAT
4	Safety Commitment Users and the public see and feel that Uber is deeply committed to safety.	Safety Vision (new narrative) Feature Awareness Campaigns Women's Safety Anti-DUI / Law Enforcement Insurance Brand Building	<i>Safety Perception for Drivers and Riders</i>

Basic safety narrative



Before

- Driver Screening
- Door-to-door service Driver / Vehicle Information In-App
- Phone anonymization*



During

- Always on the map
- Share my Trip (rider or driver)

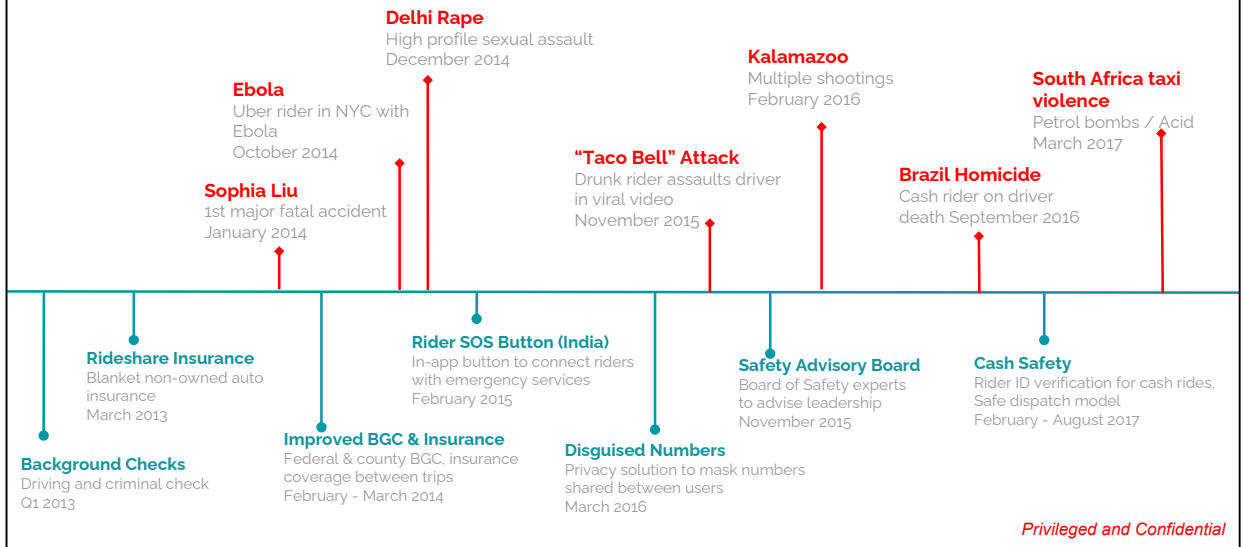


After

- Two-way ratings & feedback
- Telematics-based feedback
- 24/7 customer support
- All rides insured
- Law enforcement partnerships

*Not live in all countries

A brief history of Safety at Uber - Global



Privileged and Confidential

With a global brand, we're held to a higher standard on safety and insurance

	uberX 	uberSUV uberBLACK 	DC Taxi Cabs 
Criminal Background Check	7 years	7 years	3 years
Sexual Offender Background Check	Lifetime	Lifetime	Lifetime
DUI Background Check	7 years	7 years	5 years
Traffic Offense Check	7 years	7 years	5 years
Anonymized Contact Information?	Yes	Yes	No
Feedback requested after every ride?	Yes	Yes	No
Minimum Liability Insurance Bodily / Property	\$1,000,000	DC: \$25K/50K/10K VA: \$350K MD: \$30K/60K/15K	\$25K/50K/10K
Minimum uninsured motorist insurance	\$1,000,000	DC: \$25K/50K/5K VA: \$350K MD: \$30K/60K/15K	\$25K/50K/5K
Coverage between trips	\$50K/100K/25K when on app, not on trip \$1M when trip "accepted"	DC: \$25K/50K/10K VA: \$350K MD: \$30K/60K/15K	\$25K/50K/10K



'WHO'S DRIVING YOU?' IS A PUBLIC AWARENESS CAMPAIGN PROMOTING FOR-HIRE VEHICLE SAFETY AND HIGHLIGHTING THE RISKS OF UBER AND LYFT.



Safety Issues Are Varied by Region

sample of top concerns by country

United States	Brazil	Indonesia	India	South Africa
Driver Screening	Brand Empathy	Rider Anonymity	Women's Safety	Taxi Violence
Women's Safety	Rider Anonymity	Dangerous Driving	Dangerous Driving	Brand Empathy
Dangerous Driving	3rd Party Violence	Women's Safety	Drowsy Driving	Rider Anonymity

Murders, robberies of drivers in Brazil
force Uber to rethink cash strategy

Uber is easy, not safe: Delhi
cab rape exposes flaws in
app-based services

SOUTH AFRICA

Uber SA accused of not caring for
safety of its drivers

17 August 2017 - 05:17

illustrative of top consumer concerns

Regional
Insights

A deeper look at top
challenges

Methodology & Sources

Methodology

1. Reviewed and grouped all expert-backed research and sources
2. Mapped all problems to corresponding needs
3. Scored according to issue size, safety effectiveness of potential intervention, brand / reputation building, and operational feasibility

Sources:

- First Class Insights from **All Regions**
- UX Research from **all available Regions**
- Safety Tracker Brand-Blind Survey (Top Markets - US, Mexico, Brazil, IN, Australia)
- In-Market Research as available
- HQ Clean Safety Data

Key Insight #1

Driver Screening: critical; but error prone and insufficient

- **Inaccurate:** Driver photo (small, inaccurate, or missing) continues to be a concern for riders.
- **Significant Gaps:** Several lapses have occurred recently leading to gaps in Background Checks and photo quality for drivers.
- **Lack of Awareness:** ~50% of riders not aware that drivers undergo thorough criminal, driving, vehicle, and other checks.

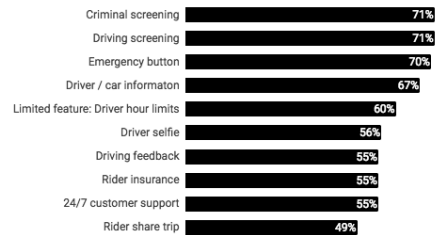
% of dual-app riders who are aware of

...	
Criminal BCG	54%
Motor vehicle BCG	41%
Vehicle criteria	46%

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Inaccurate driver profile photos

% of dual-appers who say 'Makes me feel a lot Safer'



DP: on-boarding screening as well as continuous screening and quality monitoring with accountability.

Key Insight #2

Drivers concerned about risky Rider behavior and lack of accountability

- **Rider Quality:** Drivers feel that Uber does not screen Riders during onboarding and does not act to remove poor-quality Riders, although Drivers undergo extensive checks and can be automatically deactivated.
- **Cash trips:** Onboarding for cash sign-ups enabled Rider anonymity, which limits accountability for bad behavior and contributes to higher safety incident rates compared to card trips.
- **Safety Trade-offs:** Drivers feel Uber forces them to make trade-offs between personal safety and earnings (e.g. accepting cash riders in bad areas after dark and navigating through "hotspots")

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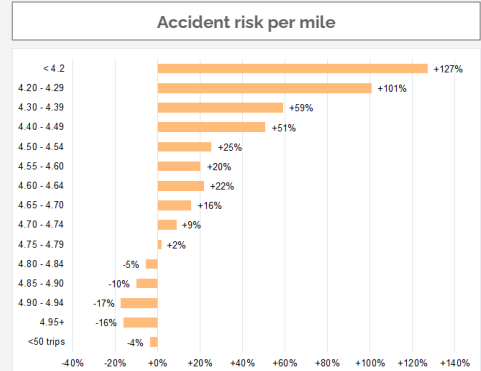
"People that use our services are the responsibility of Uber, if they are anonymous, they can assault us. I don't understand why if you are going to buy a packet of cigarettes you are required to show ID but in our case, Uber doesn't request that from people who are paying cash and getting into our cars."

-Luis Armando, Guadalajara, Mexico

Key Insight #3

Insurance costs are rising in the US

- **Dangerous driving** is the biggest category of safety complaints from riders, especially in the US
- **Internal** business choices (e.g. lower ratings standards, growth of XCL) have contributed to higher crash rate.
- **Externally**, U.S. costs and crash rates are increasing due to more expensive cars, higher medical costs, and distracted driving



US Industry Data



Property Damage cost/claim
+6.8% / yr



Bodily Injury cost/claim
+4.1% / yr



Traffic Fatalities
+4.5% per mile (2016 data)

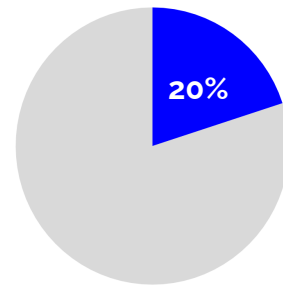
Key Insight #4

Safety can unlock opportunities for growth

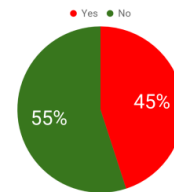
- "Perception of Safety is a barrier to use for new and existing users" is the #1 First Class [insight](#) in US, Can, Mexico, Brazil, India, Australia, and UK
- **Rider Forward:** Safety ranked at the top of the list of important features as part of the Rider Forward [research](#)
- **Growth limit:** There are occasions or situations where safety concerns limit Uber for some riders (**20%**) and drivers (**45%**) in the US and this is likely higher outside of the US and developed markets ([US Driver Market Research](#), [US Rider Market Research](#))
- **Common occasions:** some of these occasions are late at night, in selective areas or neighborhoods, and with impaired riders.

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% of riders who limited rides due to safety concerns



% of drivers that limited supply hours due to safety concerns



Key Insight #5

Women riders/drivers more sensitive to safety concerns

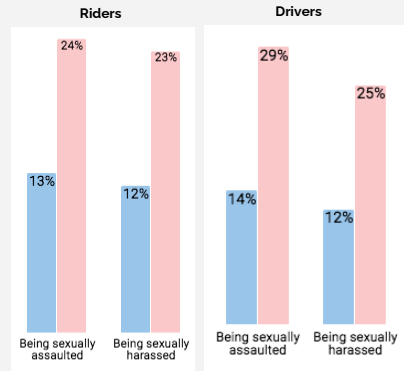
- Limiting usage:** Women riders limited usage in the past month at a higher rate (23%) than male riders (16%) due to safety concerns
- Sexual assault:** Current and prospective U.S. women drivers are twice as likely to be concerned about being sexually assaulted or harassed compared to men drivers
- Report issues:** Women Riders in the U.S. reported that when feeling uncomfortable during a trip they were equally concerned about escalating the situation and keeping the offending co-Rider or Driver from feeling uncomfortable.

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% of riders who limited rides due to safety concerns in past month

Male	Female
16%	23%

% of current limiting use due to concerns about



Key Insight #6

Riders and Drivers are unaware of current Safety procedures and

- Lack of awareness:** Many of our higher activity (dual-app users) Riders and Drivers are not aware of existing safety features we offer such as
 - Background screening
 - Insurance
 - Customer Support
 - Community guidelines
- Commitment:** Only 55% Riders and 62% Drivers agree ('strongly'/'somewhat') that Uber is "committed to safety"

% of dual-app Riders who are aware of ...

Criminal screening	54%
Driving screening	41%
Driver selfie	34%
Driving feedback	11%
Rider insurance	12%
24/7 customer support	41%
Share my ETA	60%
Community guidelines	33%
Phone anonymization	43%

% of dual-app Drivers who are aware of ...

Liability insurance	55%
24/7 Customer support	69%
Driver share trip	58%
Community guidelines	48%
Driver injury protection	52%

Key Insight #7

COMPLIANCE

- **NEED DOCUMENT TO UPDATE THIS SLIDE**

Success & Priorities

UBER

Stand for Safety

HOW WILL WE KNOW WE'RE
ON THE RIGHT PATH ...

1.

Business leaders make appropriate tradeoffs and we see examples where we are choosing **safety over growth**

2.

Automation of compliance and safety becomes the norm (in addition to and ideally instead of, process)

3.

We feel comfortable
communicating transparently
on safety and compliance, both
externally and internally

Stand for Safety Strategy Deep Dive

This Document will Seek to Roll-Up all Stand for Safety Plans:

Ops Plans (WIP documents still being worked through re: review):

- [US/CAN](#)
- [EMEA + Central Ops Plan](#)
- [INDIA](#)
- [LATAM](#) - 3 main [goals and strategies](#)
- [SENA](#)
- [ANZ](#)

Functional Plans:

- [Product](#)
- [Brand / Initiatives](#)
- [Data Science](#)
- [Insurance](#)
- [Compliance](#)
- [Comm.Ops](#)

Marketing Plans (WIP documents still being worked through re: review):

- [US/CAN](#) - Rider & Driver
- [EMEA](#) (to be added)
- [INDIA](#)
- [LATAM](#)
- [ANZ](#)
- [SENA](#) (deferred to mid-feb)

Comms Plans:

- [US/CAN](#)
- [EMEA](#)
- [LATAM](#) - [BRAZIL](#) & [LATAMx](#)
- [APAC](#)

PILLAR DEEP-DIVES

Section to be further informed by bottoms up planning with Pillar Leads + Mega-Regional Teams.

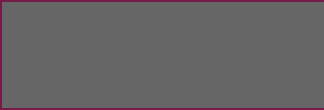
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UBER

Each of our themes will be attained through:

PILLARS
BIG ROCKS
PROJECTS

**KEY
INSIGHTS**



PILLAR



BIG ROCKS



PROJECTS

- Project 1
- Project 2
- Project 3

PRIORITY 1

Compliance: Elevates the standards of the industry with clear platform protocols, strong governance and robust screening technology.

Insight		
Audience		
Advantage		
Disadvantage		

Compliance

Pillar Owners

[Key links](#)

We had to play catch-up on their basic requests.

Compliance

Core Team

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Global Partners	Functional Partners
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APACX	Data
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	Design
	Other

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- New Access Pillar is about Marketing, Signups, Onboarding, Compliance, Ops & Support. - Vehicles is now a separate pillar
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Our Mission is to...

Unlock the opportunity for anyone to earn.

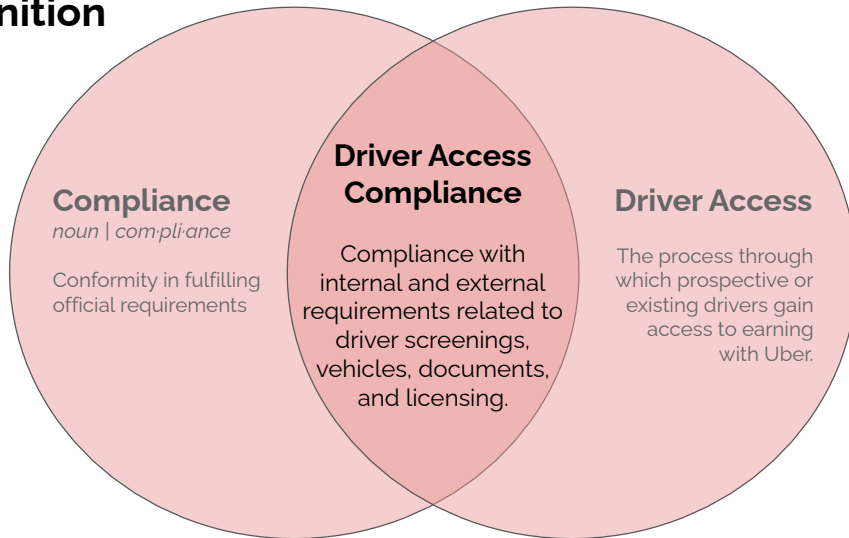
And in this journey, we will...

Create the foundation on which true partnership is

- built by providing choices, being clear, establishing trust, and making it easy for our partners to get on the road to success.

Driver Access Compliance

Definition



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Driver Access Compliance
Compliance Facets

We break Driver Access Compliance into 5 primary facets:

- Screenings
- Documents
- Vehicles
- Licensing
- Go Online

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Compliance: Problem Statement

We have outgrown the “growth at all costs” mindset that guided us for years. It has left us with decayed foundation for Driver Access Compliance, which has and will continue to create non-compliance risk without significant and immediate investment. Core known issues today:

- **Requirements** | we lack an accurate / exhaustive view of the internal & external standards against which we intend to comply
- **Data** | we have inaccurate and incomplete data
- **KPIs** | we have no reliable way to measure compliance
- **Gaps** | we have critical gaps in our automated and manual processes
- **Tech Debt** | we have immense tech debt, with many services built on legacy, unsupported infrastructure
- **Org** | we have distributed ownership of compliance amongst a variety of orgs
- **Culture** | we have not historically prioritized compliance

What is Access: We believe that anybody who works hard has an opportunity to earn

Today. Many people looking for.....

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_55

Compliance: Strategy Statement

Unite Legal, Safety, Ops, Tech, and beyond to 1) build an enduring, global foundation for Driver Access Compliance and 2) mitigate immediate non-compliance risk in the US.

- **Data-Driven:** [create metric and use it to ruthlessly prioritize]
- **Tech Debt:** [add]
- **Collaboration:** [add]

This is simple, but not easy.

Pillar KPIs:

Compliance Score

[DETAILS](#)

Source:

https://docs.google.com/presentation/d/1jOI7gHWZN2cKmVdR3MMWUjUztDoJT33aeuHdSexG_Qg/edit?ts=5a29fd02#slide=id.g2b8fe23366_346_65

Compliance: KPIs

Primary KPI: Compliance Score

Current Jan '18 [TBD]	H1 Goal [TBD]	Long-Term Goal [TBD]
--------------------------	------------------	-------------------------

We will define, instrument, and track a holistic measure of compliance. Full details can be found [HERE](#).

Working Group: Matt Kaminski, Frank Chang, Eric Schroeder, Todd Gaddis, Tim Foran, Dipti Desai, Qi Dong, Carolyn Vespa, Diana Robinson, Peter McKelvy, Abhishek Kumar, Jenny Luu, Josh Blixt, Alyssa Giuliani, Kirsten Miller, Khanh Nguyen

Timeline: Expect to have v0 live on 2/9/18.

Secondary KPIs:

- [Compliance Toolshed - I don't know where these came from, but outlined on next slide]
- Implement monitoring and altering for known potential failure points ([v0 List](#))

[Abhishek]

How we'll measure success...

TO BE
UPDATED

	KPI	Current November 2017	Goal H1 2018	Long-term [Multi- year]
	<i>Assessment & Remediation:</i> % of trips covered by city-by-city audits, by megaregion	US/CA: 46% EMEA/APAC/LatAm: 1% (Pilot-phase) Q4 2017: Discuss supplemental Ops resources to scale audits	US/CA: 85% EMEA/APAC/LatAm: 25% Q1 2018: Roll out playbook; cities not visited run playbook in Q2 2018	US/CA: 100% by H2 2018; start reruns EMEA/APAC/LatAm: 40% by H2 2018 H2 2018: Improve playbook as needed; cities not visited rerun playbook in Q4 2018
	<i>Compliance Toolshed:</i> Meet city teams' unaddressed business needs (i.e., products and tools) by established operating model	Need dedicated PM & Eng support to develop process for documenting, prioritizing, and building products	Work w/Compliance PM & Eng team to solve top 10 most impactful (e.g., trip count; regulatory risk) issues	End Ops hacks: PMs/Eng have a tight, transparent process for building compliance products/tools
	<i>Compliance Toolshed:</i> % of cities that have implemented real-time compliance software controls	0%; collecting requirements from cities throughout the world	0%; product requirements scoped (e.g., Ops visibility into compliance outages)/ Eng has begun building the product	100% of cities live on a product (or family of products) that automates compliance

[Abhishek]

Compliance: Key Questions > Pillars

With what do we intend to comply?
How do maintain compliance today?
How compliant are we today?

1

**Establish Source
of Truth**

With that established, we need to address...

Where are we non-compliant today?
How do we remedy existing non-compliance?

2

**Mitigate Historical
Risk**

... and identify root causes to continuously

assess

How do we prevent non-compliance going forward?

3

Prevent Future Risk

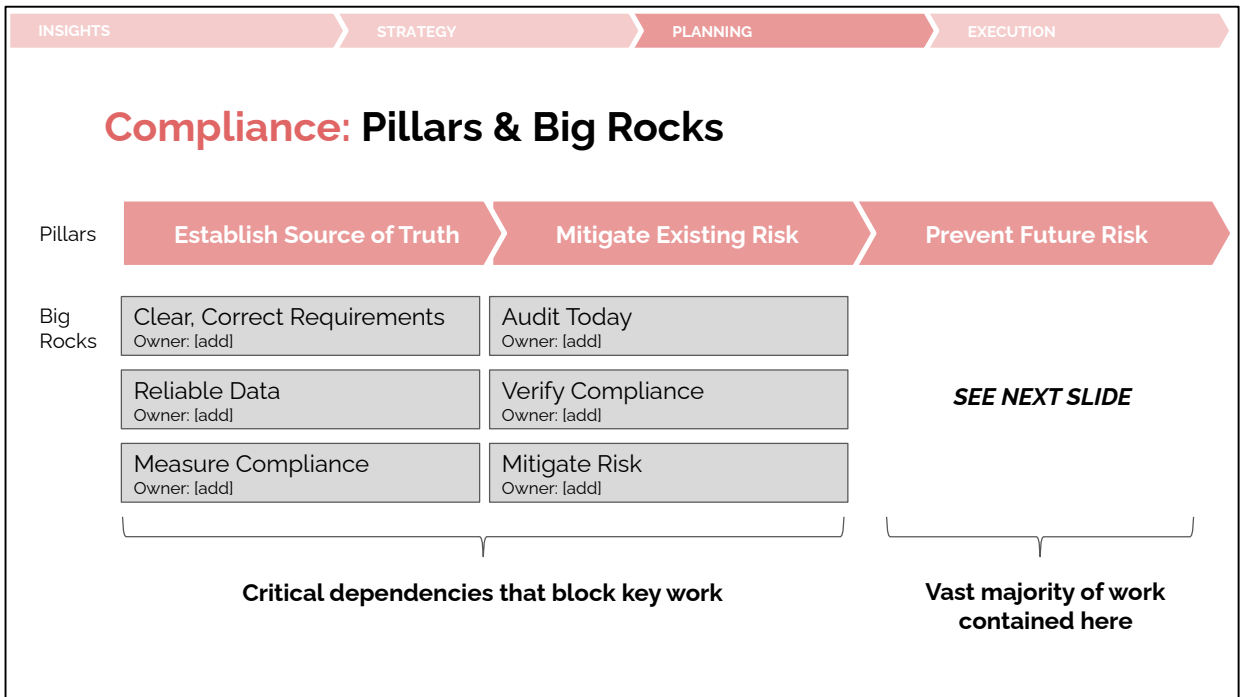
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Compliance Big Rocks

Pillars	Objectives	Big Rocks	Top Projects
Background Checks	Ensure every driver on the road today complies with BGC standards (be they regulatory or internal); build best-in-class compliance systems that efficiently and effectively mitigate the risk BGC-related of non-compliance in the future.	<ul style="list-style-type: none"> Establish Source of Truth Mitigate Historical Risk Prevent Future Risk Expand Automation 	
Documents	Ensure every driver on the road today complies with document-related standards (be they regulatory or internal); build best-in-class compliance systems that efficiently and effectively mitigate the risk of non-compliance in the future.	<ul style="list-style-type: none"> Doc Review Inspections Profile Photos 	
Go Online	Minimize compliance-related risk by ensuring compliance with all applicable regulations as related compliance standards go online.		

To be updated if needed



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Compliance: Pillars & Big Rocks

Pillars

Prevent Future Risk

Facets

Screenings

Documents

Go Online

Other

Big Rocks

Complete Coverage Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]
Flawless Adjudication Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]
Reliable Systems Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]	[Add] Owner: [add]
Trusted Provider Owner: [add]			
Expand Automations Owner: [add]			

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Compliance: Pillars & Sample Big Rocks

1 Establish Source of Truth

- Clear, Correct Requirements
- Reliable Data
- Measure Compliance

2 Mitigate Existing Risk

- Audit Today
- Verify Compliance
- Mitigate Risk

3 Prevent Future Risk

- Screenings
- Documents
- Vehicles
- Licensing
- Go Online

Critical dependencies that block key work

Vast majority of work contained here

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Dimension Matrix

DIMENSION				
CONSUMERS WANT / NEED...			Don't think this makes sense for compliance	
TO DELIVER THIS WE WILL...				
IF WE DELIVER THIS, CONSUMERS WILL SAY...				

Foundation: These big rocks are long-lasting projects (18+ mo) that are foundational to delivering the driver experience. Think platform level work that might include technical infrastructure, hiring top talent or an improved biz process. These projects are the foundation of delivering a best-in-class product experience and resolve table-stakes expectations of customers.

Dimensions: These are derived from customer insights to tell us the *characteristics* of what customers want. The dimensions describe the unique qualities & elements of what we'll provide. They define and govern our behaviors and actions. Try to make each dimension a single word, a *singular idea*. Keep it to three, max four. They are generally nouns that describe specific the aspects or traits of our features, programs & policies. Try and find the "most-right" word. Example: you could say reliability or you could say dependability, which is more correct?

DRIVERS WANT / NEED... an "I" statement that summarizes the driver need from the dimension

TO DELIVER THIS WE WILL...action statement that summarizes our intent, behaviors, actions related to the dimension

IF WE DELIVER THIS, DRIVERS WILL SAY... an "I" statement that represent what driver will think/feel if we deliver successfully

BIG ROCKS THAT WILL ACCOMPLISH THIS...the key projects that will deliver on this aspect of the customers needs

INSTRUCTIONS: Please make a copy of this section for each of your Big Bet Projects. See the next slide as an example.

Compliance - Project Details

UBER

Compliance Project:

OWNER: CO-PILOT (optional):

OBJECTIVE:

DESCRIPTION: (Description...)

PROJECT KPIs	DESCRIPTION	KEY RESULTS	DASHBOARD
	Description...		Link
	Description...		Link

PROJECT COMPONENTS	OWNING TEAM(S)	DESCRIPTION	EST LAUNCH DATE	PRIORITY?	RESOURCED?

INSTRUCTIONS: Please make a copy of this section for overall progress on key projects. See the next slide as an example.

Compliance - Execution

UBER

INSIGHTS					STRATEGY					PLANNING					EXECUTION				
Compliance Workstream & Project Progress																			
Big Rock	Workstream & Projects Underway or Planned									Classification					Expected Delivery Date			% Complete & Status	
																		●	

← Cre
Big Roc

← S
● Be
● At
● Or



Talking points

- **Goal:** Earnings that are RELIABLE, and compelling for a drivers choices for when/ where/ how to drive - we can't control that some drivers want to be on the road at 4am, when earnings are low, but we can and should set their expectations clearly and transparently.
- **CLARITY & TRUTH** - Earnings clarity & taxes
- **SET CLEAR EXPECTATIONS** - planning, expectations,
- **FIX OUR EARNINGS LEVERS TO STABILIZE EARNINGS AND MATCH EARNINGS TO EFFORT** - stabilize earnings, pricing+incentives, off-trip earnings, speed and reliability, premium
- **FIX CASH** - To improve the large and growing number of trips that involve cash, which brings a lot of extra challenges and pain to our partners.

Trip Experience

Pillar Owners

[Key links](#)

We had to play catch-up on their basic requests.

PRIORITY 2

Trip Experience: Gives peace of mind and stops a potential safety concern in its tracks by innovating on new solutions and approaches.

Insight		
Audience		
Advantage		
Disadvantage		

Trip Experience

Core Team

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Trip Experience: Problem Statement

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Trip Experience: Strategy Statement

Our Vision is to provide...

And in this journey, we will...

Pillar KPIs:

Sentiment

Awareness

Source:

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Trip Experience: Big Rocks

Pillars	Objectives	Big Rocks	Top Projects
Driving Safety			
Personal Safety			

TO BE
UPDATED**How we'll measure success...**

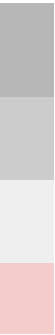
	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]

[Abhishek]

INSIGHTS		STRATEGY		PLANNING		EXECUTION	
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Big Rock	Workstream & Projects Underway or Planned			Classification	Expected Delivery Date	% Complete & Status	
				Inspirational	Ongoing	●	
				Inspirational	TBD		
				Inspirational	January/Feb		
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Protections & Response

Pillar Owners

[Key links](#)

We had to play catch-up on their basic requests.

PRIORITY 3

Protections & Response: Universally support riders and drivers with empathy and care in times of need.

Insight		
Audience		
Advantage		
Disadvantage		

Protections & Response

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Protections & Response: Problem Statement

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And in this journey, we will...

Pillar KPIs:

Sentiment

Awareness

Source:

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IF WE DELIVER THIS, CONSUMERS WILL SAY...				

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Dimensions: These are derived from customer insights to tell us the *characteristics* of what customers want. The dimensions describe the unique qualities & elements of what we'll provide. They define and govern our behaviors and actions. Try to make each dimension a single word, a *singular idea*. Keep it to three, max four. They are generally nouns that describe specific the aspects or traits of our features, programs & policies. Try and find the "most-right" word. Example: you could say reliability or you could say dependability, which is more correct?

DRIVERS WANT / NEED... an "I" statement that summarizes the driver need from the dimension

TO DELIVER THIS WE WILL...action statement that summarizes our intent, behaviors, actions related to the dimension

IF WE DELIVER THIS, DRIVERS WILL SAY... an "I" statement that represent what driver will think/feel if we deliver successfully

BIG ROCKS THAT WILL ACCOMPLISH THIS...the key projects that will deliver on this aspect of the customers needs

Protections & Response: Big Rocks

Pillar	Objectives	Big Rocks	Top Projects
Support			
Insurance			
Claims			

TO BE
UPDATED**How we'll measure success...**

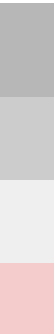
	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]

[Abhishek]

INSIGHTS		STRATEGY		PLANNING		EXECUTION	
Protections & Response Workstream & Project Progress							
Big Rock	Workstream & Projects Underway or Planned	Classification	Expected Delivery Date	% Complete & Status			
		Inspirational	Ongoing	●			
		Inspirational	TBD				
		Inspirational	January/Feb				
		Inspirational	Feb				
		Inspirational	Ongoing				
		Inspirational	Ongoing				

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Talking points

- **Goal:** Earnings that are RELIABLE, and compelling for a drivers choices for when/ where/ how to drive - we can't control that some drivers want to be on the road at 4am, when earnings are low, but we can and should set their expectations clearly and transparently.
- **CLARITY & TRUTH** - Earnings clarity & taxes
- **SET CLEAR EXPECTATIONS** - planning, expectations,
- **FIX OUR EARNINGS LEVERS TO STABILIZE EARNINGS AND MATCH EARNINGS TO EFFORT** - stabilize earnings, pricing+incentives, off-trip earnings, speed and reliability, premium
- **FIX CASH** - To improve the large and growing number of trips that involve cash, which brings a lot of extra challenges and pain to our partners.

INSTRUCTIONS: Please make a copy of this section for each of your Big Bet Projects. See the next slide as an example.

Protections & Response - Project Details

INTERNAL

UBER

PROTECTIONS & RESPONSE:

OWNER:

CO-PILOT (optional):

OBJECTIVE: Build an Inspiring Safety Narrative that Resonates with Consumers**DESCRIPTION:** (Description...)

PROJECT KPIs	DESCRIPTION	KEY RESULTS	DASHBOARD
	Description...		Link
	Description...		Link

PROJECT COMPONENTS	OWNING TEAM(S)	DESCRIPTION	EST LAUNCH DATE	PRIORITY?	RESOURCED?

Stakeholder self-nomination: *Name (Team), Name (Team)...etc..*

PRIORITY 4

Safety Commitment Users and the public see and feel that Uber is deeply committed to safety.

Insight		
Audience		
Advantage		
Disadvantage		

Safety Commitmen

t

Pillars:

- Sentiment
- Education
- Engagement

We had to play catch-up on their basic requests.

Safety Commitment

Core Team

The "Core Team" that will support and deliver on our strategy in 1H2018 includes:

Theme Lead:
Kate Parker

Region	Key Marketing POC	Safety Comms	Policy	HQ Support
LatAm	Marketing Manager: Isa del Val	Saulo Passos Marcio De Meo	Ivo Correa	Carley Lake
EMEA	Marketing Strategist: Ido Adulamy	Badia Berrada	Andy Byrne	James LaVela
US/CA	Rider Marketing Strategist: Ali Quarforth Driver Marketing Strategist: Peyton Newquist Program Manager: Shawnti Amill	Brooke Anderson Tracey Breeden	Jena Wuu Nadia Anderson	Nick Silver
INDIA	Senior Brand Manager: Lavani Agarwal	Rishabh Khandelwal	Chand Mazumdar	Jesse Goodman
ANZ	Senior Brand Manager: Jenna Collard	Jasmeet Kaur	Damian Kassagbi (new lead in Jan)	Nick Silver
SENA	Regional Marketing Manager: Kunal Gupta			Jesse Goodman
BRAND	Head of Brand Strategy: Ian Chee			Nick Silver

Safety Commitment: Problem

Statement

Safety incidents and perception regarding our lack of commitment to safety hurt both our business and people's trust in our brand. At the same time, safety is an area where we have the opportunity to lead and differentiate ourselves in the rideshare industry, transportation, and tech overall.

Safety Commitment: Strategic Considerations

Sound & rigorous insights

Produce, digest and evangelize safety sentiment data to guide key business decisions. Ensure understanding and adherence.

Expert-backed approaches

Gain internal and external expertise to educate consumers, ranging from basic safety rules to gold standards. Work across lifecycle to ensure key info is available at every turn.

Best-in-class products

Work hand-in-hand with product to shape, launch, and raise awareness of innovative, tech-forward products that make Uber best in class on consumer safety.

Cross-functional initiatives

Build global initiatives (strategic partnerships, campaigns, commitments) that define and raise the bar on Uber's overall brand commitment to safety.

Dimension Matrix

DIMENSION	Transparency	Accountability	Reliability	Proactivity
Goals	Openness of key practices that communicate integrity in our safety commitment.	Accountability is not about admitting fault, rather, stepping up on thought leadership. A lack of S.A. accountability festers.	Reliability is assurance that we're going to be there, and we won't let our customers down when they need us most.	Proactivity is showing consumers we're going above and beyond on their safety, placing emphasis on industry best practices & education.
Success	Success = A commitment / vision to Safety Data Transparency, and stronger systems & awareness of Community Guidelines, Insurance 101 & Background Check Process.	Success = Demonstrated, industry-leading accountability on top brand issue (Sexual Assault for H2) with new policies, grants, agent training.	Success = Launching Driver Injury Protections, improving IRT response and making magic with Safety Roadside Assistance.	Success = Launching seat-belt reminders in-app, CRM education for drivers / rider, joining industry coalitions and our Safety Advisory Board.
IF WE DELIVER THIS, CONSUMERS WILL SAY...	We have the right rules and regulations in place	If something goes wrong, we will take action to fix it and face tough issues head on.	We will come through, you can count on us when you need it the most.	We put in the effort to learn from the best and lead the industry.

Foundation: These big rocks are long-lasting projects (18+ mo) that are foundational to delivering the driver experience. Think platform level work that might include technical infrastructure, hiring top talent or an improved biz process. These projects are the foundation of delivering a best-in-class product experience and resolve table-stakes expectations of customers.

Dimensions: These are derived from customer insights to tell us the *characteristics* of what customers want. The dimensions describe the unique qualities & elements of what we'll provide. They define and govern our behaviors and actions. Try to make each dimension a single word, a *singular idea*. Keep it to three, max four. They are generally nouns that describe specific the aspects or traits of our features, programs & policies. Try and find the "most-right" word. Example: you could say reliability or you could say dependability, which is more correct?

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BIG ROCKS THAT WILL ACCOMPLISH THIS...the key projects that will deliver on this aspect of the customers needs

How we'll measure success...

	KPI	Current November 2017	Goal H1 2018	Goal Long-term [Multi-year]
Sentiment	<i>Riders / Drivers:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 55% (R) / 62% (D)*	70%	90%
Sentiment	<i>General Population / Opinion Elites:</i> % who agree ('strongly'/'somewhat') that Uber is "committed to safety"	US: 38% (GP) / 56% (OE)*	60%	80%
Awareness	<i>Riders / Drivers:</i> % who cite aided the awareness of safety features that "make them feel a lot safer"	US Riders: Insurance (16%) US Drivers: Customer Support (49%)	70%	80%

[Abhishek]

KPI Baseline - Committed to safety

- 90% bogey sets an aspirational goal for nearly all customer segments, particularly among GenPop and Opinion Elites
- Audiences who have already achieved 80% agreement will need to maintain this high standard

	NA		LatAm			EMEA				APACx				IN
T2B*	US	CA	MX	BZ	CO	UK	FR	EG	SAD	AU	PH	SG	ID	IN
Driver	62%	77%	81%	62%	72%	74%	62%	85%	92%	71%	92%	59%	68%	77%
Rider	55	61	77	67	77	53	45	77	83	59	90	53	67	68
GenPop	38	26	72	55	65	23	25	82	68	35	69	35	72	83
OpElites	56	36	79	64	76	37	36	75	79	47	77	49	73	80

*Percent that strongly + somewhat agree

Source: Q3 Global Reputation Survey

Safety Commitment: Global Big Rocks

WIP

Key Big Rocks - 2018 Insights:

- Inspiring Safety Vision
- Corporate leader in the fight against Sexual Assault
- Positive Consumer Awareness of Effective Safety Products
- Best-In-Class Insurance Experience and Understanding
- True Ownership of our Anti-DUI Net Contribution Story

2018 Key Projects:

1. New Safety Narrative
2. Women's safety (sexual assault, gender-based violence)
3. Insurance 101
4. DUI

Media/Policy Landscape:

- Comms
 - Messaging: Using the word responsibility
 - Driver hour limits expanding
 - Tough stories ahead
 - Key campaigns: Human Trafficking & Sexual Assault
- Policy
 - Neutralise women's safety as a policy issue by demonstrating commitment and substance
 - Re-build trust with women's safety advocates

Source: [2018 Safety & Insurance Global Brand Plan](#); [2018 H1 HQ Safety Comms Plan](#)

External Comms Pillar

Pillar Owner
Brooke Anderson

Key links
[2018 H1 HQ Safety Comms
Plan](#)

We had to play catch-up on their basic requests.

External Comms: Big Rocks

Big Rocks	Objectives	Top Projects
SAFETY VISION - Awareness/ Education/ Commitment to Safety	Awareness campaigns and education demonstrating integrity, responsibility and our commitment to the safety of riders, drivers and our communities while also highlighting the positive impact Uber is making in the communities we serve.	<ul style="list-style-type: none"> ● Impaired Driving Awareness (Ongoing) ● Human Trafficking Awareness (HT Awareness Month - January) ● Driving Change Sexual Assault and Domestic Violence Campaign (SA Awareness Month - April)
STRENGTHENING SAFETY NARRATIVE AND PERCEPTION - Safety Products	Launch of new safety products and enhancements while increasing user awareness and adoption of existing safety features, primarily focused on proactive incident response and built-in app features that create an environment where riders and drivers feel safe.	<ul style="list-style-type: none"> ● Driving hours (January) ● Rider Forward safety chapter (in collaboration with Product) (January/February) ● Emergency Response Bundle (February/March) <ul style="list-style-type: none"> ○ Automatic mobilization of law enforcement / 911 integration ○ Accident detection ○ SOS ● Safety Sentiment Bundle (March/April) <ul style="list-style-type: none"> ○ Share My Trip enhancement ○ License plate enlargement ○ In-app welfare check ● Safe Driving Bundle (May) <ul style="list-style-type: none"> ○ Buckle up

External Comms: Big Rocks

Big Rocks	Objectives	Top Projects
MANAGING DAILY CHURN - Incident Response, Relationship Building and Outreach, Assets	Ensuring an empathetic and consistent approach to incident response while proactively building education, awareness, and processes in partnership with expert safety organizations in order to effectively land the message that we care about and stand for safety.	<p>Reactive Incident Response</p> <ul style="list-style-type: none"> Continue to mitigate incidents and flag issues with processes and incident response that pose safety reputational risks. Identify safety issues affecting our communities, including our Uber community, that we can we can build awareness and education around. Amplify organic safety stories involving riders and drivers. Continue to fix plumbing - Uber Eats incidents, global messaging alignment, customer service, etc. <p>Relationship Building</p> <ul style="list-style-type: none"> Expand law enforcement relationships through in-person meetings and conferences (Law Enforcement Appreciation Initiative), and GLH trainings/events for drivers focused on safety and security awareness. Expand key media, advocacy group and safety stakeholder relationships through in-person meetings and events. Participate in global safety summits. <p>Assets</p> <ul style="list-style-type: none"> Refresh safety narrative with new safety vision and create assets around safety & security features in collaboration with Safety & Insurance (ie. b-roll, photos, one-pagers, uber.com resources, safety lab for features, etc.). Develop safety page on Uber.com (ie. strengthen background check arguments with recent state decisions, teen/underage rider, etc.).

Brand Campaigns Pillar

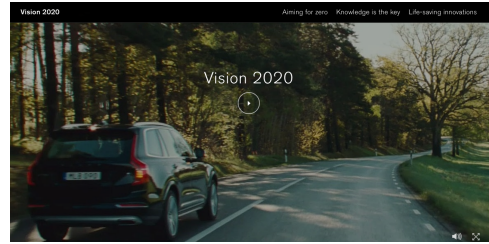
Pillar Owners
Kate Parker

Key links
[2018 Safety & Insurance](#)
[Global Brand Plan](#)

We had to play catch-up on their basic requests.

Big Rock #2: Build an Inspiring Safety Vision that Resonates with Consumers

	Key Results	2018 Projects
P0	New global Safety Vision that effectively launches our corporate commitment.	<ul style="list-style-type: none"> • New Safety Narrative (Global Messaging Platform, Anthem Film) • Safety & Insurance Global Brand Guides • 3-5 new global partnerships • Safety Advisory Board re-launch • Community Guidelines Certification
P0	Revamped S&I story in all relevant channel facets across the lifecycle.	(contingent on #1 P0) <ul style="list-style-type: none"> • Website Revamp • Channel Overhaul



"Our vision is that by 2020 no one should be killed or seriously injured in a new Volvo car."
Håkan Samuelsson, President and CEO, Volvo Cars

Aiming for zero

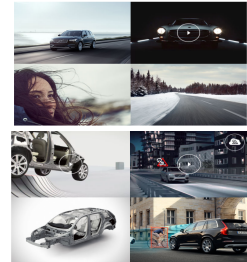
Vision 2020 is about reducing the number of people that die or are seriously injured in road traffic accidents to zero. Protecting and caring for people is at the heart of Volvo Cars' philosophy and this is our commitment to saving lives.

[Read more >](#)

Technology that saves lives

We have invented some of the most important innovations in the history of car safety - including the three-point safety belt - saving over a million lives in the process. And there's more to come. Our cars are packed with advanced features that will help us achieve Vision 2020. We are continually working on technology to make future vehicles safer still.

[Read more >](#)



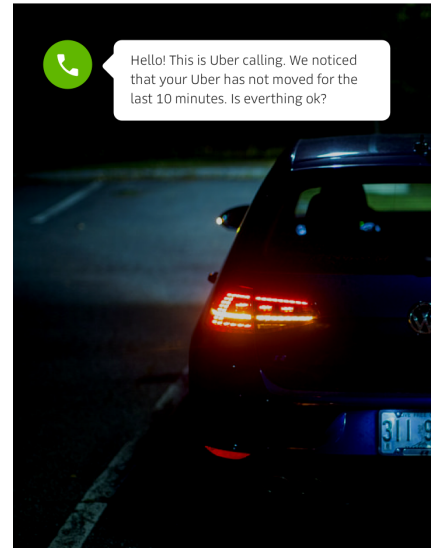
Big Rock #3: Corporate leader in the fight against Sexual Assault

	Key Results	2018 Projects
Po	Best in class at in SA/DV prevention and response.	<ul style="list-style-type: none"> • Driver and Rider Education • IRT Agent Training • Executive Training • NGO Product Innovation Summit • Data Taxonomy Transparency • IPC deactivation policies
Po	Industry-leaders in the fight against gender-based violence.	<ul style="list-style-type: none"> • Global NGO Partnerships • Women's Safety Conference • Sexual Assault Awareness Month Integrated Campaign (April) • Listening Tour continuation • Live Event integrations • Global Driving Change Playbook



Big Rock #4: Positive Consumer Awareness of Effective Safety Products

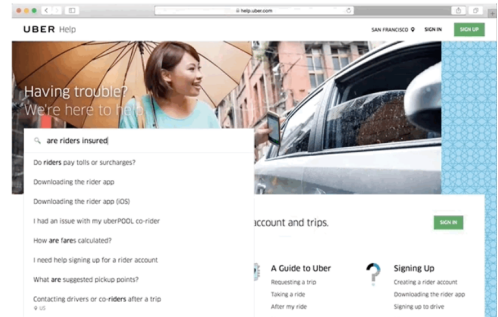
	Key Results	2018 Projects
Po	Visible tech leader for Rider-facing safety products.	<ul style="list-style-type: none"> Emergency Response Bundle Safety Sentiment Bundle (Share Trip) Safe Driving Bundle (Buckle Up)
Po	Uber as the undisputed safety product leader for drivers.	<ul style="list-style-type: none"> Safety in Carbon Emergency Response Bundle (Roadside assistance) Rider Identification Bundle Driving Hour Limits Safe Driving Bundle (Crash Detection)
Po	Consumers see and feel Safety commitment and have high awareness.	<ul style="list-style-type: none"> Awareness Campaign for Rider Top-Performing Features Awareness Campaign for Driver Top-Performing Features



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Big Rock #5: Best-In-Class Insurance Experience and Understanding

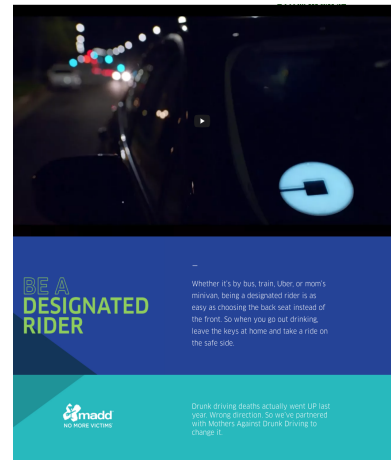
	Key Results	2018 Projects
Po	Industry-leading Insurance coverages via x new launches.	<ul style="list-style-type: none"> Support coverages launches of remaining global markets Consolidate global partnerships to select carriers and leverage brands to create competitive advantage Insure all major markets have driver injury protection solutions
Po	Consumers see and feel Safety commitment and have high awareness and understanding.	<ul style="list-style-type: none"> Unify global insurance MRK/COM narrative Insurance 101 Awareness Campaign Periods 1-3 clarification Revamp .com to clarify offerings User stories to showcase value
Po	Breakthrough on awareness and adoption for new insurance products	<ul style="list-style-type: none"> Insurance Information Hub Lifecycle for Driver Injury Protection (DIP) Roadside Assistance Launch International Expansions



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Big Rock #6: True Ownership of our Anti-DUI Net Contribution Story

	Key Results	2018 Projects
P1	Ownership of DUI reduction through smart, scalable creative and partnerships.	<ul style="list-style-type: none"> #DesignatedRider CSR platform DUI platform toolkit to 4 regions Template for local-level US Holiday activations
P1	Contribute to the existing body of work on DUI prevention in research and policy advocacy.	<ul style="list-style-type: none"> DUI Innovation Challenge (grant program, university partnership) DUI Research Policy Safety Events



Heather - DUI . technical support

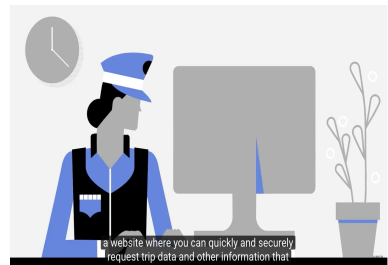
DUI

Human Trafficking

Crisis Response

Big Rock #7: Law Enforcement Partnerships for Good

	Key Results	2018 Projects
P1	Establish Uber's Law Enforcement engagement as best-in-class.	<ul style="list-style-type: none"> • Crime Stoppers • Check Your Ride • LE conference and relationship support



Heather - DUI . technical support

DUI

Human Trafficking

Crisis Response

Big Rock #8: Become Corporate Leaders Against Human Trafficking

	Key Results	2018 Projects
P2	Positive brand alignment in our role in disrupting Human Trafficking.	<ul style="list-style-type: none"> • Super Bowl Education • Human Trafficking Commitment (Jan) • Travel & Transport to End Trafficking Coalition (June) • Global Template for International Regions • Hero driver stories



Heather - DUI . technical support

DUI

Human Trafficking

Crisis Response

INSTRUCTIONS: Please make a copy of this section for each of your Big Bet Projects. See the next slide as an example.

Safety Commitment - Project Details

UBER

COMMITMENT PROJECT: SAFETY VISION

OWNER: Kate Parker CO-PILOT (optional): Cameron Zick, Jesse Goodman

OBJECTIVE: Build an Inspiring Safety Narrative that Resonates with Consumers**DESCRIPTION:** (Description...)

PROJECT KPIs	DESCRIPTION	KEY RESULTS	DASHBOARD
	Description...		Link
	Description...		Link

PROJECT COMPONENTS	OWNING TEAM(S)	DESCRIPTION	EST LAUNCH DATE	PRIORITY?	RESOURCED?
New Safety Narrative (Global Messaging Platform, Anthem Film)			Q2	[Po]	[TBD]
Safety Pop-Up			Q2	[P1]	[TBD]
3-5 global partnerships				[Po]	[TBD]
Safety Advisory Board re-launch			Q1	[Po]	
Community Guidelines Certification					

Stakeholder self-nomination: Name (Team), Name (Team)...etc..

INSTRUCTIONS: Please make a copy of this section for overall progress on key projects. See the next slide as an example.

Safety Commitment - Execution

UBER

Safety Commitment Workstream & Project Progress

Big Rock	Workstream & Projects Underway or Planned	Classification	Expected Delivery Date	% Complete & Status
		Inspirational	Ongoing	
		Inspirational	TBD	
		Inspirational	January/Feb	
		Inspirational	Feb	
		Inspirational	Ongoing	
		Inspirational	Ongoing	

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Appendix

Thank you

What we won't do

CONFIDENTIAL

UBER

Key Risks

CONFIDENTIAL

UBER

Key Internal Tradeoffs and Tensions

CONFIDENTIAL

UBER

TRADEOFFS

Safety tradeoff against gaming

We want to provide drivers with information that allows them to self-assess safety, without creating undue earnings-related gaming due to who the rider is, pickup/dropoff location, or trip distance.

Safety tradeoff against rider onboarding

We want to get more information about riders so Uber and drivers can better assess safety, without making it more difficult for riders to get onboarded and request a ride.

Safety tradeoff against discrimination

We want everyone to get a ride, without discrimination based on their photo, their name, or where they live and work.

Safety tradeoff driver churn

We want drivers to feel safe on the road and know that Uber is looking out for them, without feeling like Uber is causing them undue burden or stress.

Growth vs. Risk Mitigation

We will not rush new products and features to market with known loopholes that cause safety concern. Winning requires a long term approach and always doing the right thing.

Key Internal
Tensions

Rider and Driver Quality

Consumers must trust that we do everything possible to ensure we are screening everyone who has access to the Uber platform. We must be seen as leaders who set the standard and continuously raise the bar, rather than a company that simply does what's required by regulation or consumer pressure. Inconsistencies in processes have frustrated our ability to communicate screening messages clearly and led to reputational risks.

Key Internal
Tensions

Everywhere for Everyone

We need to limit areas of coverage with known safety concerns based on industry standards and public data (e.g. dangerous zones, not supported by the post office and police).

Drivers are not safe in specific regions of our cities, causing multiple forms of serious safety incidents (i.e. theft, kidnapping, assault, etc.).

Key Internal
Tensions

Partnerships

We engage in discussions about safety head on: we aren't afraid to acknowledge that risks and hazards exist, and believe that by confronting these issues together we can better prevent them from occurring.

We believe that giving regulators the chance to hold us accountable will result in better safety outcomes.

Key Internal
Tensions

2018 Uber Priorities

1 Stand for <u>Safety</u>	2 <u>Undisputed Rideshare & Delivery service</u>	3 <u>Innovate to Deliver the Lower Cost Offering</u>	4 <u>Earn our Customers' Love</u>	5 <u>Make Uber the Highest Performing Team</u>
Priorities				
<p>Aspire for our Riders/Drivers to feel that Uber is the safest transportation option on the road</p> <p>Set the global bar for transport safety & transparency</p> <p>Be the industry leader on safety incident reduction & deliver insurance savings to customers</p>	<p>Work tirelessly to ensure Uber is the premier rideshare and delivery service in the US</p> <p>Rebuild our reputation through actions, not words</p> <p>Reimagine our relationship with customers to build genuine loyalty & preference</p>	<p>Create the lowest cost transport & logistics offering through tech in order to offer lowest prices</p> <p>Be relentless at eliminating waste and reducing costs in order to deliver value to customers</p> <p>Innovate to create a superior & more efficient marketplace</p>	<p>Regain trust by acting with integrity, humility & respect</p> <p>Earn our customer's love through a truly differentiated product & experience, not subsidies</p> <p>Strive toward zero defects to deliver seamless customer experience every time</p>	<p>Ensure that innovation & big bold bets remain core to our DNA</p> <p>Foster a culture that celebrates differences & embraces collaboration</p> <p>Invest to make Uber the best place to work for builders and innovators</p>
KPI's				
<p>Safety Incidents: Reduce serious safety incident rate</p> <p>Safety Perception: Increase % of gen pop & customers who believe Uber "feels safe using or buying"</p> <p>Compliance: Full compliance in our markets</p>	<p>Growth: Win more users in US</p> <p>Service of Choice: Increase % of US riders / drivers / eaters / restaurants who say Uber is their preferred service</p>	<p>Lower Price: Continuously lower price to consumers through innovation not subsidies</p> <p>Contribution: Hit 2018 contribution & budget targets to ensure path to profitability</p> <p>Defect Rate: Reduce defect rate for driver / rider & marketplace</p>	<p>Brand Favorability: Increase Uber's brand favorability among general population</p> <p>Integrity: Increase % of gen pop & customers who agree that Uber "is a company that acts with integrity"</p>	<p>Satisfaction: Increase % of employees who are "satisfied with working at Uber"</p> <p>Impact: Increase % of employees who believe their "work is meaningful and impactful"</p> <p>Future: Increase % of employees who agree "I'm excited about Uber's future"</p>

Source: November 30th Staff Meeting Presentation

Stand for Safety Guardrails **[WIP - DRAFT CONCEPT]**

	Finance	Product	Ops/CommOps	Comms/Marketing	Compliance
Guidance	<ul style="list-style-type: none"> - X% of regional budget allocated - Safety project spend has thresholds defined for approval based on dollar amount (i.e. >\$100K - RGM/ELT/ Steering) - Central funding for Safety table stakes 	<ul style="list-style-type: none"> - All riders verified - Uber's marketplace should facilitate the completion of trips. not discrimination - Set a global default for policy related product and establish exception review process 	<ul style="list-style-type: none"> Set globally agreed minimum requirements for the following: <ul style="list-style-type: none"> - Driver/Rider/Vehicle Info - Driver/Vehicle Docs - Driver/Rider Vetting - Deactivation - Global incident taxonomy 	<ul style="list-style-type: none"> - At least 30% of regional campaigns reinforce global corporate safety vision - 100% of safety-related campaigns meet language guidelines 	
Example(s)	<ul style="list-style-type: none"> - Phone Anonymization - Screening 	<ul style="list-style-type: none"> - Driver hour limits - Project frontier 	<ul style="list-style-type: none"> - Safety Incident Policy System 	<ul style="list-style-type: none"> - DUI 	
Approver	Dennis Katie	Sachin	Gus Scott	Kate Scott	Krishna

Reference Documents

[Safety Sentiment Survey - Prospective Drivers Q2, 2017](#)

[Safety Sentiment Survey - Current Drivers Q2, 2017](#)

[Safety Sentiment Survey - Prospective Riders Q2, 2017](#)

[Safety Sentiment Survey - Current Riders Q2, 2017](#)

[Global Reputation Q3, 2017](#)

Reference Decks

- [Driver Forward - H2 2017 Plan](#)
- [Driver Forward - 2018 Strategy and Plan \[UNDER REVISION\]](#)
- [\[MASTER\] 2018 Driver Strategy - Pillar Plans](#)
- [Safety & Insurance: Dara Overview](#)
- [Uber 2018 Priority: Stand for Safety](#)
- [Reputation Forward! - H2 2017 \(WIP\)](#)
- [2018 Safety Strategy](#)
- [2018 Safety and Insurance Strategy](#)
- [2018 Safety & Insurance Global Brand Plan](#)
- [Business Brief: RepForward - Safety Vision](#)
- [RF 2018 | Planning Workshop Highlights 11/8-9](#)
- [2018 NorthAm CommOps Roadmap Overview](#)

Stand for Safety Global Pillar Owner View

Confirm
Pillars

Theme	Pillars	HQ Support	US/CAN	EMEA	APACx	INDIA	LATAM
Compliance	Background Checks						
	Documents						
	Go Online						
Trip Experience	Driving Safety		<p>Led by Safety Product Team Regional Leads to represent insights and business needs to Product</p>				
	Personal Safety						

Stand for Safety Global Pillar Owner View

Confirm sub-pillars

Theme	Pillar	HQ Support	US/CAN	EMEA	APACx	INDIA	LATAM
Protections & Response	Support						
	Insurance						
	Deactivations						
Safety Commitment	External Comms						
	Brand Campaigns						
	Awareness & Education						