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Metadata

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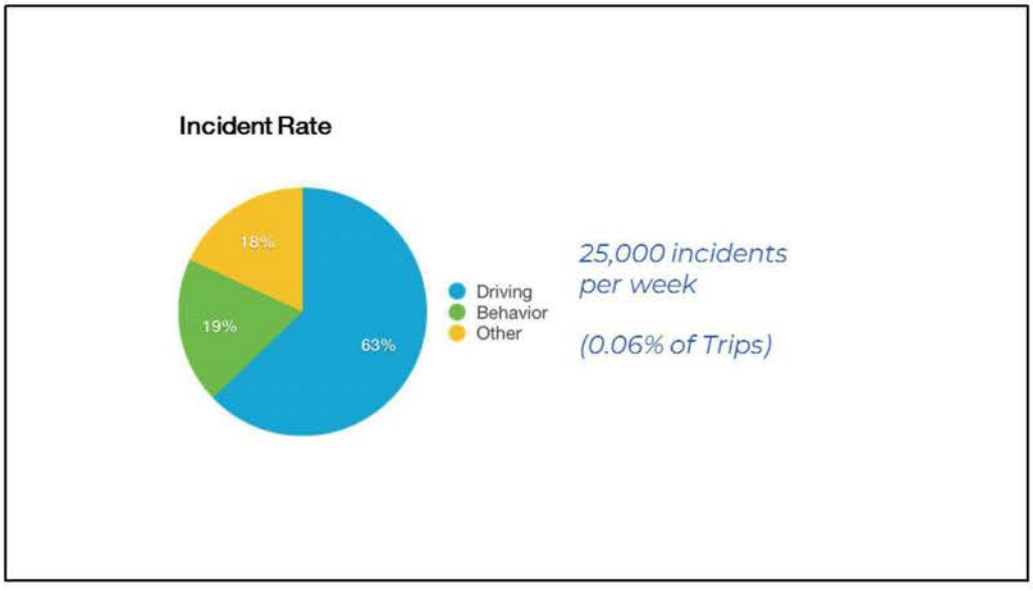
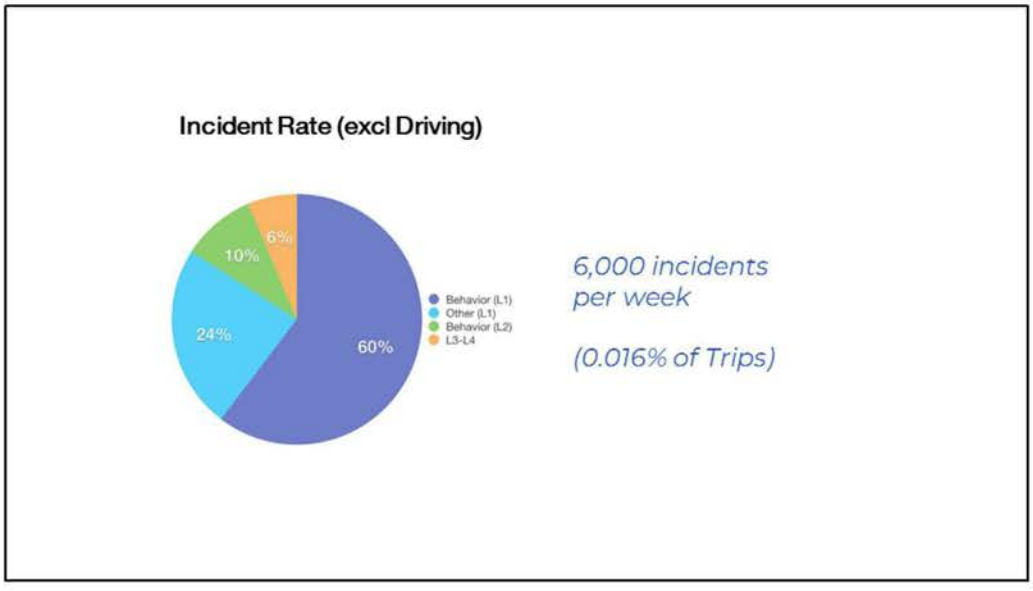
Safety Experience
2016 Overview

UBER

How Safe Are We?


Incident Rate
18%
19%
63%
Driving
Behavior
Other
25,000 incidents per week
(0.06% of Trips)


Incident Rate (excl Driving)
6%
10%
24%
60%
Behavior (L1)
Other (L1)
Behavior (L2)
L3-L4
6,000 incidents per week
(0.016% of Trips)

But it's more than just than incident rate.

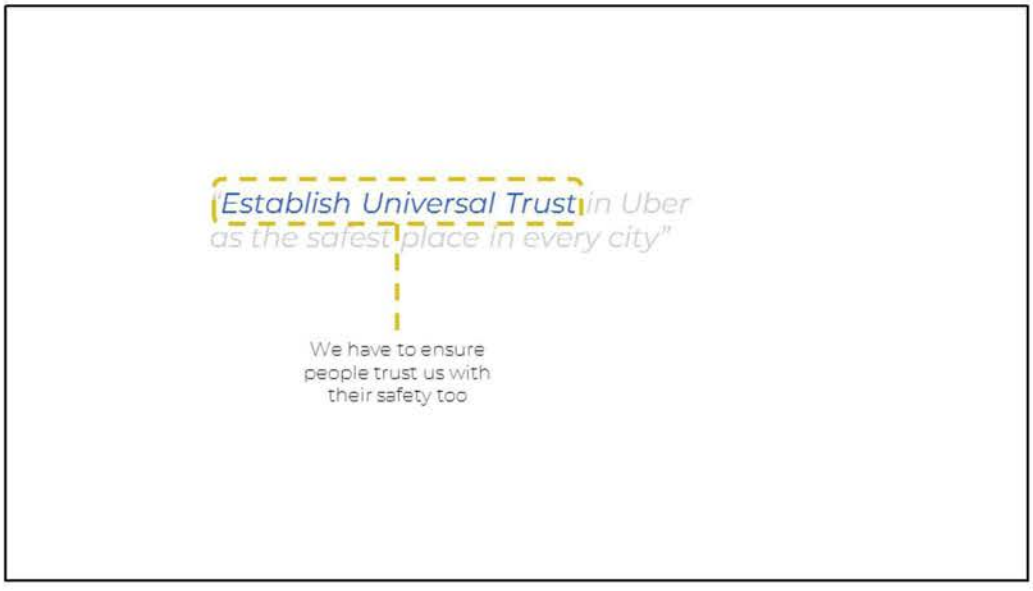
Cost of Safety

Economic Cost
Safety incidents are low volume relative to trips, but are extremely expensive to the business.

Human Cost
These costs are trivial in comparison to the human costs of safety incidents (e.g., the physical and emotional damage resulting from accidents, assaults and other violations of social trust)

2015 Cost of Safety	
IRT / CSR Cost	$37.3M
Usage Churn	$15.1M
Appeasement	$4.8M
Regulations (Delhi 2014 Impact)	$10.8M
US BGC's	REDACTED
Settlements	REDACTED
Total	**$100M+**

Source: Economic Cost of Safety Study


Establish Universal Trust in Uber
as the safest place in every city"
We have to ensure
people trust us with
their safety too

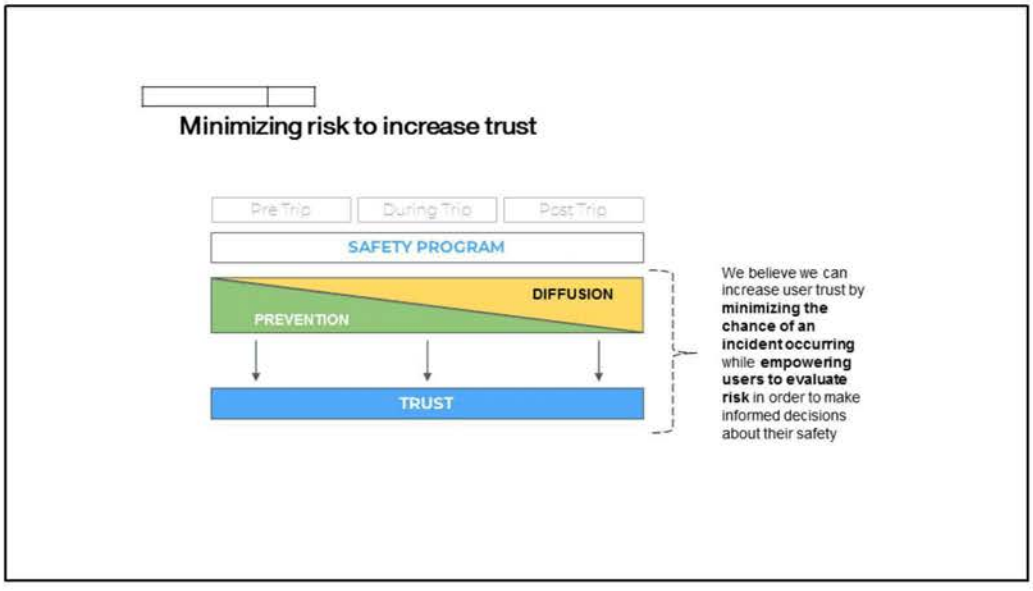
Summary

Summary

We're not there yet
We're fairly safe, but that doesn't mean we can't do more. Preventing incidents will not only materially reduce cost, but will have a profound impact on the lives of our users.

Trust is a huge opportunity
There's a large gap between users' perception of safety and the reality. Increasing user trust in Uber as a safe ride will lead to growth.


Connecting prevention and trust



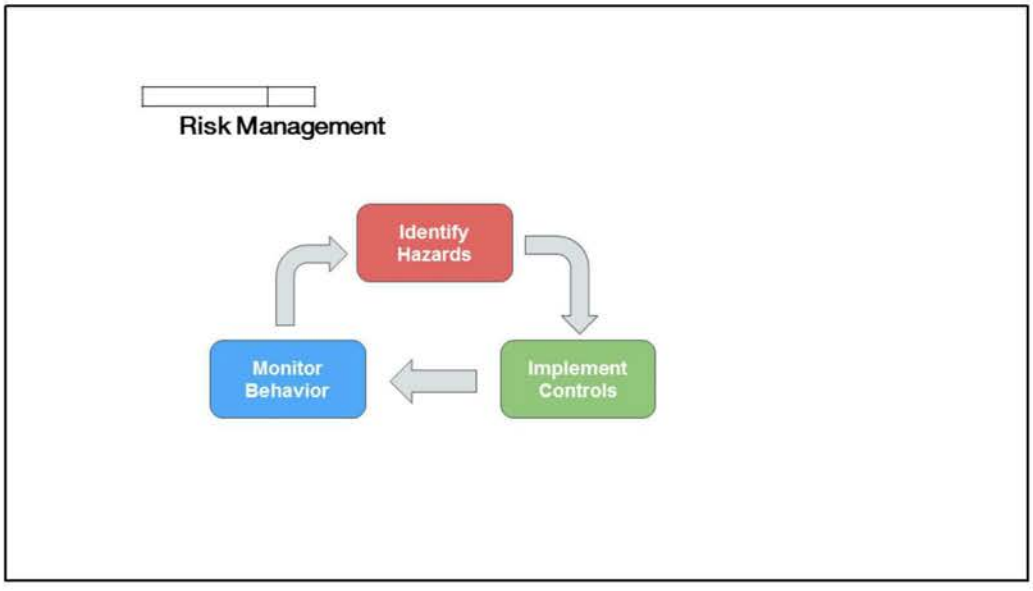
You can dive into the raw data for full detail.

Team Priorities

1. **Establish a trust score**
   In order to ensure we're prioritizing the right products, we have to establish a KPI that quantifies our impact on trust. We'll work with Safety Ops to define, measure and track this score.

1. **Identify & Mitigate Risk**
   Until a trust score is established, we'll look to identify and remove the riskiest points of friction that lead to safety incidents.


Product Strategy



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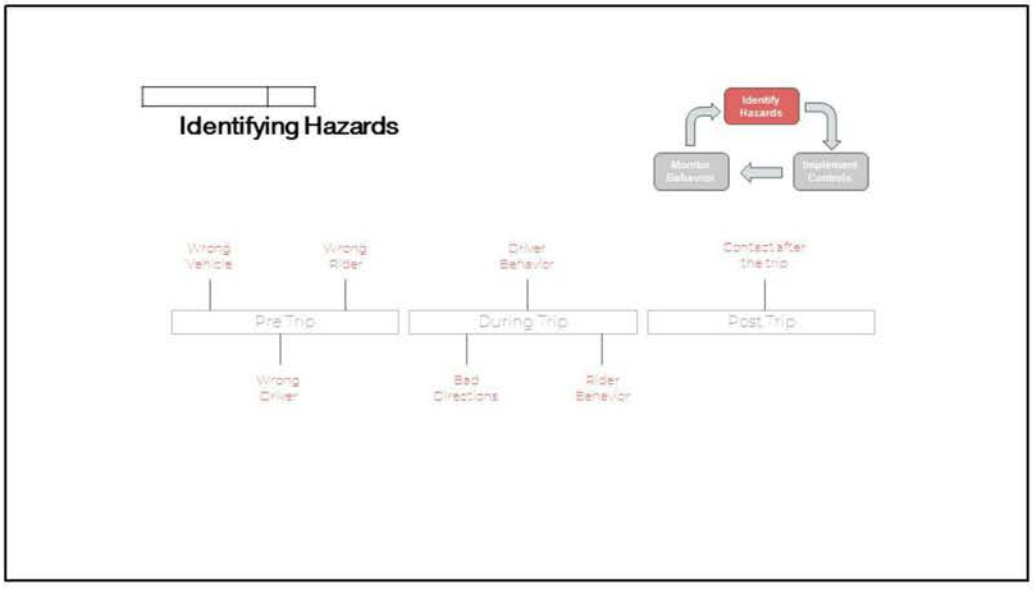

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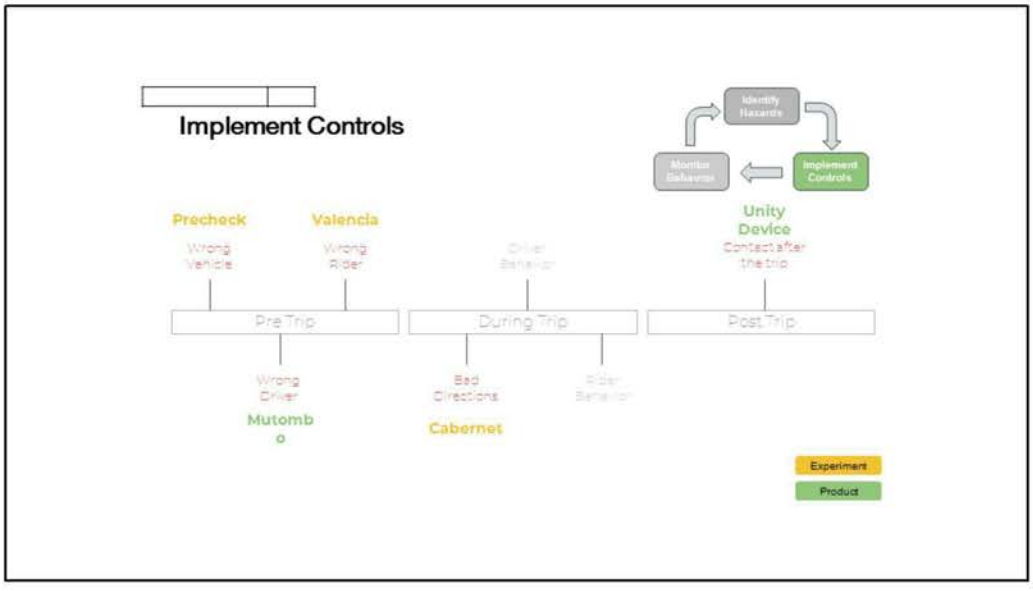

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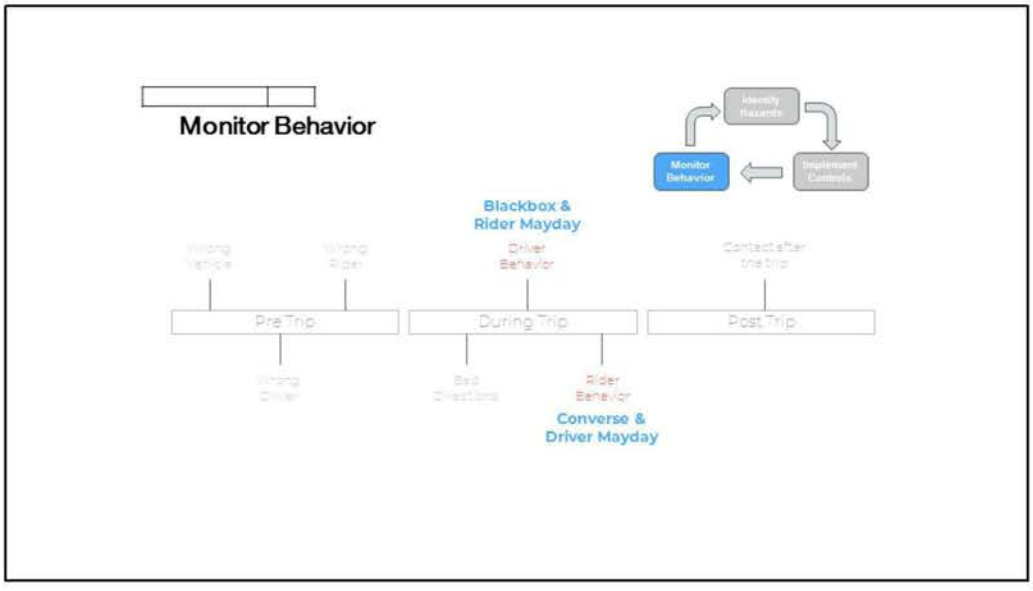

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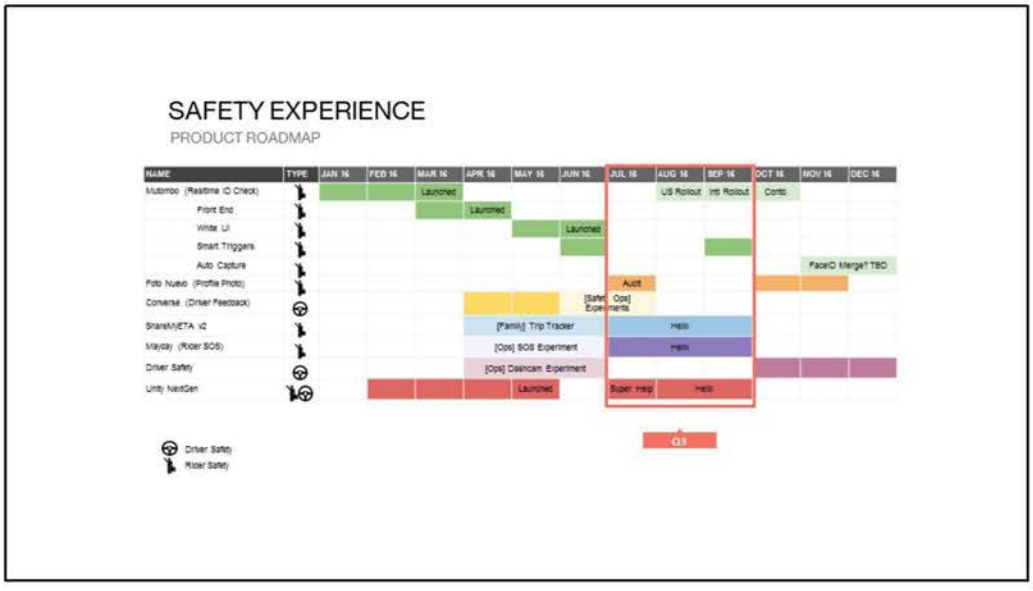

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H2 2016

Mutombo Identity Verification

PROJECT SUMMARY
Leverage facial recognition to match the face of the person going online to the profile picture of the approved partner.

WHY WE NEED IT
- Account sharing is a low volume, but high risk issue type
- Driver Screening is the top concern of non-users in the US
- Implements account access control and closes known vulnerabilities
- Scalable and cost effective way to reduce incident rate

H2 Objective: Closing Security Gaps
Q3 Key Results
- Rollout realtime identity verification system to 30% of drivers globally
- Ensure that 99.9% of drivers are able to successfully verify their identity
- Implement a new selection algorithm that increases the probability a malicious driver get selected to verify by X%

Q4 Key Result
- Verify the identity of 30% of active drivers by rolling out Mutombo in 3 large countries
- Reduce percentage of users that get reported for account sharing from x% to y% globally, a decrease of z%, through an improved criteria through suspicious behavior detection. Note: Timeline with FaceID

Project Brief

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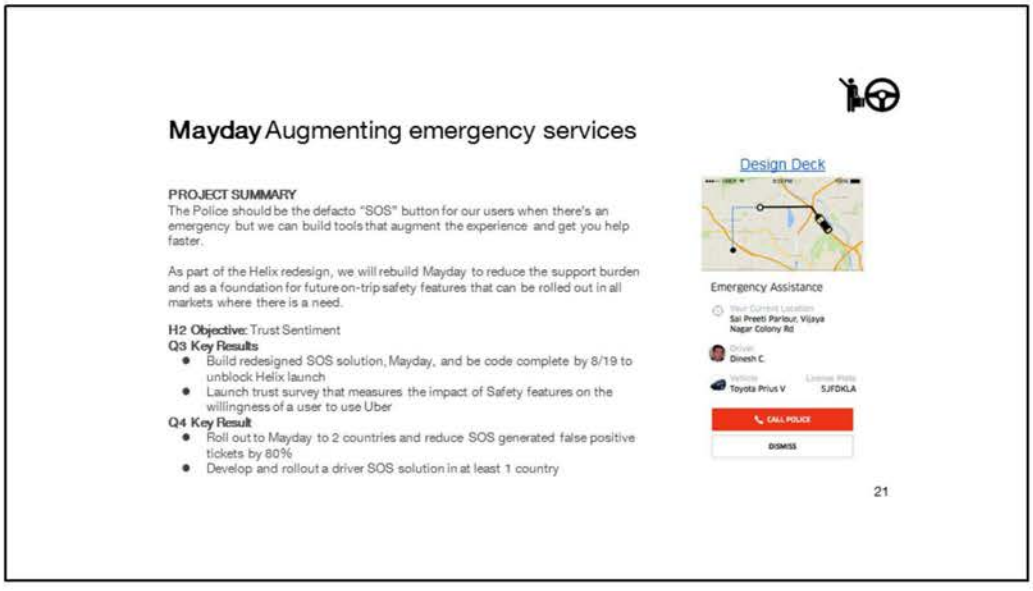

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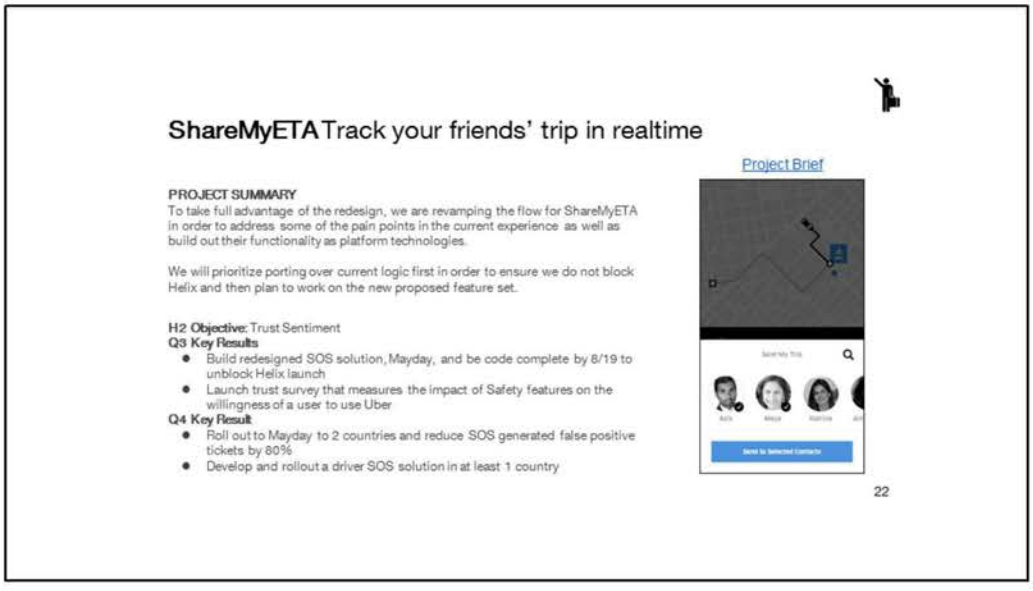

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Unity Device Phone Anonymization

PROJECT SUMMARY

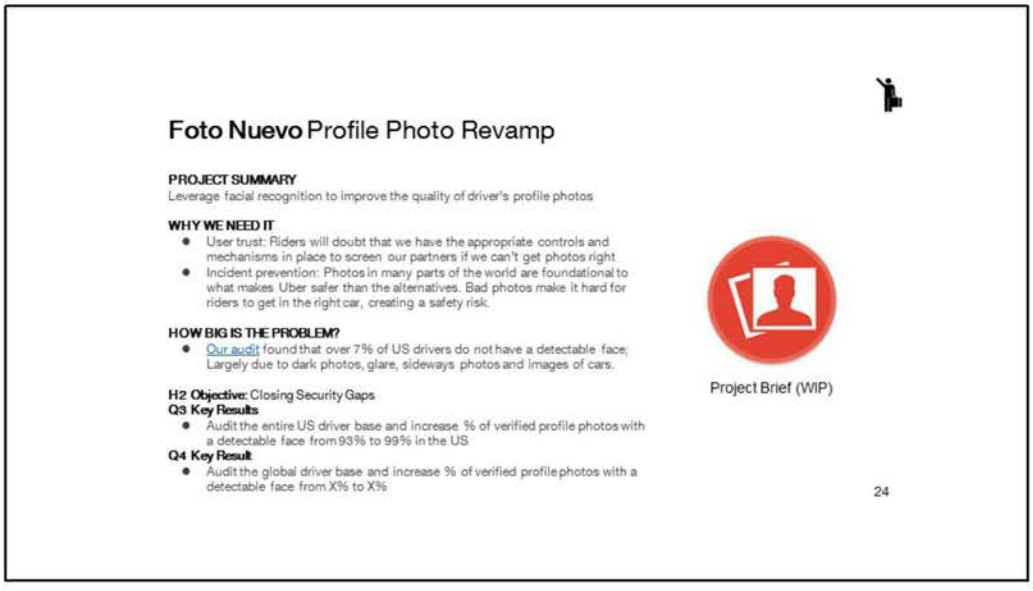
After the end of a trip, your contact details should remain yours.

By partnering with leading cloud communications providers, we'll anonymize the calls and messages users may need to send / receive to arrange a ride.

SUCCESS

- 100% Global Coverage where there's carrier availability (Progress)
- Migrate Unity to Helix (Design Deck)
- Implement a "Delete" solution that blocks drivers and riders from contact each other once the trip is over (Phab)
- Increase the success rate of call routing [1- (help_responses / number_created)] by 30% globally (Phab)

2
3



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2017 & Beyond

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SafetyNet - Emergency Contacts Revamp

PROJECT SUMMARY

The original version of SafetyNet had a great vision but was built with a constrained timeline. We believe we can revamp the Emergency Contacts functionality into a much more useful set of features.

WHAT WILL V3 & BEYOND LOOK LIKE?

Automated & Smart Notifications

Automatically notify your EC's if your battery is low, there's an anomaly in your trip (SOS or Bad Route) or if you're traveling alone late at night.

Multi-Purpose Emergency Contacts

- Rider GPS Integration
- Extend permissions about your trip data to your emergency contacts
- Enable drivers to call your EC's if you fall ill or don't know how to get home

SUCCESS CRITERIA

xx% increase in send status usage

xx% increase in user sentiment / trust

xx% increase in number of emergency contacts saved

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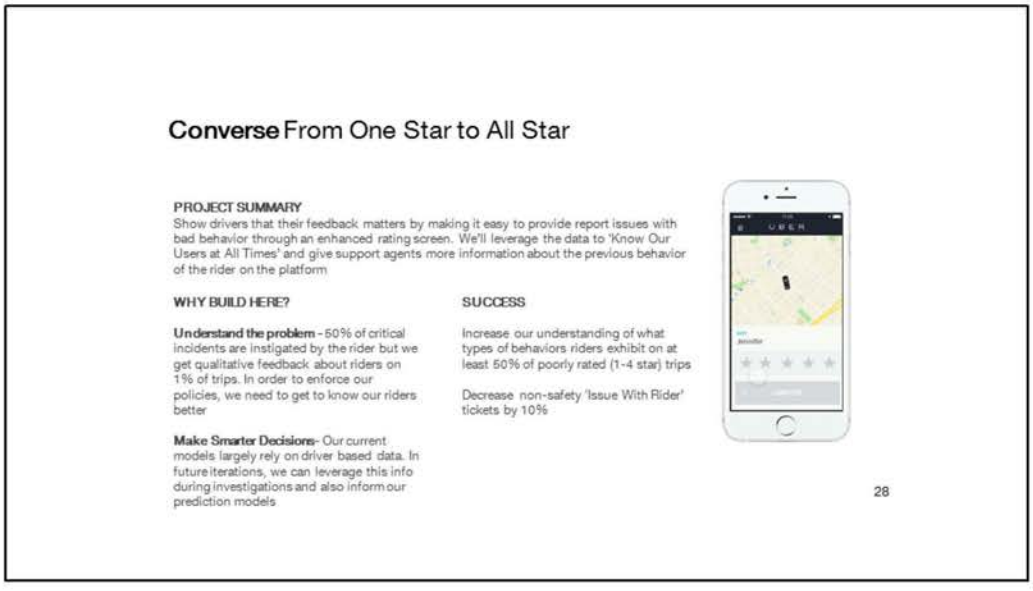

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Safe Pickups Minimize points of friction

Valencia
Minimize the wrong rider problem by showing photos to drivers

OR

Precheck
Make it easy to spot your driver and get in the right car

PROJECT SUMMARY

Getting home at the end of the night is one of our biggest value propositions of our platform. It's also the most likely time a safety incident will occur.

By minimizing points of friction, we can increase user trust in getting a car with a stranger while minimize the risk of a behavior related safety incident occurring.

SUCCESS

- Improve the pickup experience by confirming that the right riders are in the right vehicles at all times

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APPENDIX / OLD SLIDES

30

[redacted]

Safety is Complex


Do users trust us?

Measuring Trust

- Trust is a difficult, but not impossible, concept to quantify
- Since it's largely based on emotion, constant user research and experimentation is required
- Our best guess is a set of proxies that track the impact of trust related metrics on growth

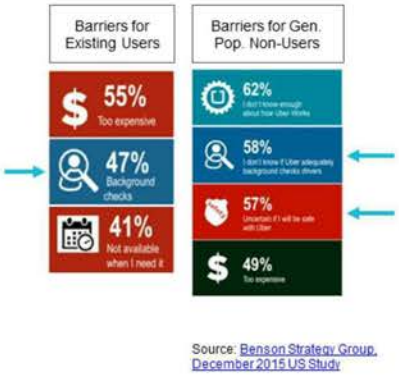
User Sentiment (US)

Existing Users

- Unclear screening methods are the second largest indicated reason users don't ride more

New Users

- Barriers stem from lack of info, screening and safety concerns - price is a big but secondary factor



Source: Benson Strategy Group, December 2015 US Study

User Engagement

Supply Growth's Project Amelia research revealed that Safety is the number one reason why women don't sign up to drive.

Even when they do, they avoid late night hours that are deemed "unsafe"

14% of our drivers are female.

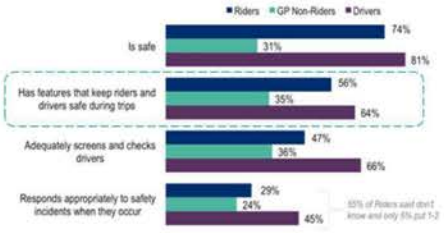
50% of the world is female.

"I'm not sure (I would drive) because of the news on safety and dangers. If safety policies and practices improve, then maybe later. But not right now."

"I don't think I can trust everyone coming into the car with me. It's different for women. Main point, I don't know who I'm going to drive.

Safety Awareness

We have a huge opportunity to showcase our ability to leverage technology to make the world the platform and the world, a safer place



Source: Benson Strategy Group, December 2015 US Study

User Churn

There is statistically significant data that proves that users churn increases the more severe the safety incident.

We also hypothesize that if a safety story goes viral, it will have a material impact usage by risk-averse non-victims.

	Driver	Rider
Dependent Variable: Trip Counts of Victim		
Post-L1	-	-
Post-L2	-9%	-
Post-L3	-4%	-3%
Post-L4	-31%	-9%

Source: Economic Cost of Safety Study

Property Crime = burglary, larceny-theft, motor vehicle theft, and arson

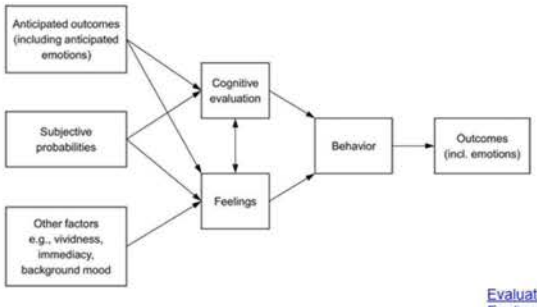
Property Crime = burglary, larceny-theft, motor vehicle theft, and arson

How do users evaluate risk?

Trust proxies

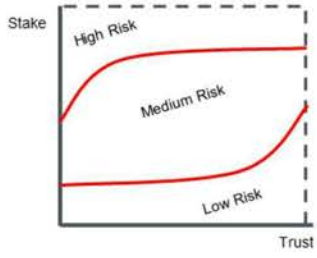
- **Media and User Sentiment** - how do people feel about us?
- **Engagement** - do risk-averse users use the platform less?
- **Awareness** - are people informed about our safety measure?
- **Churn** - what happens to a user after an incident?

Evaluating Risk



Evaluating Risk as Feelings

How do users evaluate risk?

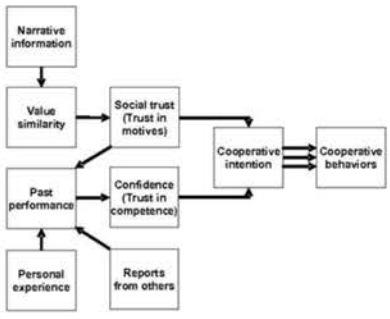


When users evaluate risk, it's a function of how trusting are they of the outcome vs what's at stake.

They don't have a lot to gain / lose, the risk is fairly low regardless of trust. The inverse is also true - the more that's at stake, the higher the risk especially if you don't have a lot of trust

You can dive into the raw data for full detail.

Trust in Motives



Risk communication provides information that is fallible: it gives people advice about levels of risk associated with hazards. Reliance on advisors signals an acceptance of vulnerability based on expectations that those advisors are competent and well-meaning (when, in fact, they may not be). Such reliance provides evidence of trust in the sense encapsulated by the above definition. When people rely more on certain advisors, we can say that their behavior reveals that they have more trust in those advisors (Twyman, Harvey and Harries, 2006).

According to this model, two different types of trust determine the degree to which people cooperate with their advisors. The first is trust in motives (also known simply as "trust" or "social trust") and the second is trust in competence (known as "confidence"). The cooperative intention produced by these two types of trust results in cooperative behaviors of various types. For example, people may express trust in their advisors, they may use advice from them to form their own judgments, or they may act on the basis of their advice.

Trust in motives, trust in competence
Separate factors determining the effectiveness of risk communication

AWARENESS

LOW AWARENESS OF EXISTING FEATURES

49% of users aren't sure about our screening methods while 30% of riders are not sure about basic safety features like GPS tracking

		Does Have	Does NOT Have	Not Sure
37.	Conducts criminal background checks on drivers	48	3	49
38.	GPS tracking of every trip that is permanently logged	70	<1	30
39.	Allows riders to share their current location and estimated arrival time	78	2	20
40.	Provides license plate numbers and pictures of the drivers in advance of pick-up	85	3	12
41.	Allows riders to rate drivers' performance after every trip	95	1	4

Source: Benson Strategy Group, December 2015 US Study

45

SCREENING

Why is it important?

Screening is a concern for over 50% of our users over 60% of our non-users

Source: Benson Strategy Group, December 2015 US Study

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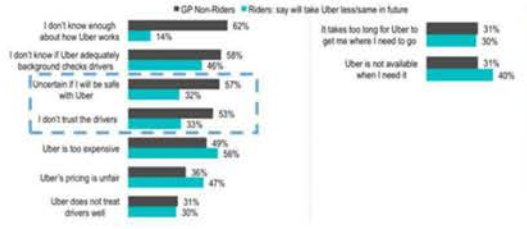
CONTROL

REASONS FOR NOT RIDING WITH UBER

Uncertainty and trust are the biggest stumbling blocks for non users



Source: Benson Strategy Group, December 2015 US Study

SCREENING

Highest pain point of existing users

"If you could tell Uber's CEO one thing.."

Riders

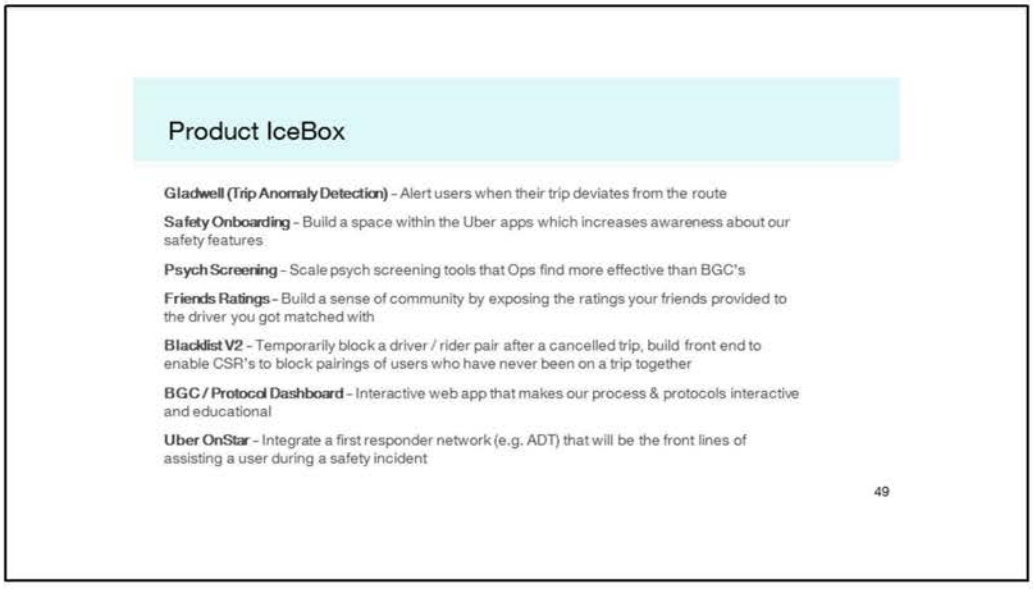
- ✓ Screen drivers better/improved safety for passengers (11%)
- ✓ Lower fares (9%)
- ✓ Price surge clarity (8%)
- ✓ Pay drivers more/more of the fare (4%)
- ✓ Allow tipping (1%)

Source: Benson Strategy Group, December 2015 US Study

48

Slide 48

1 It seems like these slides with the survey results about screening are being used to justify Mutombo. But is Mutombo really improving screening? The type of screening survey respondents care about? This type of screening seems to refer to BGCs, not identity verification (which is obviously a related but separate issue).
Sunny Jeon, 3/22/2016



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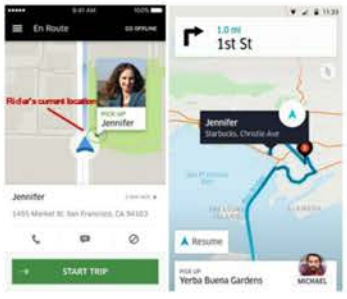
Slide 49

1 http://t.uber.com/safetyfeaturerequestboard
Brian Tan, 4/20/2016

Valencia Knowing Our Riders At All Times



STRATEGY

When the wrong person gets in the vehicle, it not only hurts our business (cancellations) but also creates a point of friction that could lead to interpersonal conflict incidents. Making it easier for a partner to identify the right rider will increase their trust in the platform.

HOW DO WE GET THERE

- **Low Tech** - Rider photos are the simplest and easiest way to minimize the negative impact of the wrong person getting into the car.
- **High Tech** - Bluetooth, Ambient Noise, iBeacons and rider GPS could augment the pickup experience significantly. Through technology, we can give drivers a guarantee that they're picking up the right person. This will be especially important for product like UberFAMILY

SUCCESS

- xx% reduction in wrong rider tickets
- xx% Increase in female supply hours
- xx% Increase in user trust

50

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Safety Onboarding In App Education

PROJECT SUMMARY
Our current safety efforts reside in obscure blog posts and one time user emails. By highlighting our features at the point of onboarding (drivers and riders), we can reduce the number of users that don't sign up due to safety concerns.

WHY WE NEED IT
Safety is a top concern of non users

Our safety story is being through negative headlines, not us

Increased awareness leads to increased usage of safety features which empowers the user to be in control to de-escalate a situation before it turns into a safety incident

SUCCESS

xx% increase in safety feature usage

xx% increase in female partners on the platform

xx% decrease in safety concerns of users

xx% increase in safety feature awareness by non-users

51

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Gladwell Trip Anomaly Detection

PROJECT SUMMARY
If a rider falls asleep or is not paying attention, they can end up in an unfamiliar or worse, dangerous situation. By monitoring the route, we can notify the rider in realtime of any anomalies and potentially prevent a safety incident

WHY BUILD HERE?

- **Incident Prevention** - Riders who are not paying attention to their trip route risk to be the victims of safety incidents. By alerting them of suspicious behavior, we can course correct the trip before something happens.
- **Trust** - If the driver and rider knows we can detect outliers in trip routes, they know we're actively watching their behavior on the platform. This should lead to an increased level of trust.

SUCCESS

- xx% Reduction in bad route tickets
- xx% Increase in ridership by riders who previously had an IPC due to route

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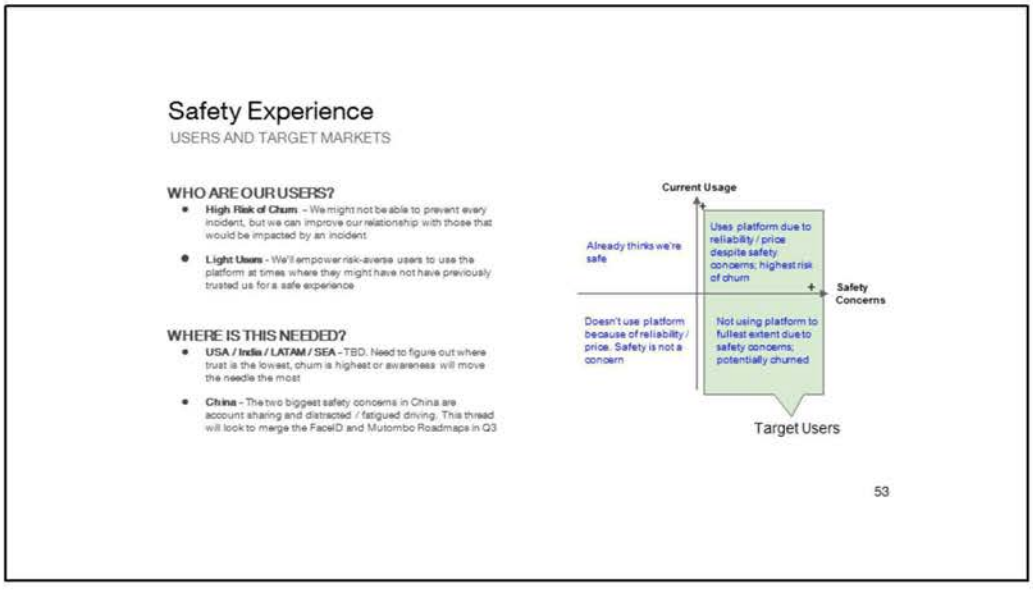
Slide 52

1 Outliers :)
Dima Kovalev, 3/22/2016

2 Gladwell? Why?
Sunny Jeon, 3/22/2016

3 Ack I love it!!
Sunny Jeon, 3/22/2016



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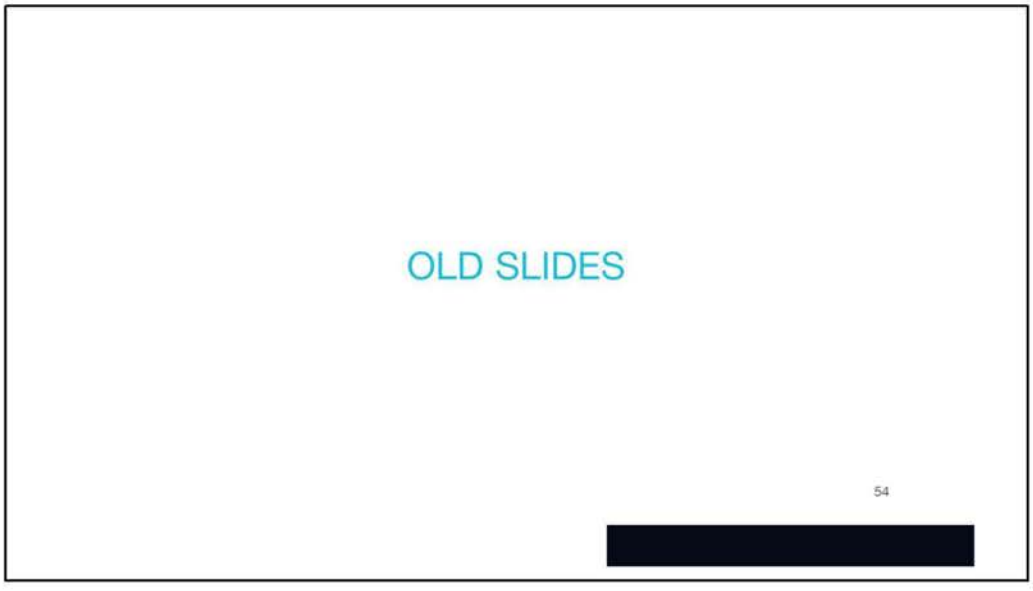
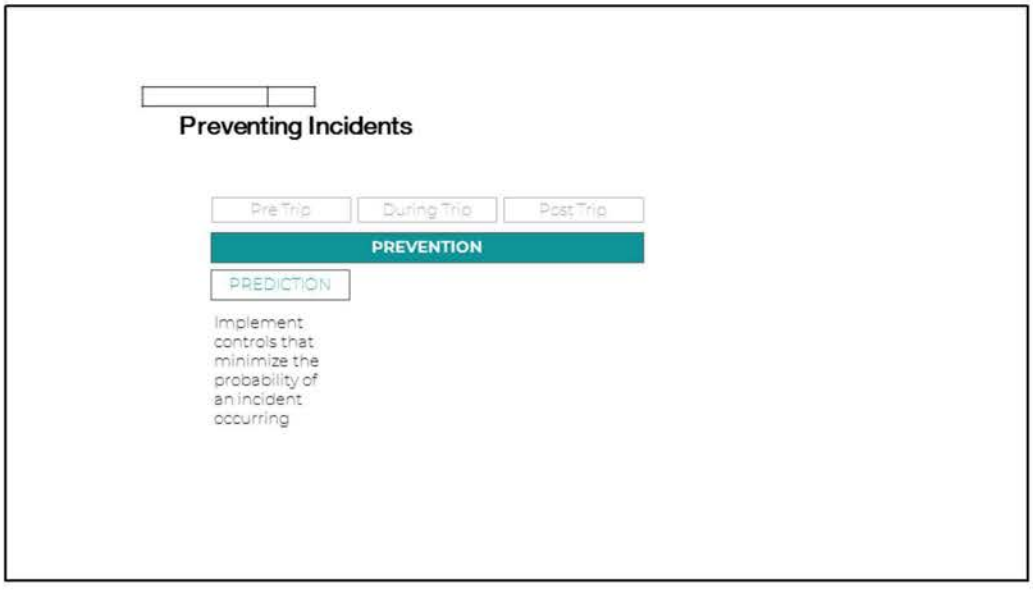

OLD SLIDES
54
[redacted]



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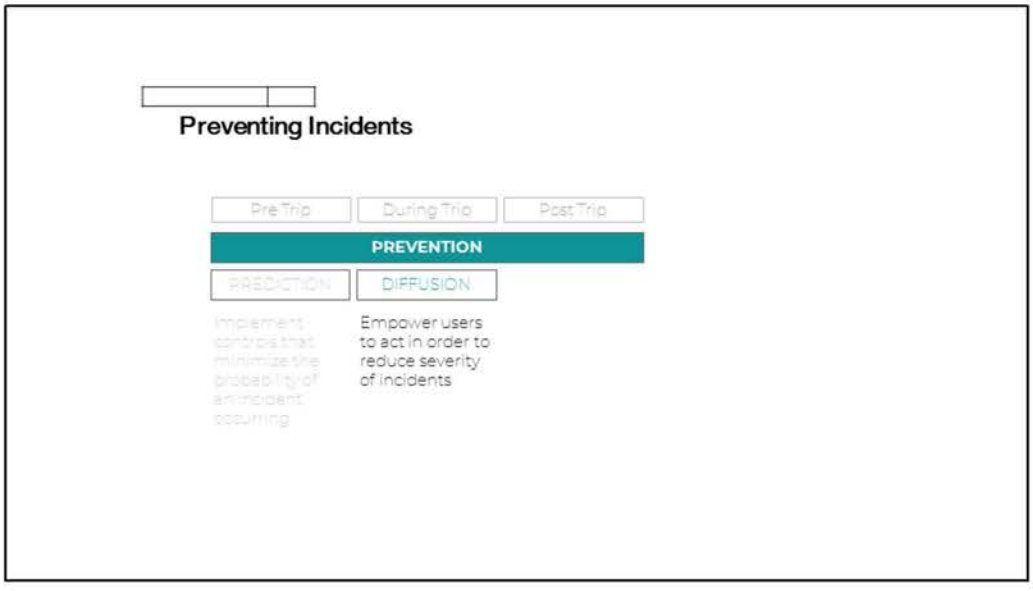


You can dive into the raw data for full detail.

You can dive into the raw data for full detail.

Establishing Trust

We'll invest in preventative measures, but their effectiveness is also dependent on the user

Establishing Trust

Establishing Trust

Build trust incrementally

Trust typically does not emerge quickly. It is built upon a foundation of lengthy shared experiences where the user develops more confidence in the will and skill of the other party.

Establish Shared Expectations

Trust ultimately depends upon a clear understanding of expectations regarding an experience. When users have control, they can intervene at any moment to clarify their expectations. In contrast, trust requires investment at the outset to ensure that expectations are appropriately shared between everyone.

Implement Controls

In order to prevent safety incidents from happening, we must invest in technology that will act as a deterrent for malicious acts on the platform.

Design Incentive Structures

The best way to ensure that users act as expected is to create the right incentive structure to motivate appropriate behaviors. The will to perform can be shaped by both positive incentives (rewards) but also negative incentives (penalties).

Implement Notification Mechanisms

Notification mechanisms must be in place to provide early and constant warnings of any potential shortfalls or deviations from established expectations.

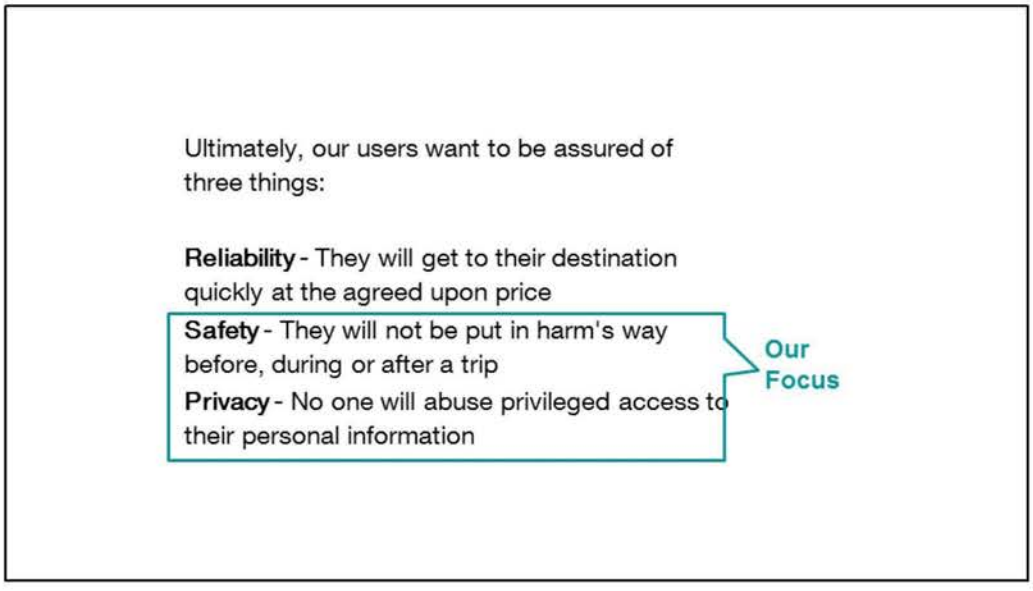
We need to effectively communicate with users when they don't live up to their end of the bargain and make it easy for them to contact the authorities or let us know when we don't live up to theirs.

"*Trust* means that you're placing reliance on something over which you have *little control*"

...but that's not natural. It's human nature to seek a sense of control

Maslow's hierarchy of needs
The lower you go,
the more important control is

... so what assurances are users looking for in order to give up control over their Uber experience?


Ultimately, our users want to be assured of three things:
Reliability - They will get to their destination quickly at the agreed upon price
Safety - They will not be put in harm's way before, during or after a trip
Privacy - No one will abuse privileged access to their personal information
Our Focus

... so how will we look to establish trust through assurance?

Safety Experience

PROBLEM STATEMENT

MISSIONS

1. Reinforce the safety foundation
2. Empower users to diffuse behavior related incidents before they become critical

WHY BUILD HERE?

- **Foundational** - We need to ensure that the safety story we pitch to users is actually true. Securing the basics now will minimize resource investment to fight fires
- **Reduce Severe Incidents** - Interpersonal conflict issues on the platform happen less than others but tend to be of the highest severity (Litigation cost is 30x higher for IPC vs Driving)
- **Change the Story** - At our trip volume, the chance of a safety incident is more of a question of when, not if. We need to be able to build up a "bank of trust" that removes all doubt that we've done everything possible to prevent it and that we're truly committed to the safety of our users.

WHAT IS WINNING?

- Right users in the right cars at all times
- Enabling users to evaluate risk & make safe/informed decisions
- Removing the burden of proof from the victim

HOW DO WE MEASURE SUCCESS?

Current OKRs

- Reduce Account Sharing by 70%

2016 Metrics

- xx% reduction in L3/L4 incidents
- xx% increase in user trust

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Reduce users' uncertainties for being in a car with a stranger

Reduce safety concerns surrounding our platform by empowering users to take control of their journey

Remove the uncertainties of getting in a car with a stranger

Establish universal trust in our platform by removing all uncertainty

Exceed the safety expectations of our users

- We need to complete the "pre-trip" safety checklist

Taking a plane ride

Elevate the user's confidence in a safe journey

Confidence

Trust
Safe Resolution
Diffusion

Establish a shared responsibility of the safety experience before, during and after a trip

Slide 71

2 Fair point, the screening element is also not explicitly called out. Will take another pass, but also open to suggestions
Dima Kovalev, 3/17/2016

1 I agree, it seems that only control is explicitly mentioned which narrows the scope of what this team can execute on.
Rami Mawas, 3/19/2016

1 I actually really like this mission statement. Do you think it captures the whole 'after incident' recourse aspect though?
Dhruv Tyagi, 3/19/2016

2 Another approach is to describe the output rather than the "how".
Ultimately, this team will build products and features which will foster trust which in turn induce better engagement on the platform.

(screening + ID privacy + user control + awerness + person-to-person safety...) -> trust -> unlock growth, reduce churn
Rami Mawas, 3/19/2016

3 I think that's part of measuring success. Winning is a bit more qualitative
Dima Kovalev, 3/29/2016

4 Should wining include actual incident reduction??
Sunny Jeon, 3/29/2016

5 Incident reduction is very qualitative. It means no harm and safe rides and safe minds. If it is used to measure success, it is also probably what winning looks like.
Sunny Jeon, 3/29/2016


Insights

Safety Experience

Insight #1 - Reinforce the Safety Foundation

INSIGHTS

- We make a lot of safety promises to users, regulators and the press (Rider | Driver Messaging Guidelines)
- There has been very little investment in ensuring these features scale with our business (e.g. ShareMyEta is comms' most mentioned feature, but hasn't been updated in 2+ years)
- Driver app is heavily under-invested for basic safety features (e.g. rider photos and reasons for poor experiences)

Uber Promise:
"When you're matched with a driver, you'll see their name, license plate number, photo, and rating—so you know who's picking you up ahead of time." (Source)

Uber Reality:
~5% of driver photos fail our face detection algorithm

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Safety Experience

Insight #2 - Incident Diffusion

INSIGHTS

- Critical interpersonal conflicts have a huge human and legal cost
- L3's and L4's are rare, we may never be able to leverage our data effectively to predict or detect them
- During an incident, the current burden of proof is largely placed on the victim. This makes providing recourse difficult
- We're not the police and in most situations are powerless to help the user. Empowering them to diffuse a situation will be more effective.

Uber Reality:
Interpersonal conflicts on our platform dominate headlines, incur massive litigation expenses (~30X more than a dangerous driving incident) but more importantly leaves a potentially life damaging human cost.

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FOCUS AREAS

How we increase user trust in the Uber experience

SCREENING	CONTROL	AWARENESS
PROBLEM: We need to be able to know our users before, during and after a trip to understand how much risk they propose to our platform	**PROBLEM:** We need to provide tools to users that empower them to take control of the situation and put them at ease during an potential incident	**PROBLEM:** We need to bring more transparency to our features, processes and protocols to highlight all the ways we try to prevent incidents
WHAT'S SUCCESS? Preventing unapproved drivers or riders from ever getting into an active Uber	**WHAT'S SUCCESS?** Removing the burden of proof from victims while enabling them to de-escalate a situation quickly and effortlessly	**WHAT'S SUCCESS?** Increasing trust by improving awareness about Uber's commitment to Safety
HOW DO WE GET THERE? 1. Driver Verification (Mutombo) 2. Rider Identification (Valencia)	**HOW DO WE GET THERE?** 1. Driver & Rider SOS 2. Blackbox (AV Recording) 3. Trip Anomaly Detection 4. SafetyNet	**HOW DO WE GET THERE?** 1. Converse 2. Safety Onboarding

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Slide 75

2 This kind of goes to our conversation earlier about whether we think rider quality is something that Safety works on (Converse). We should try and get data science/analytics to answer that asap
Dhruv Tyagi, 3/17/2016

1 How are we prioritizing these projects? Specifically
re: Driver & Rider SOS - based on our experience with the rider SOS, the ROI has not been so great, specially since we have so many false positives Can SOS be deprioritized (unless the vendor we're exploring has some clear benefits)? I also think SOS tends to be more of a trust play, than adding tangible value.
Shimul Sachdeva, 3/22/2016

6 I agree. Not sure if SOS features will actually move our primary KPI -- safety incidents. There's also the point that Joe makes -- that it doesn't make sense for us to compete with well-established 911 infrastructure (like that which exists in the US)
Sunny Jeon, 3/22/2016

7 How come none of the focus areas are directly tied to our primary KPI - safety incidents?
Sunny Jeon, 3/29/2016

4 There's a certain level of trust between users but also between the user and Uber. Ultimately a rider may have no idea who the driver is, but is trusting Uber for screening / due diligence. We can increase trust between users if we show them more info before the trip e.g. # of 5 star trips or time on platform
Dima Kovalev, 3/29/2016

FOCUS AREAS

How we increase user trust in the Uber experience

BEFORE	DURING	AFTER
• Mutombo • Valencia • Onboarding	• A/V Recording • U911 • SafetyNet • Gladwell	• Converse

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FOCUS AREAS

How we increase user trust in the Uber experience

SCREENING
PROBLEM: We need to be able to know our users before, during and after a trip to understand how much risk they propose to our platform
WHAT'S SUCCESS? Preventing unapproved drivers or riders from ever getting into an active Uber
HOW DO WE GET THERE? 1. ID Verification (Mutombo) 2. Wrong Rider (Valencia)

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FOCUS AREAS

How we increase user trust in the Uber experience

CONTROL
PROBLEM: We need to provide tools to users that empower them to take control of the situation and put them at ease during an potential incident
WHAT'S SUCCESS? Removing the burden of proof from victims while enabling them to de-escalate a situation quickly and effortlessly
HOW DO WE GET THERE? 1. U911 (Enhanced 911) 2. Blackbox (AV Recording) 3. Trip Anomaly Detection 4. SafetyNet

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FOCUS AREAS

How we increase user trust in the Uber experience

AWARENESS
PROBLEM: We need to bring more transparency to our features, processes and protocols to highlight all the ways we try to prevent incidents
WHAT'S SUCCESS? Increasing trust by improving awareness about Uber's commitment to Safety
HOW DO WE GET THERE? 1. Converse 2. Safety Onboarding

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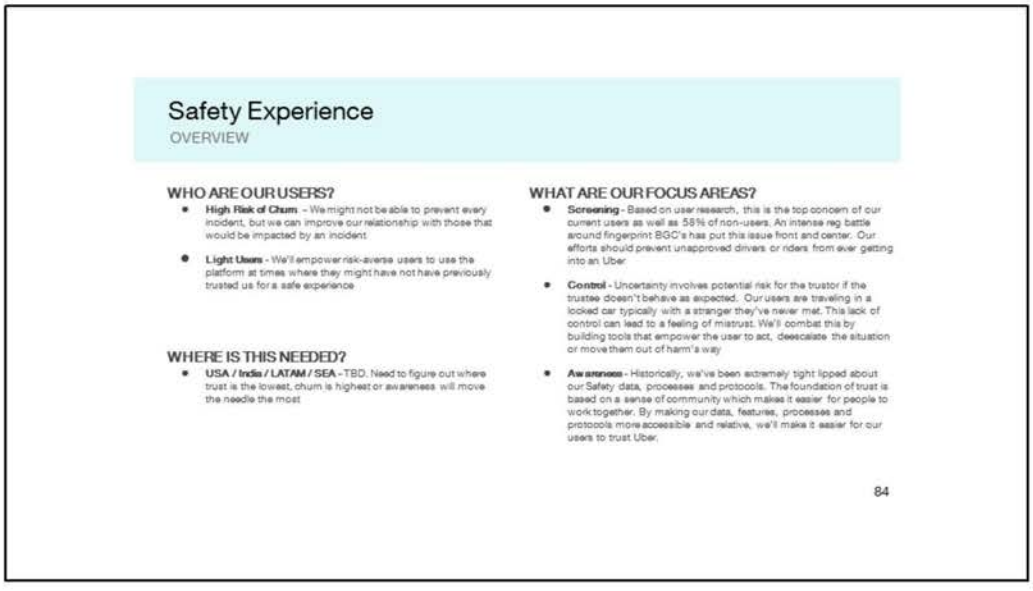

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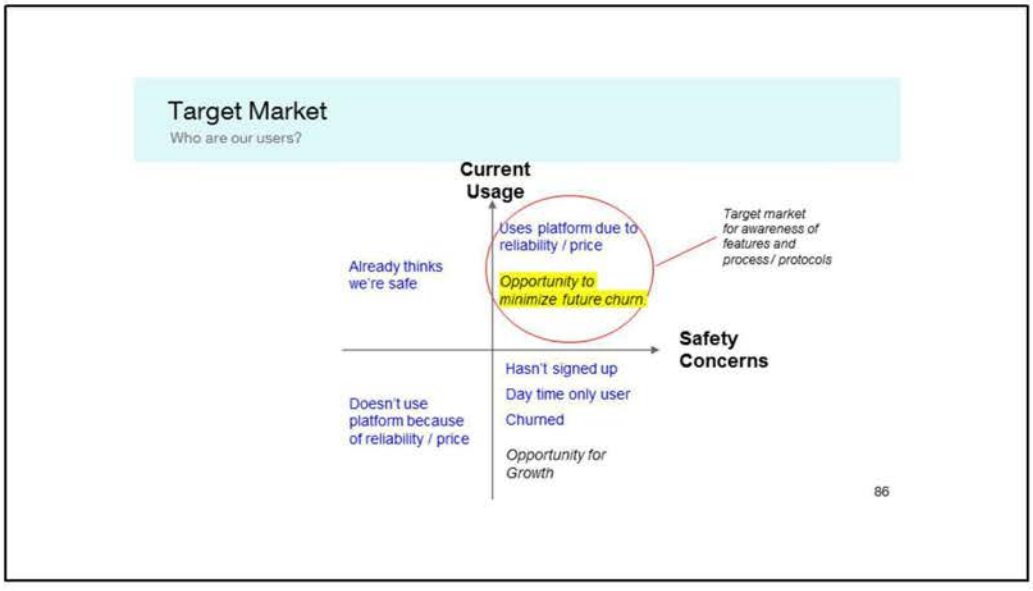
Slide 85

3 We should jam on whether this is something you work on or if this is something the Safety Intelligence team takes on to support this thread
Dhruv Tyagi, 3/17/2016



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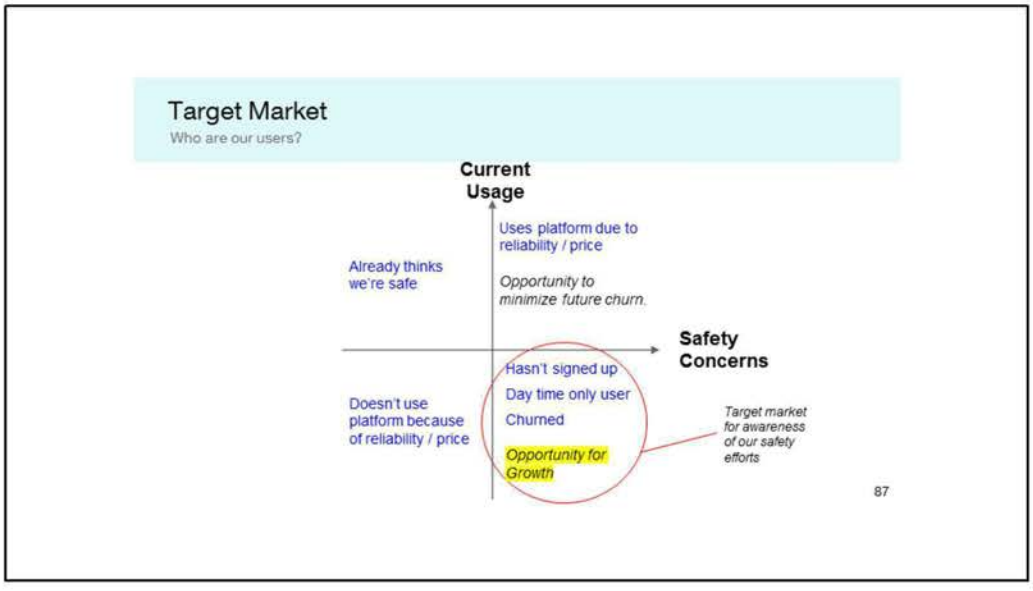
Slide 86

4 Really like this framework!
Dhruv Tyagi, 3/17/2016

5 Is this highest risk for churn or biggest impact when it comes to churn?
Dhruv Tyagi, 3/21/2016

5 Updated, lmk if it makes more sense
Dima Kovalev, 3/21/2016



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