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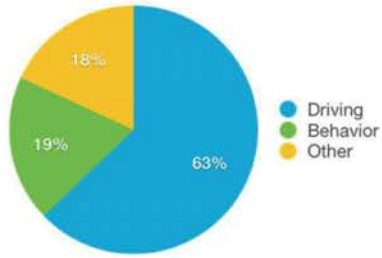
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Safety Experience
2016 Overview



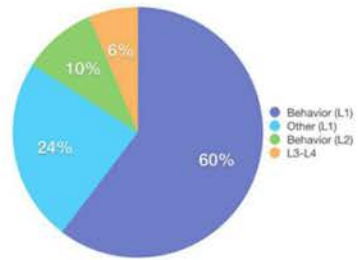
How Safe Are We?

Incident Rate



*25,000 incidents
per week
(0.06% of Trips)*

Incident Rate (excl Driving)



*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

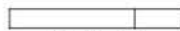
We're not there yet

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.

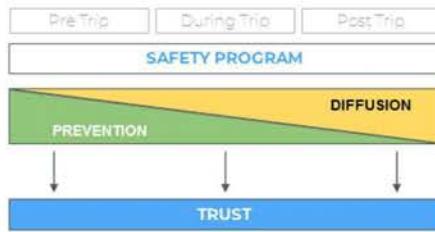
Trust is a huge opportunity

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



Minimizing risk to increase trust



We believe we can increase user trust by **minimizing the chance of an incident occurring** while **empowering users to evaluate risk** in order to make informed decisions about their safety

You can dive into the raw data for full detail.

Team Priorities

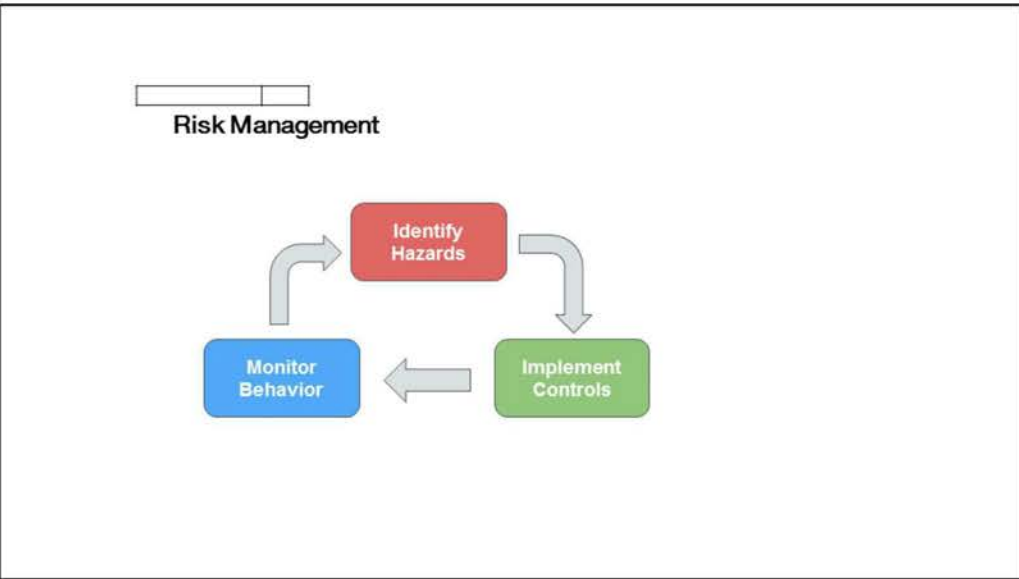
1. Establish a trust score

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.

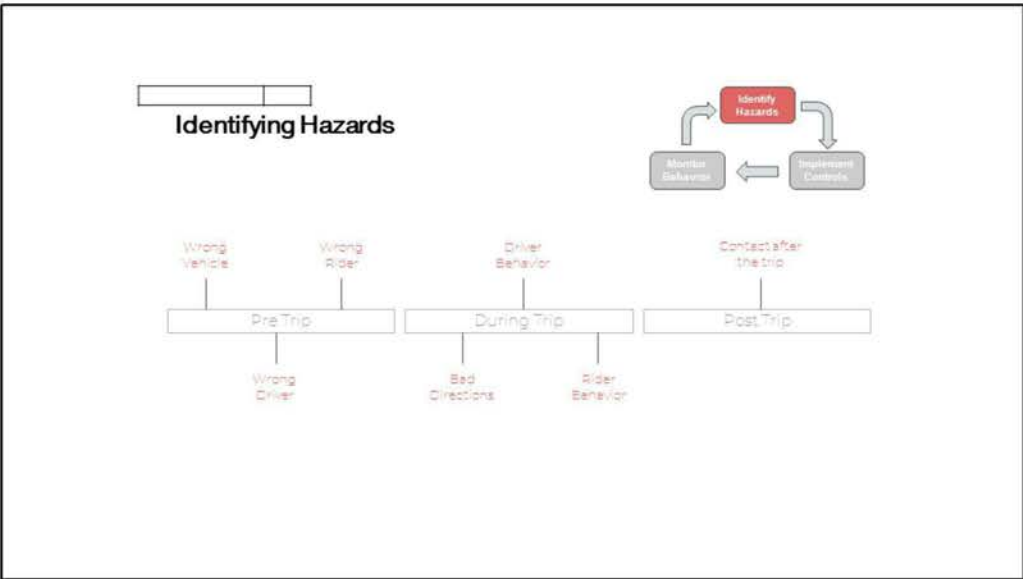
1. Identify & Mitigate Risk

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

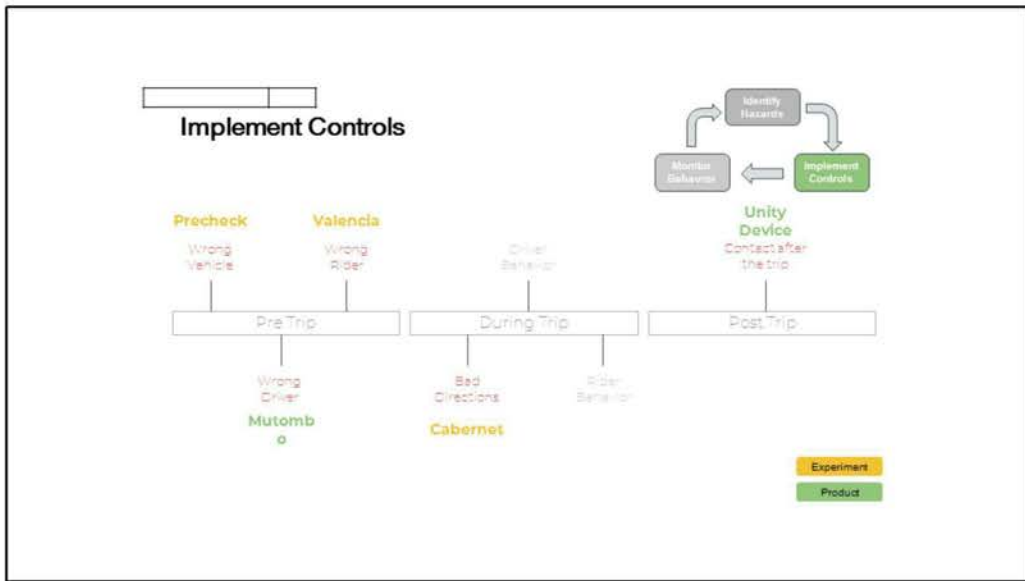
Product Strategy



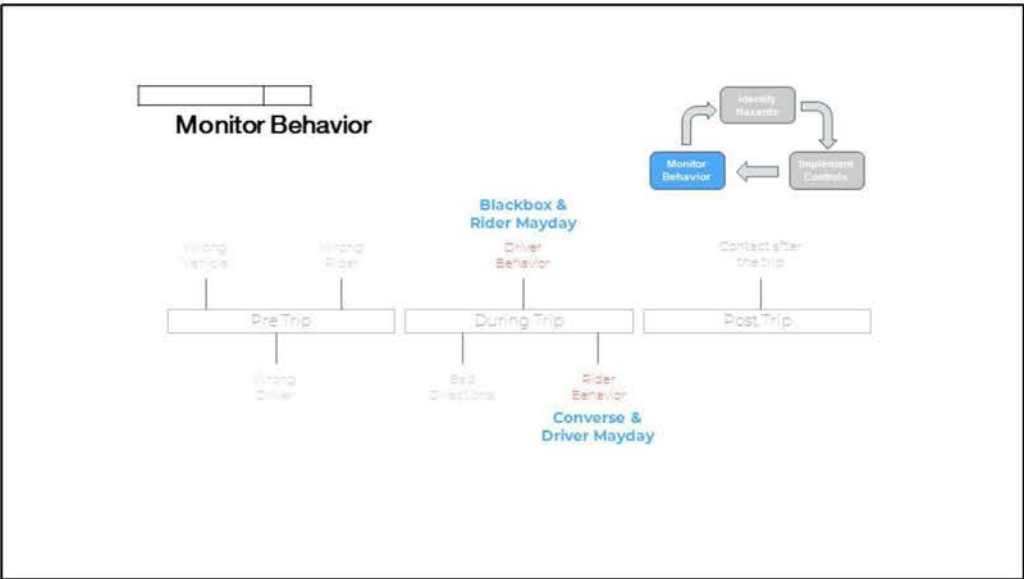
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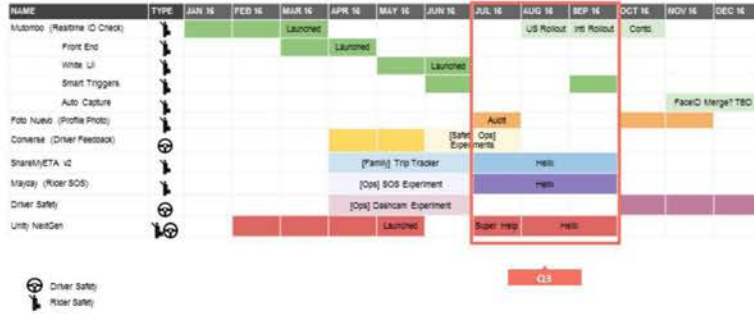
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SAFETY EXPERIENCE

PRODUCT ROADMAP



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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 X3%

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



20

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Mayday Augmenting emergency services

PROJECT SUMMARY

The Police should be the default "SOS" button for our users when there's an emergency but we can build tools that augment the experience and get you help faster.

As part of the Helix redesign, we will rebuild Mayday to reduce the support burden and as a foundation for future on-trip safety features that can be rolled out in all markets where there is a need.

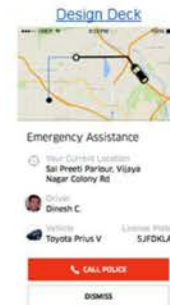
H2 Objective: Trust/Sentiment

Q3 Key Results

- Build redesigned SOS solution, Mayday, and be code complete by 8/19 to unblock Helix launch
- Launch trust survey that measures the impact of Safety features on the willingness of a user to use Uber

Q4 Key Result

- Roll out to Mayday to 2 countries and reduce SOS generated false positive tickets by 80%
- Develop and rollout a driver SOS solution in at least 1 country



21

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ShareMyETA Track your friends' trip in realtime



[Project Brief](#)

PROJECT SUMMARY

To take full advantage of the redesign, we are revamping the flow for ShareMyETA in order to address some of the pain points in the current experience as well as build out their functionality as platform technologies.

We will prioritize porting over current logic first in order to ensure we do not block Helix and then plan to work on the new proposed feature set.

H2 Objective: Trust Sentiment

Q3 Key Results

- Build redesigned SOS solution, Mayday, and be code complete by 8/19 to unblock Helix launch
- Launch trust survey that measures the impact of Safety features on the willingness of a user to use Uber

Q4 Key Result

- Roll out to Mayday to 2 countries and reduce SOS generated false positive tickets by 80%
- Develop and rollout a driver SOS solution in at least 1 country



22

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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 $[1 - (\text{help_responses} / \text{number_created})]$ by 30% globally ([Phab](#))

2
3



Foto Nuevo Profile Photo Revamp

PROJECT SUMMARY

Leverage facial recognition to improve the quality of driver's profile photos

WHY WE NEED IT

- User trust: Riders will doubt that we have the appropriate controls and mechanisms in place to screen our partners if we can't get photos right
- Incident prevention: Photos in many parts of the world are foundational to what makes Uber safer than the alternatives. Bad photos make it hard for riders to get in the right car, creating a safety risk.

HOW BIG IS THE PROBLEM?

- [Our audit](#) found that over 7% of US drivers do not have a detectable face, largely due to dark photos, glare, sideways photos and images of cars.

H2 Objective: Closing Security Gaps

Q3 Key Results

- Audit the entire US driver base and increase % of verified profile photos with a detectable face from 93% to 99% in the US

Q4 Key Result

- Audit the global driver base and increase % of verified profile photos with a detectable face from X% to X%



Project Brief (WIP)

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2017 & Beyond

Blackbox Audio / Video Recording

PROJECT SUMMARY

Enabling A/V recording won't prevent every safety incident but it will enable us to establish veracity why it it used. If we're able to get past privacy concerns, we'll remove the burden of proof from the victim which will have a significantly positive impact on their trust of the platform

POTENTIAL FEATURES

V1 - Trigger an audio / video recording mid trip and attach it to your incident report

V2 - Integrate a 3rd party dashcam that seamless syncs with partner app

V3 - Realtime streaming

SUCCESS CRITERIA

xx% reduction in IPC incidents

xx% reduction in supply hours lost during investigations

xx% increase in female partners on the platform

xx% decrease in rider screening concerns



26

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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 VS & 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

27

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Converse From One Star to All Star

PROJECT SUMMARY

Show drivers that their feedback matters by making it easy to provide report issues with bad behavior through an enhanced rating screen. We'll leverage the data to 'Know Our Users at All Times' and give support agents more information about the previous behavior of the rider on the platform.

WHY BUILD HERE?

Understand the problem - 50% of critical incidents are instigated by the rider but we get qualitative feedback about riders on 1% of trips. In order to enforce our policies, we need to get to know our riders better.

Make Smarter Decisions - Our current models largely rely on driver based data. In future iterations, we can leverage this info during investigations and also inform our prediction models.

SUCCESS

Increase our understanding of what types of behaviors riders exhibit on at least 50% of poorly rated (1-4 star) trips.

Decrease non-safety 'Issue With Rider' tickets by 10%.



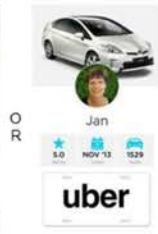
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Safe Pickups Minimize points of friction



Valencia
Minimize the wrong rider problem by showing photos to drivers



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

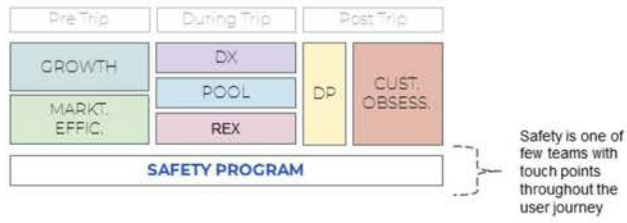
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APPENDIX / OLD SLIDES

30

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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

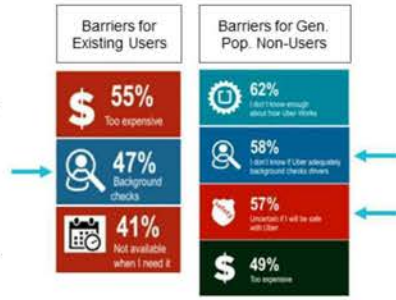
User Sentiment (US)

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
<i>Dependent Variable: Trip Counts of Victim</i>		
Post-L1	-	-
Post-L2	-9%	-
Post-L3	-4%	-3%
Post-L4	-31%	-9%

Source: Economic Cost of Safety Study

Incident Rate

Uber (per 100k platform participants)
36 Behavior Incidents

United States Crime Stats (per 100k people)
82 Drug Possessions
386 Violent Crimes
230 Vehicle Thefts }
702 Burglaries } *2,908 Property Crimes*
1,976 Larcenies }

Source: [FBI](#)

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

We're 80x safer than the average US city

UBER
36

USA
2,908

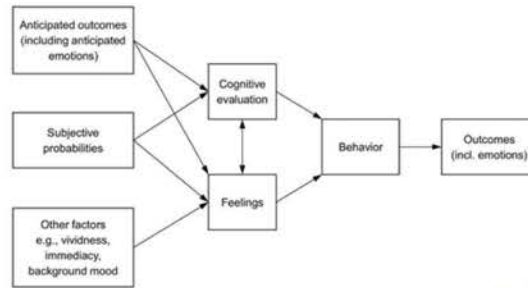
Property Crime = burglary, larceny-theft, motor vehicle theft, and arson

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?

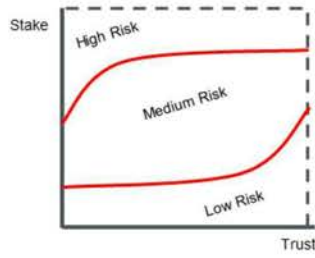
Evaluating Risk



[Evaluating Risk as Feelings](#)



How do users evaluate risk?

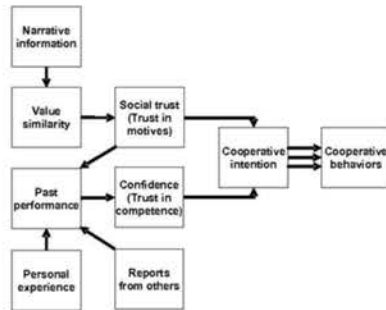


When users evaluate risk, it's a function of how trusting are they of the outcome vs what's at stake.

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 (Teyman, 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

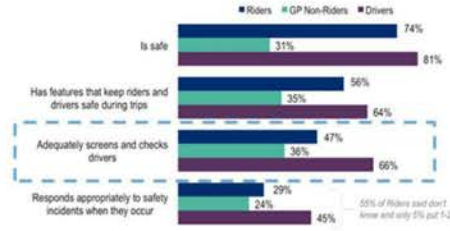
Source: [Benson Strategy Group, December 2015 US Study](#)

45

SCREENING

Why is it important?

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



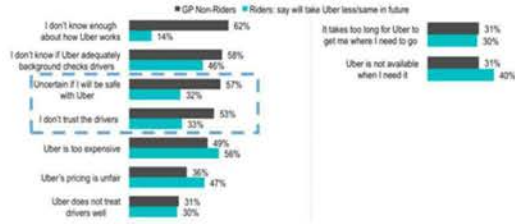
Source: [Benson Strategy Group, December 2015 US Study](#)

46

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](#)

And for Gen Pop Non-Riders, barriers stems from lack of information and safety concerns – price is a big but secondary factor



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

- 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

Product IceBox

Gladwell (Trip Anomaly Detection) - Alert users when their trip deviates from the route

Safety Onboarding - Build a space within the Uber apps which increases awareness about our safety features.

Psych Screening - Scale psych screening tools that Ops find more effective than BGC's

Friends Ratings - Build a sense of community by exposing the ratings your friends provided to the driver you got matched with

Blacklist V2 - Temporarily block a driver / rider pair after a cancelled trip, build front end to enable CSR's to block pairings of users who have never been on a trip together

BGC / Protocol Dashboard - Interactive web app that makes our process & protocols interactive and educational

Uber OnStar - Integrate a first responder network (e.g. ADT) that will be the front lines of assisting a user during a safety incident

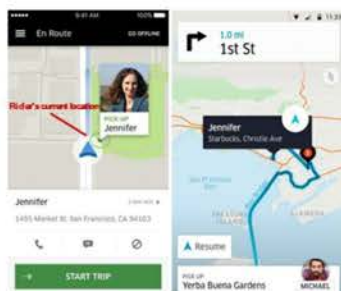
49

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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 (conversions) 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, Beacons 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

52

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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

Safety Experience

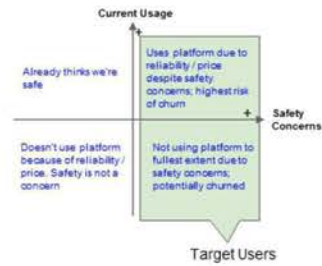
USERS AND TARGET MARKETS

WHO ARE OUR USERS?

- **High Risk of Churn** - We might not be able to prevent every incident, but we can improve our relationship with those that would be impacted by an incident.
- **Light Users** - We'll empower risk-averse users to use the platform at times where they might have not have previously trusted us for a safe experience.

WHERE IS THIS NEEDED?

- **USA / India / LATAM / SEA** - TBD. Need to figure out where trust is the lowest, churn is highest or awareness will move the needle the most.
- **China** - The two biggest safety concerns in China are account sharing and distracted / fatigued driving. This thread will look to merge the FaceID and Mutoombo Roadmaps in Q3.



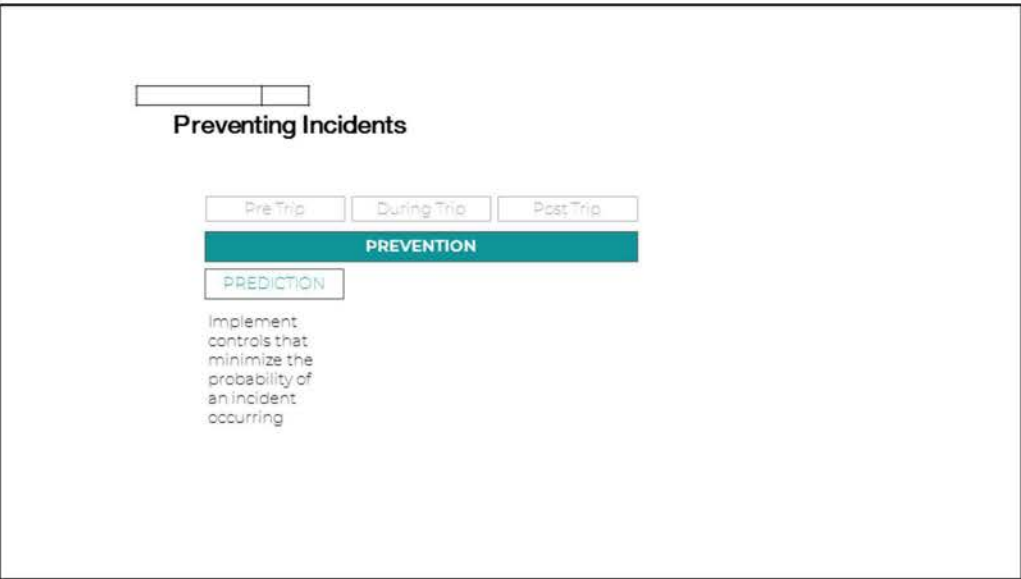
53

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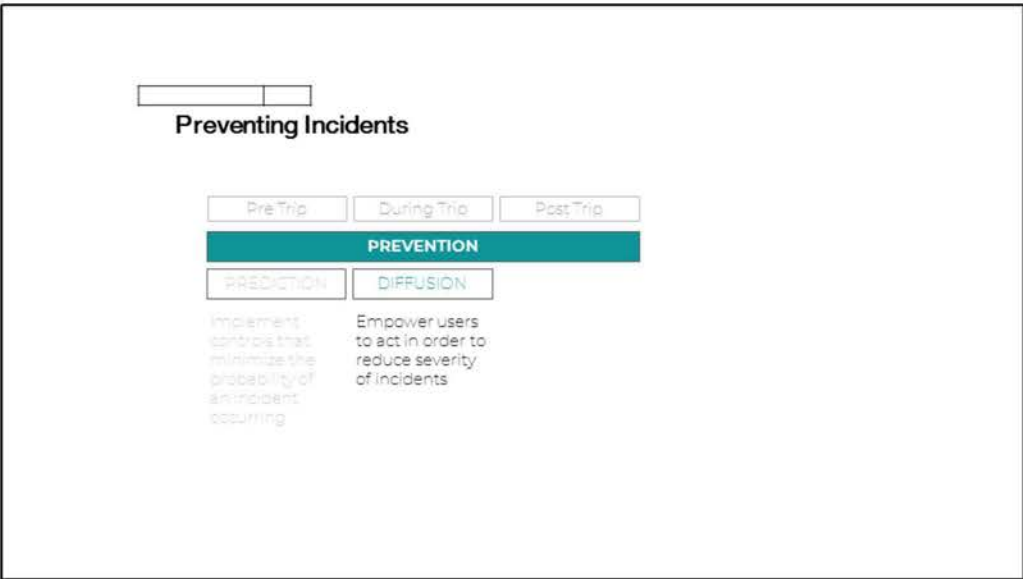
OLD SLIDES

54





You can dive into the raw data for full detail.



You can dive into the raw data for full detail.

Preventing Incidents

Pre Trip	During Trip	Post Trip
PREVENTION		
PREDICTION	DIFFUSION	RECOURSE
Implement controls that minimize the probability of an incident occurring	Empower users to act in order to reduce severity of incidents	Take action against perpetrators and prevent repeat offenders

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



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

Someone is always watching; the chances of misconduct are minimized.

Establishing Trust

Pre-Trip	During Trip	Post-Trip
TRUST		
ESTABLISH SHARED EXPECTATIONS	MONITOR BEHAVIOR	CREATE NOTIFICATION MECHANISMS
We'll invest in preventative measures, but their effectiveness is dependent on the user.	Someone is always watching; the chances of misconduct are minimized.	Make it easy for users to tell us when things didn't go as expected.

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



*... 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 fire
- **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%

2018 Metrics

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

71

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 + awareness + 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 what's picking you up ahead of time." ([Source](#))

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

73

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 leave potentially life damaging human cost.

FOCUS AREAS

How we increase user trust in the Uber experience

SCREENING	CONTROL	AWARENESS
<p>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</p>	<p>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</p>	<p>PROBLEM: We need to bring more transparency to our features, processes and protocols to highlight all the ways we try to prevent incidents</p>
<p>WHAT'S SUCCESS? Preventing unapproved drivers or riders from ever getting into an active Uber</p>	<p>WHAT'S SUCCESS? Removing the burden of proof from victims while enabling them to de-escalate a situation quickly and effortlessly</p>	<p>WHAT'S SUCCESS? Increasing trust by improving awareness about Uber's commitment to Safety</p>
<p>HOW DO WE GET THERE? 1. Driver Verification (Mulombo) 2. Rider Identification (Valencia)</p>	<p>HOW DO WE GET THERE? 1. Driver & Rider SOS 2. Blackbox (AV Recording) 3. Trip Anomaly Detection 4. SafetyNet</p>	<p>HOW DO WE GET THERE? 1. Converse 2. Safety Onboarding</p>

75

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
<ul style="list-style-type: none">• Mulombo• Valencia• Onboarding	<ul style="list-style-type: none">• A/V Recording• U911• SafetyNet• Gladwell	<ul style="list-style-type: none">• Converse

76

FOCUS AREAS

How we increase user trust in the Uber experience

SCREENING	VALENCIA	MUTOMBO
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: Increased in-app ride cancellations. This requires Uber to take control of the situation and deal with any issues that could arise.	PROBLEM: Increased in-app cancellations. This requires Uber to take control of the situation and deal with any issues that could arise.
WHAT'S SUCCESS? Preventing unapproved drivers or riders from ever getting into an active Uber	WHAT'S SUCCESS? Reducing the number of cancellations and increasing the number of successful trips and rides.	WHAT'S SUCCESS? Reducing the number of cancellations and increasing the number of successful trips and rides.
HOW DO WE GET THERE? 1. ID Verification (Mutombo) 2. Wrong Rider (Valencia)	HOW DO WE GET THERE? 1. ID Verification (Mutombo) 2. Wrong Rider (Valencia) 3. Driver Screening	HOW DO WE GET THERE? 1. ID Verification (Mutombo) 2. Wrong Rider (Valencia) 3. Driver Screening

77

FOCUS AREAS

How we increase user trust in the Uber experience

PROBLEM	CONTROL	EMPOWERMENT
<p>PROBLEM: Increased difficulty in using the app and app's features during an active trip to complete transactions. This increases the risk of an incident.</p>	<p>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.</p>	<p>PROBLEM: Increased difficulty in using the app's features to complete transactions during an active trip increases the risk of an incident.</p>
<p>WHAT'S SUCCESS? The app's features are more intuitive and easier to use during an active trip.</p>	<p>WHAT'S SUCCESS? Removing the burden of proof from victims while enabling them to de-escalate a situation quickly and effortlessly.</p>	<p>WHAT'S SUCCESS? Increased ease of using the app's features to complete transactions during an active trip.</p>
<p>HOW DO WE GET THERE? 1. UI Redesign (enhanced) 2. Strong flow controls</p>	<p>HOW DO WE GET THERE? 1. US11 (Enhanced 911) 2. Blackbox (AV Recording) 3. Trip Anomaly Detection 4. SafetyNet</p>	<p>HOW DO WE GET THERE? 1. UI Redesign 2. Strong flow controls</p>

FOCUS AREAS

How we increase user trust in the Uber experience

Objectives	Context	AWARENESS
PROBLEM Increased level of friction and user confusion during onboarding for new riders from UberX to Uber Black.	PROBLEM Increased level of friction for riders during the onboarding process.	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? New riders feel confident and safe using Uber.	WHAT'S SUCCESS? Reducing the number of new rider onboarding issues.	WHAT'S SUCCESS? Increasing trust by improving awareness about Uber's commitment to Safety.
HOW DO WE GET THERE? 1. Onboarding redesign 2. Safety Onboarding	HOW DO WE GET THERE? 1. UI/UX Redesign 2. Transparency Redesign 3. Top onboarding elements 4. Support	HOW DO WE GET THERE? 1. Converse 2. Safety Onboarding

79

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.

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 or we didn't live up to theirs

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.

Safety Experience

OVERVIEW

WHO ARE OUR USERS?

- **High Risk of Churn** - We might not be able to prevent every incident, but we can improve our relationship with those that would be impacted by an incident.
- **Light Users** - We'll empower risk-averse users to use the platform at times where they might have not have previously trusted us for a safe experience.

WHERE IS THIS NEEDED?

- **USA / India / LATAM / SEA** - TBD. Need to figure out where trust is the lowest, churn is highest or awareness will move the needle the most.

WHAT ARE OUR FOCUS AREAS?

- **Screening** - Based on user research, this is the top concern of our current users as well as 55% of non-users. An intense reg battle around fingerprint BGC's has put this issue front and center. Our efforts should prevent unapproved drivers or riders from ever getting into an Uber.
- **Control** - Uncertainty involves potential risk for the trustor if the trustee doesn't behave as expected. Our users are traveling in a locked car typically with a stranger they've never met. This lack of control can lead to a feeling of mistrust. We'll combat this by building tools that empower the user to act, deescalate the situation or move them out of harm's way.
- **Awareness** - Historically, we've been extremely tight lipped about our Safety data, processes and protocols. The foundation of trust is based on a sense of community which makes it easier for people to work together. By making our data, features, processes and protocols more accessible and relative, we'll make it easier for our users to trust Uber.

84

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Safety Experience

PRIORITIES

WHAT ARE OUR SAFETY PROGRAM TEAM PRIORITIES FOR THIS THREAD?

- **Establish a Trust / Engagement KPI** - Quantifying the impact of these products will be extremely difficult if we don't have well defined metrics to track our success. We'll need to work Safety Ops to find a way to measure churn and survey our users and non-users to show our progress over time.
- **Align with Comms / Policy** - The success of these products will largely be dependent on our ability to craft a powerful story around the positive impact they will have on the community. We'll need to ensure comms and policy are aligned with our mission and committed to investing the time and resources needed to get the word out about our efforts.
- **Move Quickly** - It will be hard to predict the impact a product has on user trust solely through existing data. We'll need to leverage user research, local city knowledge as well as research into behavior and social sciences to develop our hypotheses. Once an intuition is formed, we'll need to build quickly to test in the real world before investing a ton of time / resource building something that ultimately may not move the needle a lot.

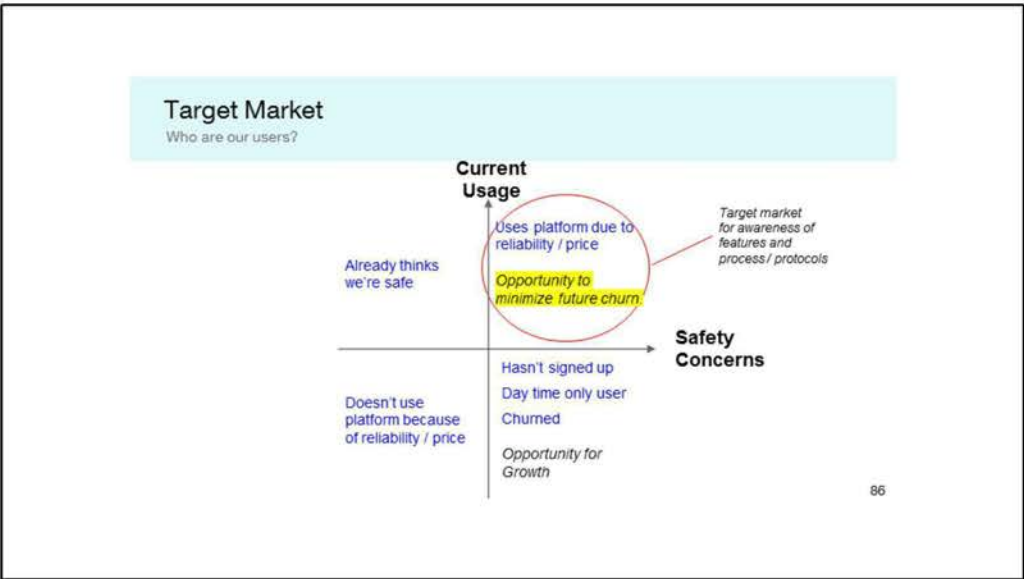
85

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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

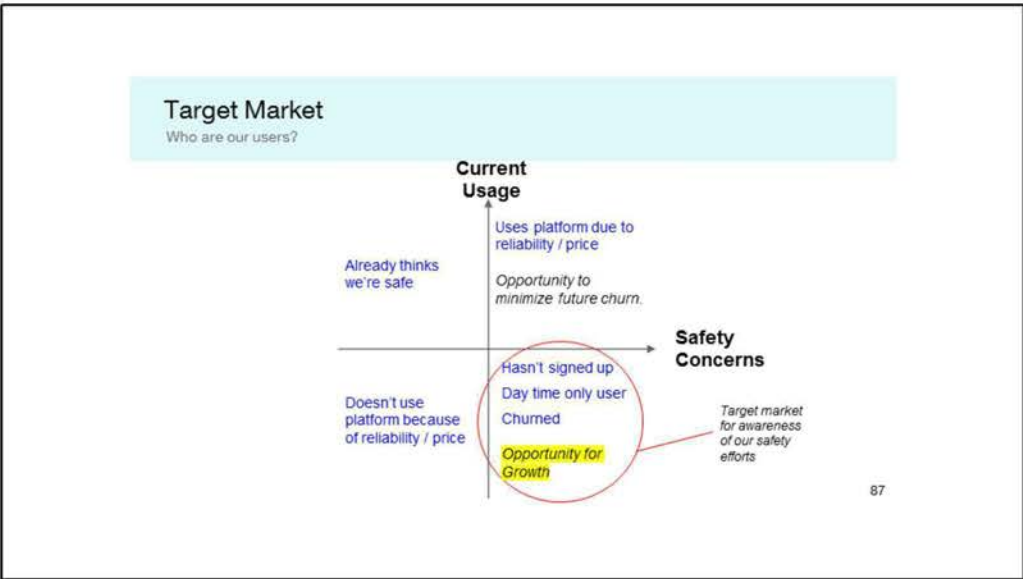
Dhruv Tyagi, 3/17/2016



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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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