



Safety @ Uber

Roger Kaiser
Global Head of Safety

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RASO & VAUGHN

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Uber



Our vision — *unchanged from 2017* — is to **make Uber the safest and most trusted mobility and delivery platform while supporting customers when things go wrong.**

At Uber, Safety Never Stops

Uber

Our mission is grounded in our values and ambitions

Keep our Customers Safe

We develop a deep understanding of key safety risk factors and deploy innovative interventions to mitigate them. We are able to address local nuance and the experiences of different populations — earners, consumers, and merchants — who use our platform.

Inspire Trust in Everything We Do

We earn and maintain trust from the people we serve. This requires seamless processes, high-quality products (error-free and reliable), and a best-in-class customer experience when things go wrong.

Lead the Industry

We aspire to raise the bar on safety across the industry. Internally, we will continue to develop best-in-class safety management systems and drive towards a mature safety culture. As the world's largest rideshare and delivery business, we will champion initiatives that improve safety for our industries, including working with competitors and third parties.



Last year alone, Uber supported 6M+ earners, 1M+ merchants, and 131M consumers. We recognize our immense, continued responsibility - to ensure every experience and interaction is safe.

Safety Leadership Team



Roger Kaiser
Global Head of Safety



Greg Brown
Head of Central Safety



Hannah Nilles
Head of Americas Safety



Sean McIntyre
Head of APAC Safety



Jenny Luu
Head of Safety Access /
Identity



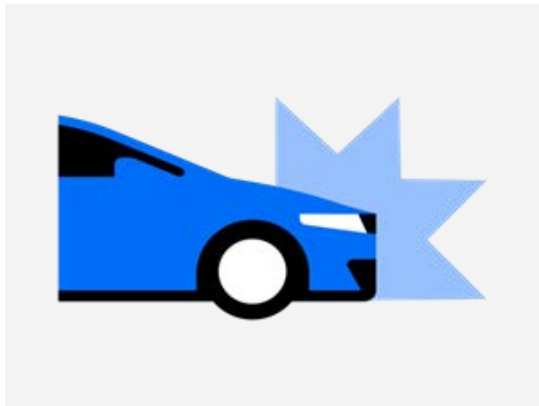
Karina Sengupta
Head of Safety S&P

Our programs are based on three key pillars that help reduce the risk of serious safety incidents on the platform



Personal Safety Incidents

- Sexual Assault / Misconduct
- Physical / Verbal Altercation
- Theft & Robbery



Road Safety Incidents

- Vehicle Crashes (2w/4w)
- Item Handling Injuries



Catalog Safety Incidents

- Inappropriate use of Restricted Items
- Allergic Reactions to Food

These incidents are inherently risky for our business, and the likelihood of occurrence can increase based on strategic decisions aimed at drive growth or improve efficiency

What is the inherent risk?



Putting two people in close proximity will, at some point, result in conflict.

How might a strategic decision increase that risk?

Allowing cash payments can attract more customers, but these trips are twice as likely to lead to physical assaults.



Car crashes are unavoidable when operating a rideshare and delivery business

Allowing drivers with poor driving records may help grow supply, but it also increases the risk of a crash



Alcohol delivery presents the possibility that minors may access intoxicating products.

Less robust ID verification tools are cheaper and streamline handoffs, but also make it easier for minors to obtain alcohol via Uber Eats.

When examining the specific factors that might increase risk, it's important to recognize that our ability to influence them may be limited



Risk Factors

Environmental

These risks speak to larger cultural or societal norms that are often are **challenging for Uber to influence** in a meaningful way.

Uber's Level of Influence

Low



Human

People are independent and make decisions that they think are best for them. **We can influence the decision making process but not ensure outcomes**

Medium



Platform / App

Risks introduced by our platform/app are conscious choice we make to meet business goals.. **We have complete control over the presence and severity of these risks**

High

Failing to address these risks can result in **significant consequences** for our businesses

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Uber's safety issues still loom large: Another five passengers sue company over alleged sexual assault incidents

By Sara Ashley O'Brien, CNN Business
4 minute read · Published 8:00 PM EDT, Thu July 14, 2022

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Uber loses license to operate in London over 'potential safety risks' for passengers

London regulators cited safety concerns and fraudulent drivers.

By Catherine Thorbecke
November 25, 2019, 7:09 AM

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DEADLY SHOOTING

Rideshare drivers protest outside Chicago Uber hub after driver killed while on the job

By Jessica D'Onofrio and Tre Ward

Thursday, December 14, 2023

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Our objective is not to block strategic decisions that could amplify risk but rather **enable safe growth by implementing controls that manage critical risks** to an acceptable level with minimal impact to the marketplace



Safety controls are any activity or action designed to reduce the likelihood of or mitigate the consequences of a safety incident

Controls to reduce likelihood (proactive)

Eliminating anonymity among our spenders increases their accountability, which has been demonstrated to lower the risk of conflict.

Routing logic will optimize for safer routes (i.e less left turns)

Couriers are required to undergo alcohol compliance training before they can deliver alcohol.

Safety Incident



Interpersonal Conflict



Vehicle Crash



Underage Consumption / Allergic Reactions

Controls mitigating consequence (reactive)

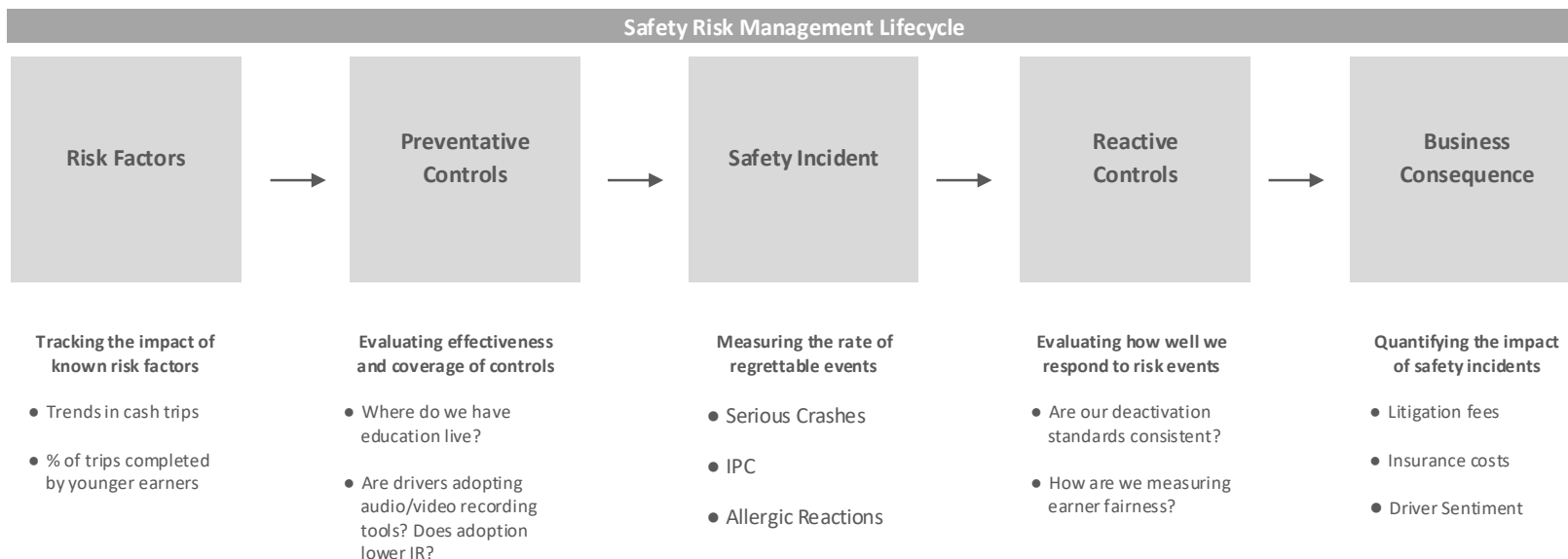
Earners that are reported against for sexual assault / misconduct are suspended immediately to protect other users while the incident is investigated

Our post crash experience help injured parties get the support they need, reducing litigation risk

Couriers who fail to adhere to compliance requirements will lose the ability to deliver alcohol.

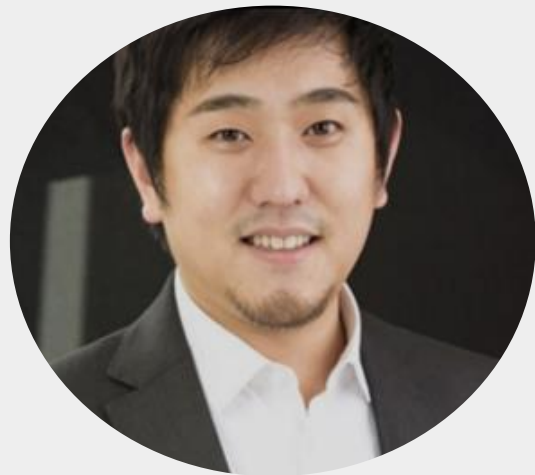
Effectively managing the consequences of safety incidents first requires an understanding of how risks arise on the platform and an openness to balance business / safety tradeoffs

Ensuring we have clear KPIs for every step helps to ensure our current operating framework is defensible



Safety is a shared responsibility

- **Safety in Design** - Consider whether aspects of project, RFC, PRD may create safety risk for users
- **Don't be shy** - Ask your local safety POC to weigh in
- **#Seetheforestandthetrees** - Small steps to improve safety compound and have enormous impact over time



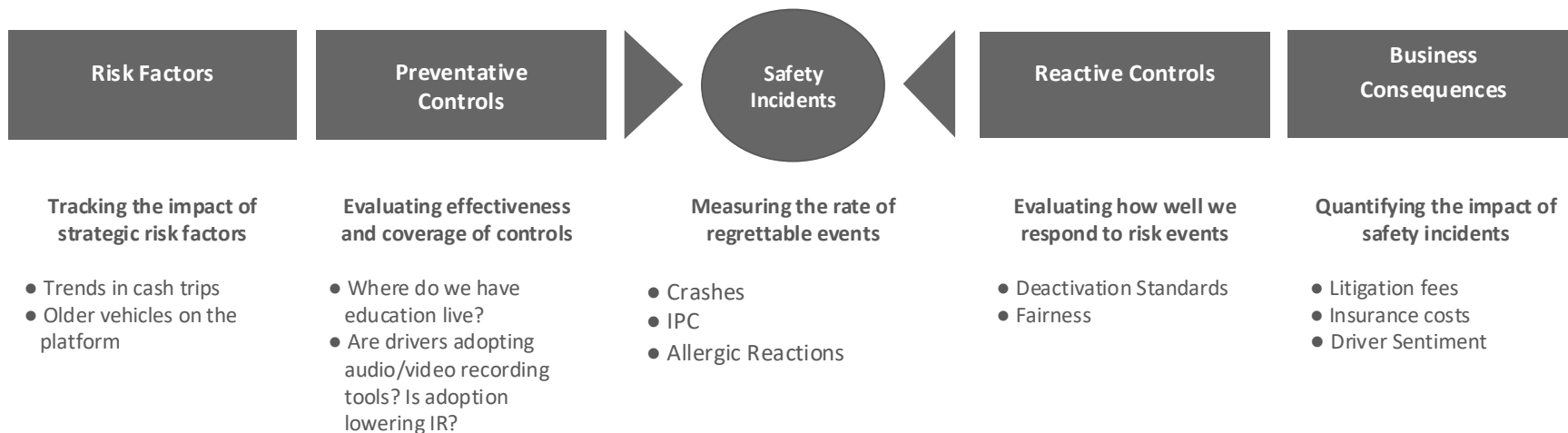
Shin Otake - Japan's Safety POC

Slide Graveyard

We integrate these concepts using a "Safety Bowtie," which offers a holistic view of the risk landscape and outlines a framework for addressing gaps



Safety Metric Scorecards provide a concise overview of how effectively safety risks are managed - tracking incident rates, risk factors, and control efficacy.



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