

# Monthly Global Safety Review

Trial Exhibit No.

**P-00800**

## Why are we kicking off Monthly Safety Review?

*Cross functional moment to align on the following question:*

What are the biggest safety risks we face as a company, and how well are we mitigating them?

# Why are we kicking off Monthly Safety Review?

What are our material safety risks?

## Serious Incident Rate Review

*Detailed Trends, Regional Ticket Reading insights,  
DA/DS hypothesis insights, Regional Anomalies*

## Leading Indicators of Risk

*Metrics + commentary*

How effective are our controls?

Control Gaps (Control Coverage and Effectiveness),  
Control Customer Experience + Operational Health  
*Metrics + commentary*

Deep Dives to unblock/make decision/ course correct as needed

# Today's agenda will be the first step toward this goal

We will cover an introduction to each risk area, and metric definitions for input metrics

## Serious Incident Rate Review

*High Level trends only with select deep dives*

## Leading Indicators of Risk

*Metric Definitions only - Queries under construction*

## Control Coverage and Effectiveness

*Metric Definitions only - Queries under construction*

## [One time] V1 Risk Register Overview

*End to end Bowtie and control rating*

# Agenda

1. Interpersonal Safety
  - a. Sexual IPC - Women's Safety
  - b. Non Sexual IPC - Physical Safety
2. Food Safety
3. New Verticals
4. 2-Wheel Road Safety
  - a. VFB Deep Dive

# Managing Risks: Foundations Overview

# Primary Responsibilities of a Risk Subject Matter Expert (SME)

By clearly articulating problem statements, aligning on minimum standards, and offering a spectrum of best practices to mitigate all safety challenges, Central Safety Risk SMEs can empower the business to make *informed* decisions related to risk

1. Maintain a comprehensive risk & control register
2. Monitor overall health of a risk (know your metrics)
3. Act as chief recommender for managing a risk
4. Manage escalations related to risk area
5. Project manage global priorities /guide teams & leaders
6. Provide subject matter expertise

# Foundational Deliverables of a Risk SME

1. Clear outline of risk problem statements in a Source of Truth
  - a. Risk register/hazard scorecard
2. KPI Dashboard with relevant program metrics
  - a. Serious Incidents
  - b. Less Serious Incident & Near Misses
  - c. Leading Indicators
3. Presentation / Communication Tools
  - a. "Bowtie" Method showing causal links between risk sources and consequences
  - b. "Fishbone" model to compartmentalize hazards by risk sources
  - c. "Swiss cheese" model demonstrating how relevant controls complement each other
4. Templates
  - a. Quarterly progress reports
  - b. Risk assessment for new products/LOBs
  - c. Escalation management framework (co-owned with scaled controls team)
  - d. Risk area newsletter

# Building a Risk Register

For each source of risk we want to know:

- What are the main hazards present in this source of risk?
- What are the consequences of not addressing these risks?
- What are the things that signal this risk (risk indicators)?
- What are the controls in place to mitigate this risk?
- How effective are those controls?
- What is our overall risk rating for these hazards?

ID	Category	Description	Consequence	Probability	Impact	Risk Level	Risk Modification Plan	Risk Owner	Residual Risk Level
1	Employee	It takes too long to contact a lead, and this time may not decrease with the new sales program	We will not increase sales revenue	High	High	High	Map out current processes to find inefficiencies so wasted steps are not included in new program	Brady	Medium
2	Customers	Customers are leaving, and we do not know why	We will not know how to reduce the number of customers who leave	Medium	High	High	Create a survey and partner with firm to deliver survey to customers	Sara	Low
3	Employee	The new employee learning program may not be approved by the board	We will not be able to provide professional development to all employees	Low	Medium	Medium	Prepare and present ideas at board meeting next week	Jesse	Low
4	Employee	There is no documentation of different roles within the company	Cross-training employees will be inefficient	Medium	Medium	Medium	Begin creating tutorials specific to different roles	Jesse	Low

# Personal Safety

## (Interpersonal Conflict - Sexual & Non Sexual)



# Sexual IPC (Women's Safety)



# Women's Safety

## Why women's safety?

Our women's safety work is an expression of our safety commitment. When we talk about safety, we're already talking about the safety of people of all identities. But it's crucial to acknowledge that **women, in particular, face additional risks**, and certain characteristics including race, ethnicity, sexual orientation, disability status, and some contextual factors, such as driving at night, may compound women's vulnerability to violence as well as their willingness to report.

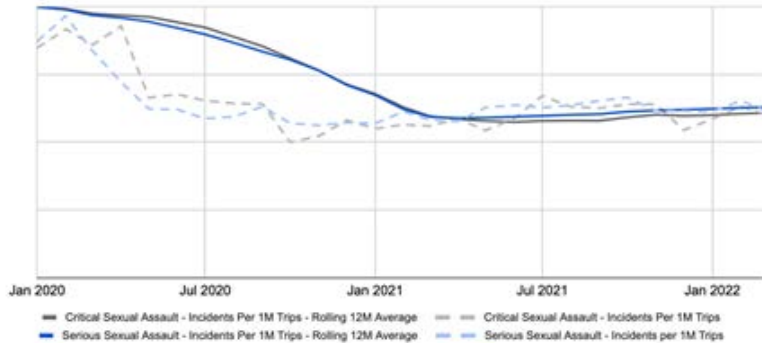
We are working towards a future where EVERYONE is free to move means that **we need to respond to a complex and layered reality that centers the needs of those that are most systematically excluded or oppressed. As such, addressing women's safety properly warrants its own focus.**

## What are the main problems we care about?

- Incident Rate Trends (**This Month**)
  - Sexual Assault
  - Sexual Misconduct
- Control Effectiveness (**Next Month**)

# Sexual Assault

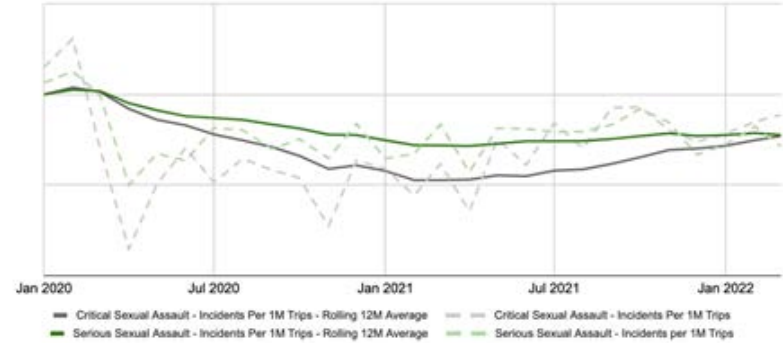
			Mobility			
	L3M vs. P3M Δ	L12M vs. P12M Δ	2022 Incident Count	2022 Incident Rate	YTD (thru Feb) vs 2021	Target
Critical*	+0%	+2%	668	0.95	●	-5%
Serious	+0%	+6%	4,021	5.4	●	-5%
All Δ	-3%	+3%	~19k	26	-	-



## Takeaways:

Sexual assault slowly increasing during summer months in 2021 as society opened up; local teams anticipate increases in coming months with many countries returning to pre-pandemic activities

			Delivery			
	L3M vs. P3M Δ	L12M vs. P12M Δ	2022 Incident Count	2022 Incident Rate	YTD (thru Feb) vs 2021	Target
Critical*	+2%	+46%	46	0.18	●	-5%
Serious	-7%	+8%	222	0.72	●	-
All Δ	-11%	-4%	1,508	4.9	-	-



## Takeaways:

Increase driven by EMEA (UK and France); local team is investigating potential root cause and aims to launch prevention education by EOY

# Global Earners Deactivated for SA

Deactivated Drivers Breakdown	
Count of Drivers Deactivated from SA	1589
Count of Deactivated Drivers With Prior SA,SM,VA	866
Count of Deactivated Drivers With No Prior SA,SM,VA	723
% of Deactivated Drivers With Prior SA,SM,VA	54.50%
% of Deactivated Drivers With No Prior SA,SM,VA	45.50%

Subcategory	Count of Incidents
Verbal Dispute	527
Insufficient Information	357
Comments or Gestures - Asking Personal Questions	254
Comments or Gestures - Flirting	214
Discriminatory Remarks	154
Staring or Leering	115
Non-Consensual Touching - Non-Sexual Body Part	96
Comments or Gestures - Explicit Comments	84
Soliciting Sexual Act	62
Comments or Gestures - Comments About Appearance	59
Threat of Violence without Weapon	52

11/15/2021 to 3/28/2022 ([full breakdown](#))

- **Over 50% of drivers deactivated for SA had an IPC incident PRIOR to deactivation**
- Strongest IPC predictors of SA deactivation were:
  - verbal dispute
  - comments or gestures - asking personal questions
  - comments or gestures - flirting
  - discriminatory remarks

It's important we begin systematically reviewing **leading indicators** to reduce top-line metrics and begin to measure the **coverage and effectiveness** of our top controls.

Type of Metric	Proposed Metric	Priority
Leading Indicator	Sexual Misconduct Incident Rate <i>(All sub category breakdowns)</i>	P0
Leading Indicator	Inappropriate Post-Trip Contact Incident Rate	P0
Control Coverage	SA/SM Education - % of active drivers completed	P1
Control Coverage	S-RAD Coverage (Potentially split into cash/non cash coverage)	P1
Control Coverage	Women Rider Preferred Coverage	P0
Control Effectiveness [Live Control]	SA/SM Strike Based Policy Effectiveness	P0
Control Effectiveness [Experiment]	SRAD XP Effectiveness	P1
Control Effectiveness [Experiment]	SA/SM Education Effectiveness	P0

# Sexual Assault/Sexual Misconduct (SA/SM)

## Qualitative Assessment Only

### User Characteristics

- Different personality types and conflict response styles (i.e. competing, avoiding)
- Power and status differences
- Language Barrier
- Vulnerable & oppressed populations
- Children riding alone/Elderly riders (needing extra assistance, time, etc)
- Unknown identity
- Rider alone**

### User Behavior

- Intoxication (drugs, alcohol)**
- Fatigue
- Personal Preferences (AC, Windows, Music, Conversation)
- Lack of Policy Compliance
- Communication / miscommunication
- Seating Location (Front Seat), Seating Capacity (single, GRs, Over Capacity)
- Eats - harassment of couriers

### Experience & Skill

- Attitudes towards safe behaviours, lack of understanding of risk, and risk appetite
- Previous safety history (either on-platform or in BGC)
- Past VA, SA, SM Verbal Dispute, Asking personal Qs, Flirting, Discriminatory Remarks

Incident

- Seating Capacity (single, GRs, Over Capacity)
- Woman and Man Matched
- Access to someone's home
- Eats - Request to Meet at Door

- Pressures from consumers or merchants (i.e. long wait times, batching, threat of low ratings or abuse from consumers / merchants)
- User Late, Cancellations
- Route Changes (Changing Destination, Adding Stops)

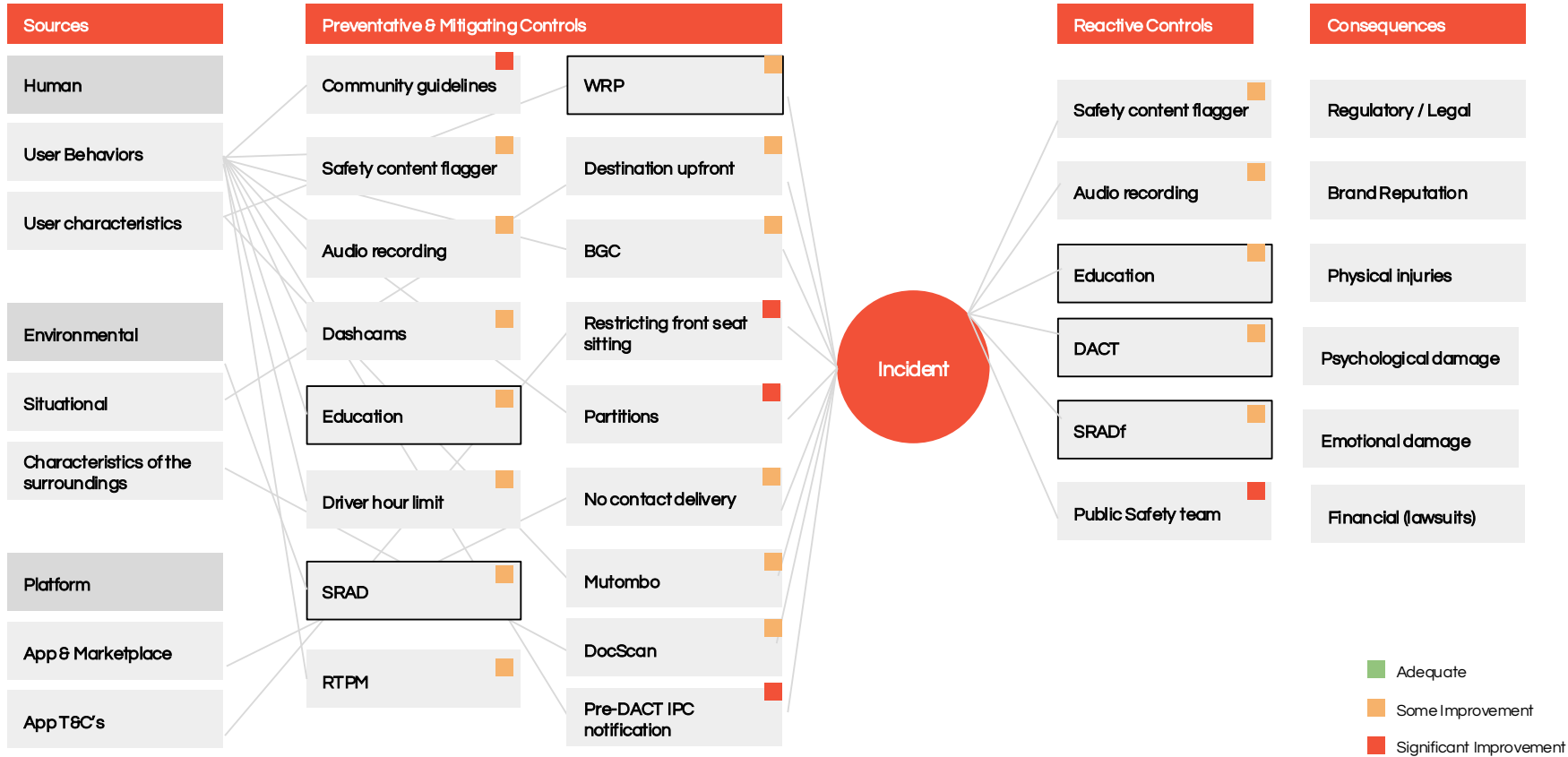
- Differences between social groups / class / cultures
- Party Hours / Party Culture
- Pickup within 50 m of a bar or college campus (USC)
- Evenings/Weekends**
- Overall crime rate/ Neighborhood safety
- Machismo culture
- Eats - Drop Off in a Dangerous Area/Neighborhood, or otherwise poorly lit/segregated address

### Situational

### App & Marketplace

### Environmental

# SA/SM Qualitative Assessment Only



# Policy / Comms / Marketing

## L30 Insights

- **Policy**

- [Campus Safety Initiative](#): Uber, IACLEA and It's On Us Partnered to Share Rideshare Safety Tips with Students ahead of Spring Break
- [Women's Safety Advocate webinar](#) held 3/30/22
- Ujima research partnership to better understand safety experience for women in the Black community (listening sessions held in March)

- **Comms**

- [Poor trans earner experience](#) with after city switch 4/4/22 (SF Examiner [media coverage](#))
- Major incidents continue to garner coverage and questions about safety. [Pittsburgh](#)
- [Gig Workers Rising report](#) shows 50+ murders amongst gig economy companies. About 25 with Uber/Uber Eats.

## N30 Initiatives

- **Policy**

- Renewal of Driving Change partnerships & commitment

- **Marketing**

- [Women's safety research](#) launching in US & Brazil 4/11/22
- [EU commitment](#) to increase women earners

# Non Sexual IPC (Physical & Health Safety)



# Physical & Health Safety (Non Sexual)

## Why Physical & Health safety?

Our role is to help ensure Users are not put in harms way by engaging with the Uber app. Research has shown that when people have higher levels of confidence in safety protection, they experience lower rates of psychological distress and mental health problems.

1. Physical safety is the **absence of physical contact** (or contact using weapons) between users or/and a third party that is reported to be aggressive behavior. (incl. Theft/Robbery)
2. Health safety focuses on helping address **communicable diseases**, and responding to **personal health issues**.

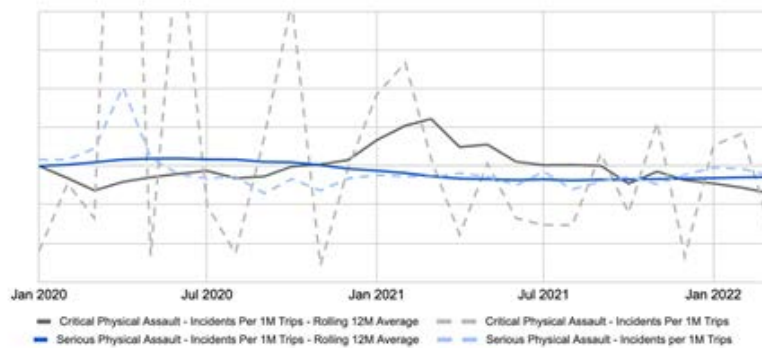
## What are the main problems we care about?

- Physical Safety
  - Incident Rate Trends (**This Month**)
    - Physical Assault Fatalities
    - Injurious Theft/Robbery
    - Injurious Physical Altercation
    - Theft/Robbery
  - Control Effectiveness (**Next Month**)
- Health Safety (**Next Month**)

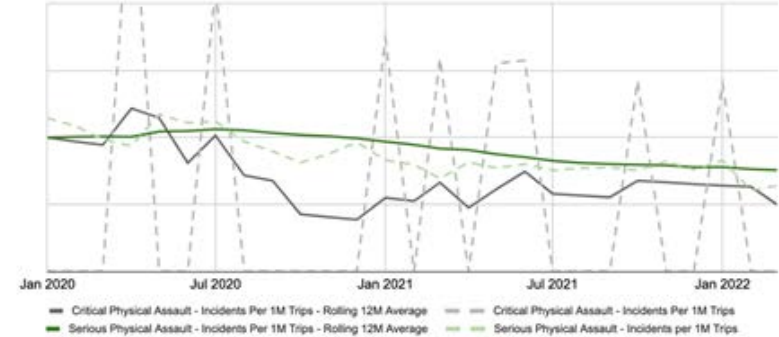
\*Data is directional and based on a ticket sample

# Physical IPC (incl. Theft or Robbery)

	Mobility					
	L3M vs. P3M Δ	L12M vs. P12M Δ	2022 Incident Count	2022 Incident Rate	YTD (thru Feb) vs 2021	Target
Critical*	+23%	-37%	15	0.02	●	-5%
Serious	+6%	-1%	2,687	3.6	●	-5%
All Δ	+0%	+5%	~107k	144	-	-



	Delivery					
	L3M vs. P3M Δ	L12M vs. P12M Δ	2022 Incident Count	2022 Incident Rate	YTD (thru Feb) vs 2021	Target
Critical*	-2%	-25%	1	0.004	●	-5%
Serious	-11%	-17%	344	1.1	●	-7.5%
All Δ	-10%	-2%	9,968	32	-	-



## Takeaways:

Fewer fatal assaults largely driven by continued decreases in LatAm theft; US&C fatalities saw decrease in Q4'21

Injurious altercations flat as US&C mask-related disputes decreased.

## Takeaways:

Decrease driven by APAC and LatAm; serious physical incidents are most infrequent issue type (<1 per M trips) within Delivery

# Global Earners Deactivated for PA Analysis

Data is directional, and not validated by DS team

Most had a prior IPC incident for VA, PA, or Discriminatory remarks

Global Deactivated Drivers Breakdown	
Count of Drivers Deactivated for PA	1 158
Count of Deactivated Drivers With Prior IPC	695
Count of Deactivated Drivers With No Prior IPC	463
% of Deactivated Drivers With Prior IPC	60.02%
% of Deactivated Drivers With No Prior IPC	39.98%

Subcategory	Count of Incidents
Verbal Dispute	1 132
Insufficient Information	405
No Weapon Involved - No Injury	190
Discriminatory Remarks	172
Threat of Violence without Weapon	132
Comments or Gestures - Flirting	101
Comments or Gestures - Asking Personal Questions	95
Staring or Leering	57
Comments or Gestures - Explicit Comments	53

11/15/2021 to 4/1/2022 ([full breakdown](#))

- **60% of drivers deactivated for PA had an IPC incident PRIOR to deactivation**
- Strongest IPC predictors of PA deactivation were:
  - Verbal Altercation
  - Low Level PA (no weapon, no injury)
  - Discriminatory remarks
  - Threat of Violence (w/o weapon)
- **DPs who are deactivated for Physical Altercations, also have a history of low-level Sexual Misconduct (flirting, asking personal questions, straining, explicit comments)**

# Global Earners Deactivated for TR

Data is directional, and not validated by DS team

Most did not have a prior IPC incident, but VA, PA, SM were common among those that did

Global Deactivated Drivers Breakdown	
Count of Drivers Deactivated for TR	387
Count of Deactivated Drivers With Prior IPC	69
Count of Deactivated Drivers With No Prior IPC	318
% of Deactivated Drivers With Prior IPC	17.83%
% of Deactivated Drivers With No Prior IPC	82.17%

Subcategory	Count of Incidents
Verbal Dispute	43
Insufficient Information	16
No Weapon Involved - No Injury	14
Threat of Violence without Weapon	9
Comments or Gestures - Asking Personal Questions	5
Comments or Gestures - Flirting	5
Discriminatory Remarks	5
Staring or Leering	5
Self Touching/Indecent Exposure	4
Comments or Gestures - Explicit Comments	3

11/15/2021 to 4/1/2022 ([full breakdown](#))

- Strongest IPC predictors of TR deactivation were:
  - Verbal Altercation
  - PA (no weapon, no injury)
  - Threat of Violence (w/o weapon)
- DPs who are deactivated for Theft/Robbery, also have a history of low-level Sexual Misconduct (flirting, asking personal questions)
- Contrary to DPs deactivated for PA, only 17.8% of those deactivated for TR have a prior IPC, compared to 60.02%

It's important we begin systematically reviewing **leading indicators** to reduce top-line metrics

Type of Metric	Proposed Metric	Priority
Leading Indicator	Verbal Altercation minus Discrimination Incident Rate	P0
Leading Indicator	Discrimination Incident Rate	P0
Leading Indicator	Theft / Robbery with no injury Incident Rate	P0
Leading Indicator	Physical Assault with no injury Incident Rate	P0

# Additionally, we're beginning to measure the coverage and effectiveness of our top controls

Type of Metric	Proposed Metric	Priority
Control Coverage	Media - Overall - % of trips recorded (where audio or dashcams are live)	P0
Control Coverage	SDM non-cash coverage (% trip coverage)	P0
Control Coverage	DACT 2.0 IPC (% Trip Coverage)	P0
Control Coverage	DACT 3.0 IPC (%Trip Coverage)	P2
Control Effectiveness [Live Control]	DACT 2.0 Policy Effectiveness (IR of flagged / IR of active users) - Driver IPC	P1
Control Effectiveness [Live Control]	DACT 3.0 Recall (next 1% triggering) - Driver IPC	P2
Control Effectiveness [Live Control]	SDM Recall	P1
Control Effectiveness [Experiment]	Media - Dashcam/Audio Effectiveness	P1
Control Effectiveness [Experiment]	RTPM / Messaging Experiment Results	P1

# Theft Robbery and Physical Altercation (TRPA)

## User Characteristics

- Different personality types and conflict response styles (i.e. competing, avoiding)
- Power and status differences
- Language Barrier
- Clashes between values and interests (Religion, Political Beliefs, etc)
- Vulnerable persons / Oppressed population
- Children riding alone /Elderly riders (needing extra assistance, time, etc)
- Unknown identity

## User Behavior

- Intoxication (drugs, alcohol)
- Fatigue
- Personal Preferences (AC, Windows, Music, Conversation)
- Lack of Policy Compliance
- Seating Location (Front Seat)
- Possession of Dangerous Items, Animals
- Defacing personal property
- Unattended vehicle (w/keys or w/o locking)
- DP window rolled down in dense city
- Cars in bike lane

## Experience & Skill

- Lack of local road experience, including using unsuitable navigation apps or roads or licencing
- Attitudes towards safe behaviours, lack of understanding of risk, and risk appetite
- Previous safety history (either on-platform or in BGC)

- Seating Capacity (single, GRs, Over Capacity)
- Woman and Man Matched
- Access to someone's home
- Eats - Request to Meet at Door

## Situational

- Unsafe pick-up, transit, drop-off
- Pressures from consumers or merchants (ie. long wait times, batching, threat of low ratings or abuse from consumers / merchants)
- User Late, Cancellations
- Route Changes (Changing Destination, Adding Stops)

## App & Marketplace

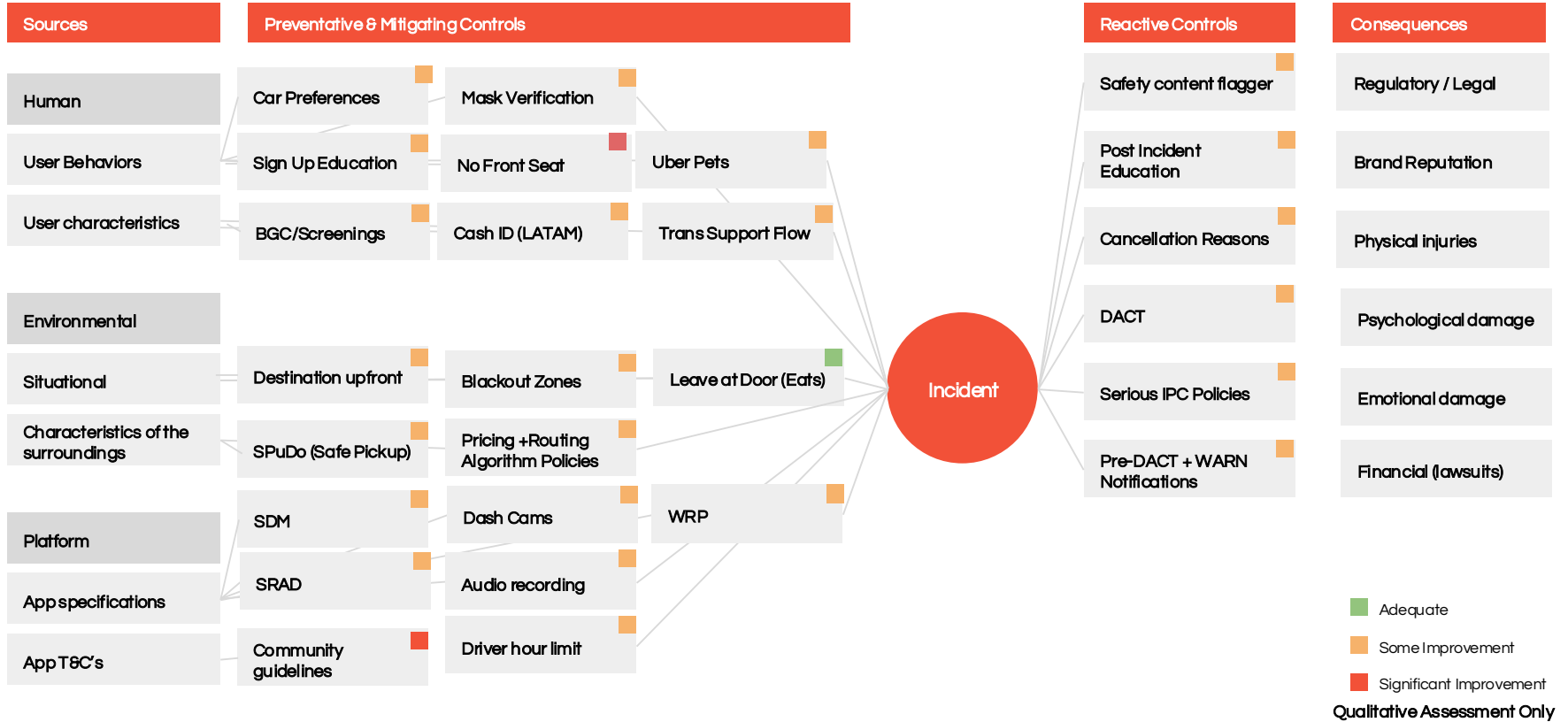
- Differences between social groups / class / cultures
- Phobias (homo-, trans-), -isms (racism, sexism)
- Party Hours / Party Culture
- Evenings/Weekends
- Overall crime rate / Neighborhood safety
- Machismo culture
- Eats - Drop Off in a Dangerous Area/Neighborhood, or otherwise poorly lit/segreated address

## Environmental

Incident

Qualitative Assessment Only

# Theft Robbery and Physical Altercation (TRPA)



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# Food Safety

# Food Safety | Program Overview

**Why food safety?** Food Safety is a public health concern resulting in 600 million illnesses and 420,000 deaths annually (WHO). Improper handling of food creates conditions that support the growth of disease causing microbes, transfer of allergens and contaminants. Uber, as a delivery platform, supports transportation of safe food to create positive customer experiences.

**What are the risks?** There are a number of risks associated with 3rd party delivery models - eats, grocery, cannabis edibles, alcohol, freight etc. The key areas are allergen management, preventing microbial contamination, traceability and recalls, food handling knowledge and data integrity.

**How do we protect Uber and ensure a safe delivery experience?** The objective of this program is to protect the business from current and new exposures using sustainable and scalable preventive solutions and build a mature culture of safety.

## Program Foundations

	Align on foundational risk areas	complete
	SOT V1 (Program Overview, Risk Register / Controls Mapping)	complete
	Visualizing Key Metrics	Late April - May

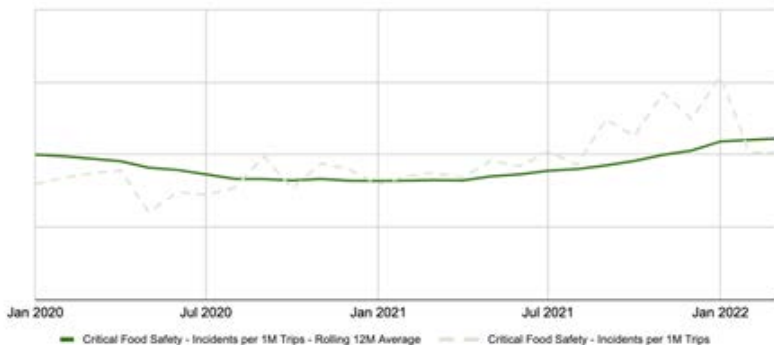
**Program Lead:** Akhila Vasan  
**APAC:** Sabrina Macdonald  
**EMEA:** Ruben Santiago  
**US&C:** Cory Freivogel  
**LATAM:** Fernanda Pastrana

**P/C/M:** Julia Wunsch  
**Product:** Mariana Esteves  
**Legal:** Amos Davis  
**INA / DA/ DS:** Katy McDonald / Sunny Wong

	On Track
	At Risk
	Delayed
	Not Started

# Critical Food Safety

			Delivery			
	L3M vs. P3M Δ	L12M vs. P12M Δ	2022 Incident Count	2022 Incident Rate	YTD (thru Feb) vs 2021	Target
Critical*	-6%	+35%	503	1.6	●	-



	Previous 12 months IR	Last 12 months IR	Diff
US&C	1.777	1.986	11.8%
LatAm	0.329	0.500	51.9%
EMEA	0.739	1.773	140.1%
APAC	0.419	0.383	-8.7%

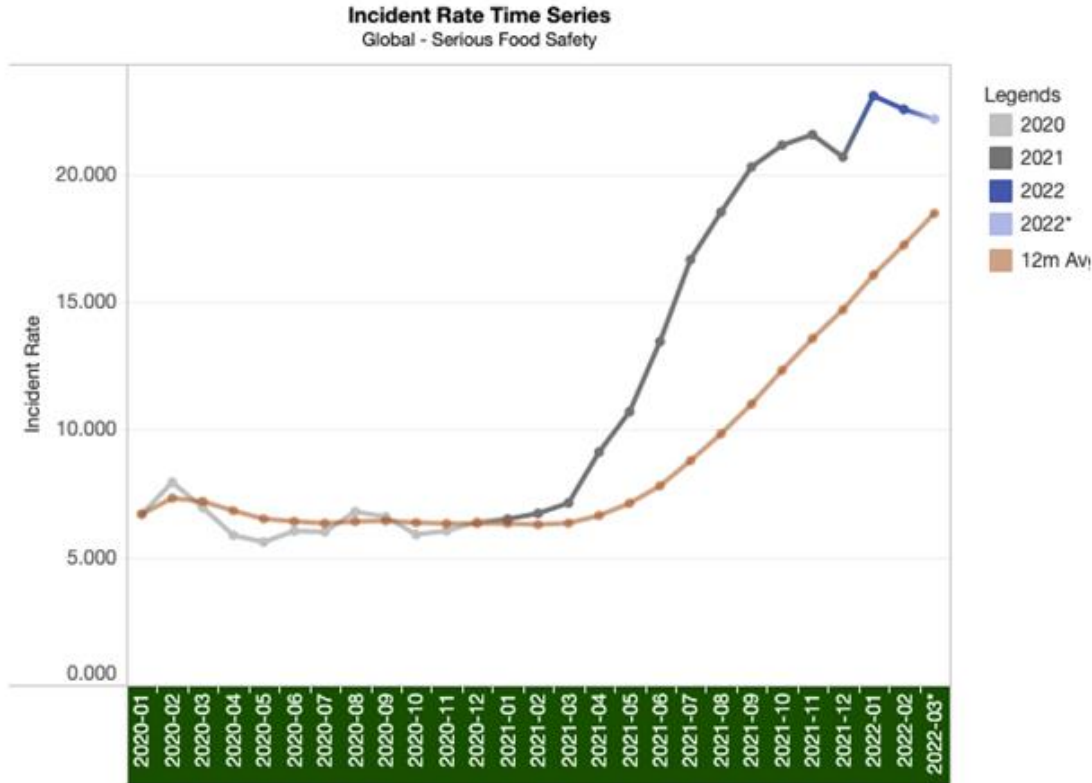
Audited & Unaudited Data Last: 2021-04 to 2022-03 Previous: 2020-04 to 2021-03

## Takeaways:

Increase likely driven by support abuse in EMEA (UK and France); Safety DS launching new model to detect abuse in H1 while local teams review tickets to identify risky merchants

Issue types that make up the [Critical Food Safety](#) metric represent serious incidents with regulatory, liability, and brand exposure. Issue types are: 1) Dietary restrictions violated 2) Severe contamination 3) Alleged food tampering 4) Other food related fatalities

Unlike the critical food safety metric, serious food safety IRs have spiked 300% since early 2021



**Key consideration:**

Serious Food Safety IR includes *all food related injuries (ex: food poisoning)*, whereas the critical food safety metric only looks at injuries related to allergies and alleged food tampering

# Mega Regional Trends for Serious Food Safety IR

		Previous 12 months IR	Last 12 months IR	Diff
APAC	Serious Food Safety	3.232	6.321	95.6%

		Previous 12 months IR	Last 12 months IR	Diff
EMEA	Serious Food Safety	5.601	15.544	177.5%

		Previous 12 months IR	Last 12 months IR	Diff
US & Canada	Serious Food Safety	9.395	28.726	205.8%

		Previous 12 months IR	Last 12 months IR	Diff
LatAm	Serious Food Safety	3.120	9.944	218.7%

Audited & Unaudited Data. Last: 2021-04 to 2022-03 Previous: 2020-04 to 2021-03

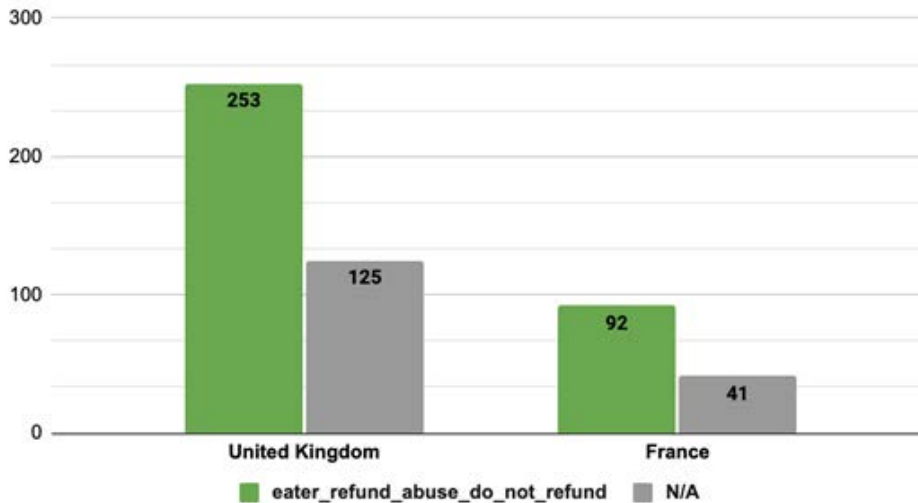
## Takeaways:

- Significant spikes in all megaregions, especially in LatAm and US/Can
- Volume is driven by reports of hospitalization related to food poisoning
- Further analysis is required to determine how our R&A policies may be influencing this movement

# Fraudulent Reporting in Critical Food Safety

*UK and France Deepdive*

Incidents with Fraud Tag Volume



*Device-based analysis still pending*

*Pending questions for Commops:*

- What constitutes eater fraud? How many fraudulent incidents and in what time frame?
- Are accounts fraudulent forever? Do they fall off the scale?
- What is the process to tag fraud - at time of incident or over lifetime of orders?
- Details on when fraud tag was applied/what conditions?

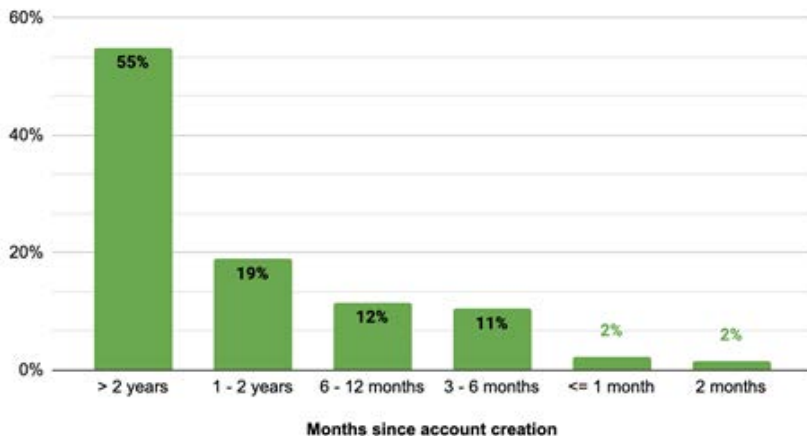
Is Fraud actually driving up critical food safety?

*Data from 8/21 - 2/22*

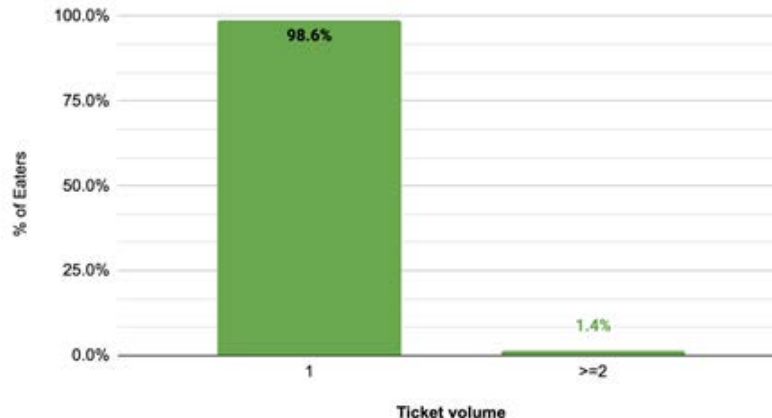
# Fraudulent Reporting in Critical Food Safety

*UK and France Deepdive*

Incidents by account creation date



# of Eaters vs. Ticket volume



## Takeaways:

- A majority of these reports appear to be submitted by established eater accounts
- It's rare for unique Eater accounts to report multiple critical food safety incidents

# Mapping Risk Sources

## Bad Actor

- Fraud by Eater
- Merchant tampering
- Eater tampering
- Fraud by merchant
- Fraud by shopper
- Courier tampering**

## Allergens

- Eater failed to disclose
- Merchant missed SI
- Shopper substitution
- Poorly packaged or labeled
- Recalled Food
- Poorly configured POS integrations**
- Vague menu or catalog
- Eater cannot disclose allergens and dietary needs
- Eater unable to communicate effectively with shopper (grocery)

## Microbial Growth

- Slow communication from eater to shopper
- Eater handling of food
- Delivery radius and travel time**
- Merchant handling practices
- Conditions of food storage and preparation
- Health and wellness of couriers, merchants and shoppers

- Poorly packaged by shopper
- Expired food
- Unclean transportation mode
- Tom or ripped packaging**
- Recalled food
- Unclean shopping bag
- Eater fails to store correctly
- Food stored with hazardous products (eg. cleaning supplies)

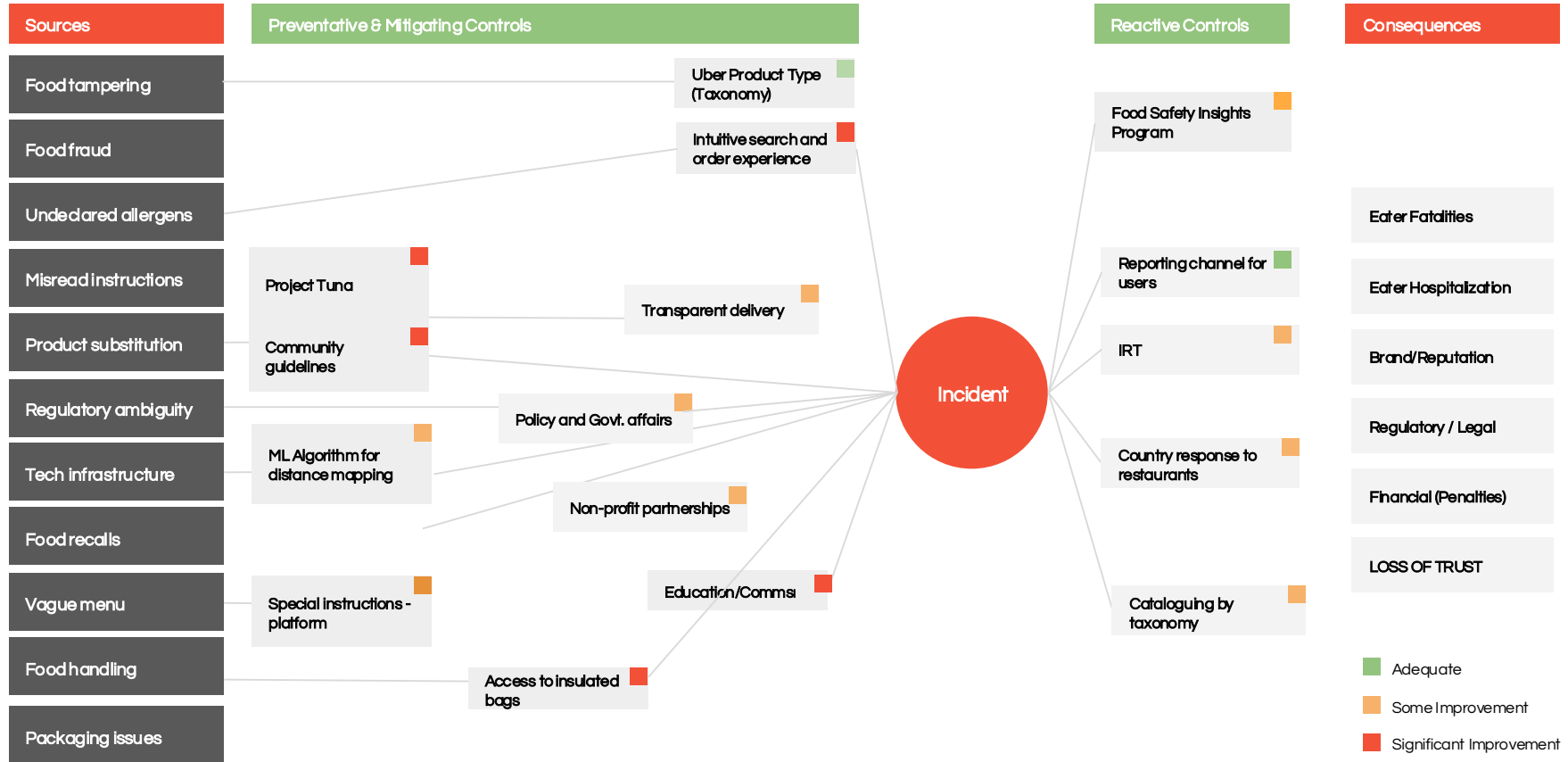
## Product contamination

- Remove food from market in case of a recall
- Vague menu or catalog**
- Unknown specificity of products on market

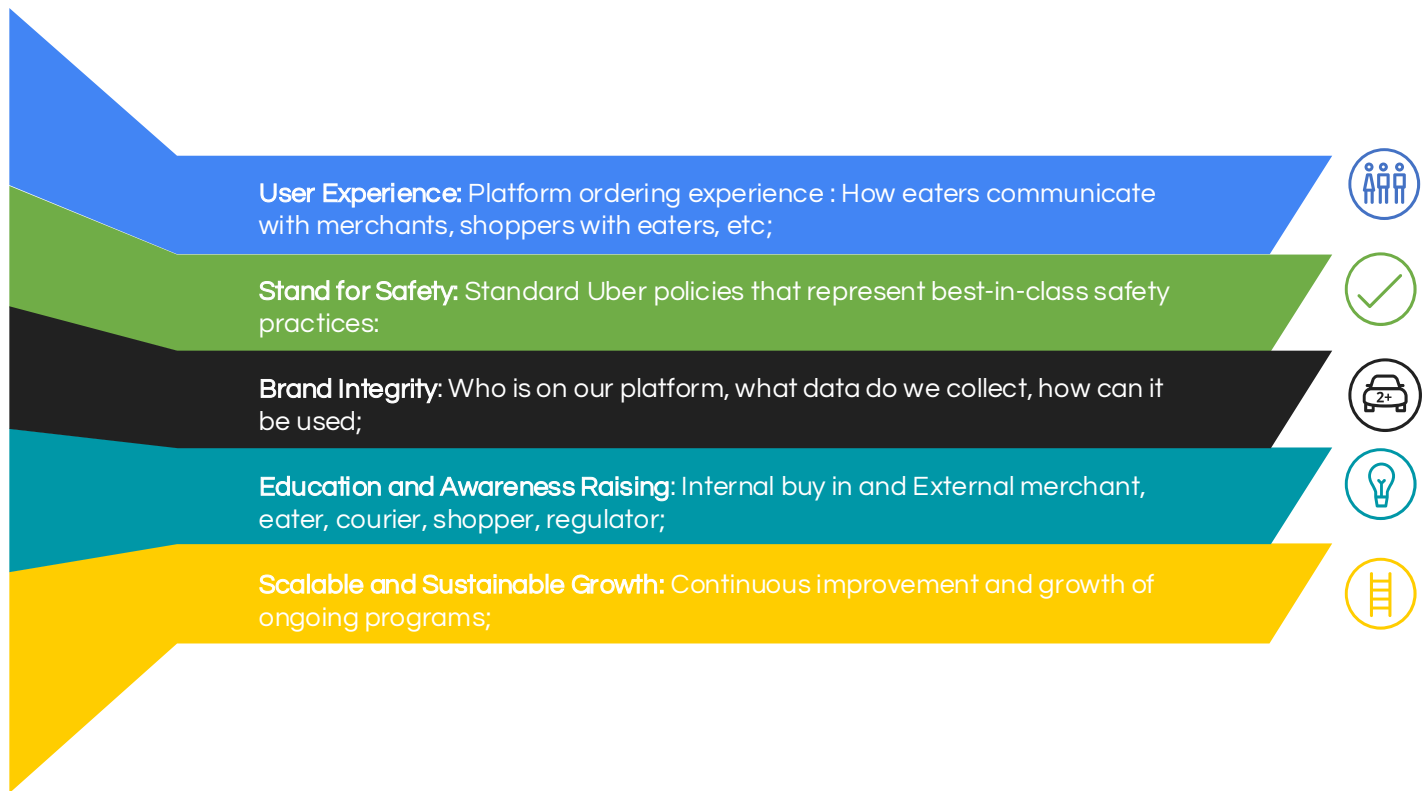
## Traceability

Incident

# Food Safety Bowtie



# Building a mature culture of safety: Gaps and Opportunities



# Food Safety Insights Program

The food safety insights program goal is to reduce the incidence of dietary restriction violations (allergies, intolerances, dietary restrictions) by providing **tailored** feedback to the restaurants where they most commonly occur, or occur with the greatest severity.

993

Merchants Reviewed

In brief, our emails mention:

- That we believe the reports are genuine
- Order details for individual reports
- Recommendations, linked to the help center
- A note that we aren't taking action against the restaurant at this time

609

Merchants Emailed

*"I don't know if you are familiar with Caribou Coffee Policy about alteration on our food items but we can't change the recipe on any of our sandwiches. That include removing any items. Let me know if there any way you or I make that information clear on your App."*

7%

Merchant Response Rate

*"Thanks for your email  
We will check this issue with our team  
Thanks for feedback."*

69%

Positive Responses

*"Hi, we don't use any nuts in butter chicken,  
Butter chicken order by customer  
Was nuts free."*

## Proposed Control Metrics:

- [WIP] FSIP recall (Outreach coverage for DRV reports)
- [WIP] FSIP effectiveness (IR reduction)
- # Merchants reached



Q2: Expansion to UK planned

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# Restricted and Prohibited Items



P-00800.00039

# Problem Statement

Merchants can currently add restricted or prohibited items to their menus via Menu Maker/APIs without sufficient controls in place to mitigate safety and/or regulatory risk exposure for Uber.

For example, there are still at least 35-40k orders being completed per month in US/C that include at least one unclassified alcoholic item and manual audit accuracy is <40%.



Uber's risk exposure grows exponentially with NV's RI business growth

	Active Stores	Active Spenders	Orders completed	GB
	Monthly			
Alcohol	39.4k	727.1k	1.4M	50.4M
Tobacco	3k	74k	138k	5.0M
OTC				
Pharma	17k	98k	114k	4.3M
Cannabis	21	37	86	3.0k

## Key Safety Ops Gaps:

1

Lack of global PI/RI guidelines, RI infrastructure, and respective safety metrics

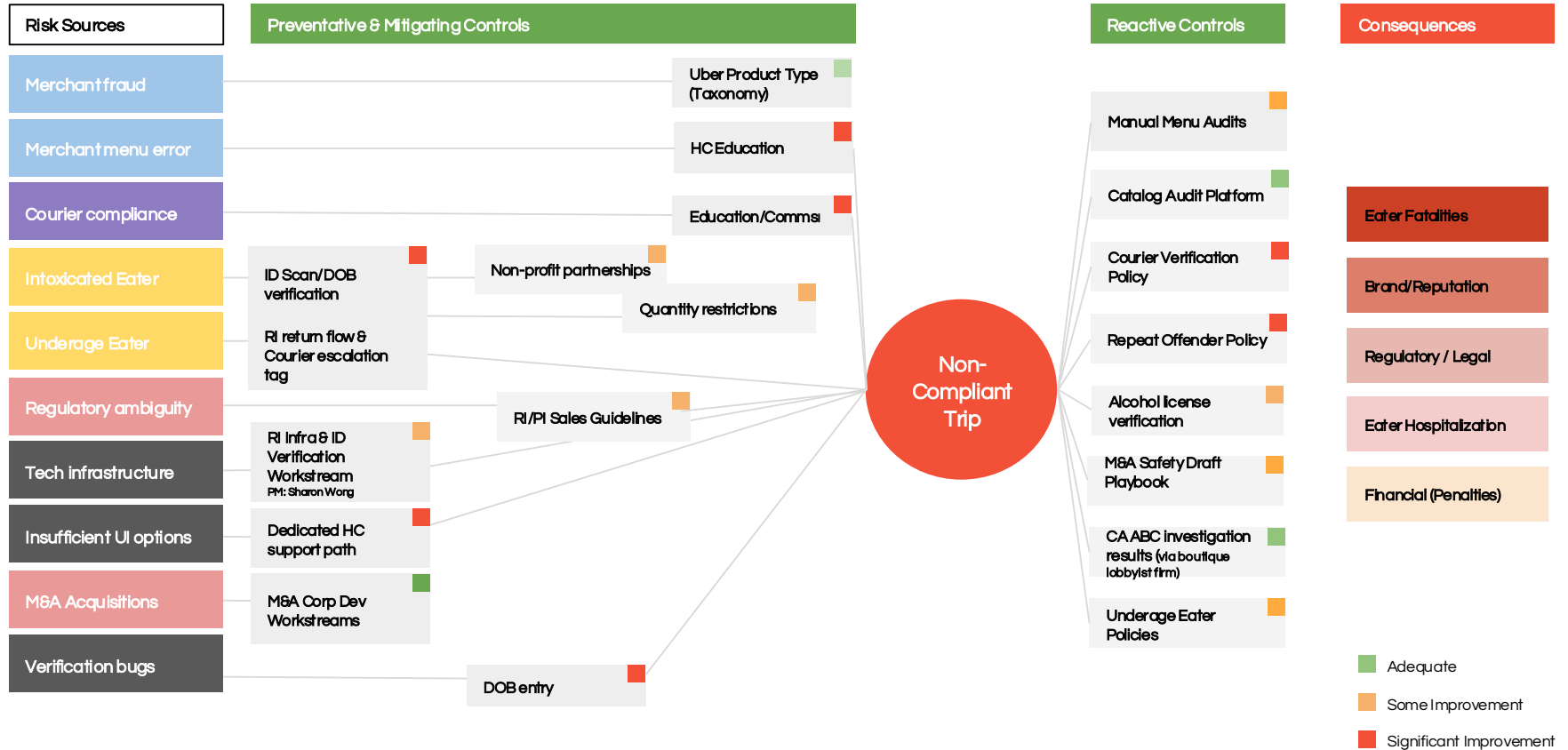
2

Lack of alignment with Delivery LT on who drives non-Safety PI/RI policies (e.g. mature content)

3

Lack of key safety policies: e.g. global courier ID verification compliance/warnings standard

# PI/RI Safety Bowtie: Risk Sources & Existing Controls



# Leading Indicators of Risk

*“How are we measuring exposure?”*

**MERCHANTS** - We decided to start tracking menu audit compliance metrics because they give us an overview of the risk exposure per mega-region for key NV RI business LOBs, such as alcohol.

Total GB from from unclassified alcohol	P0	Metrics tracking request submitted to Data Science team
# unique trips with unclassified alcohol	P0	
# of merchants with unclassified alcohol listed	P0	
% of merchants with unclassified alcohol listed	P0	
Average number of days unclassified alcohol	P0	

**COURIERS** - We want to focus on tracking courier delivery compliance (age verification) to identify where we need to roll out courier ID compliance standards first.

<a href="#">Average ID Scan Completion Rate</a> -	{where live}	Metrics tracking request submitted to Data Science team
# couriers with completion rates below X%	P1	

# Control Effectiveness: Asks for the Data Science team

*“Are we mitigating existing safety gaps efficiently?”*

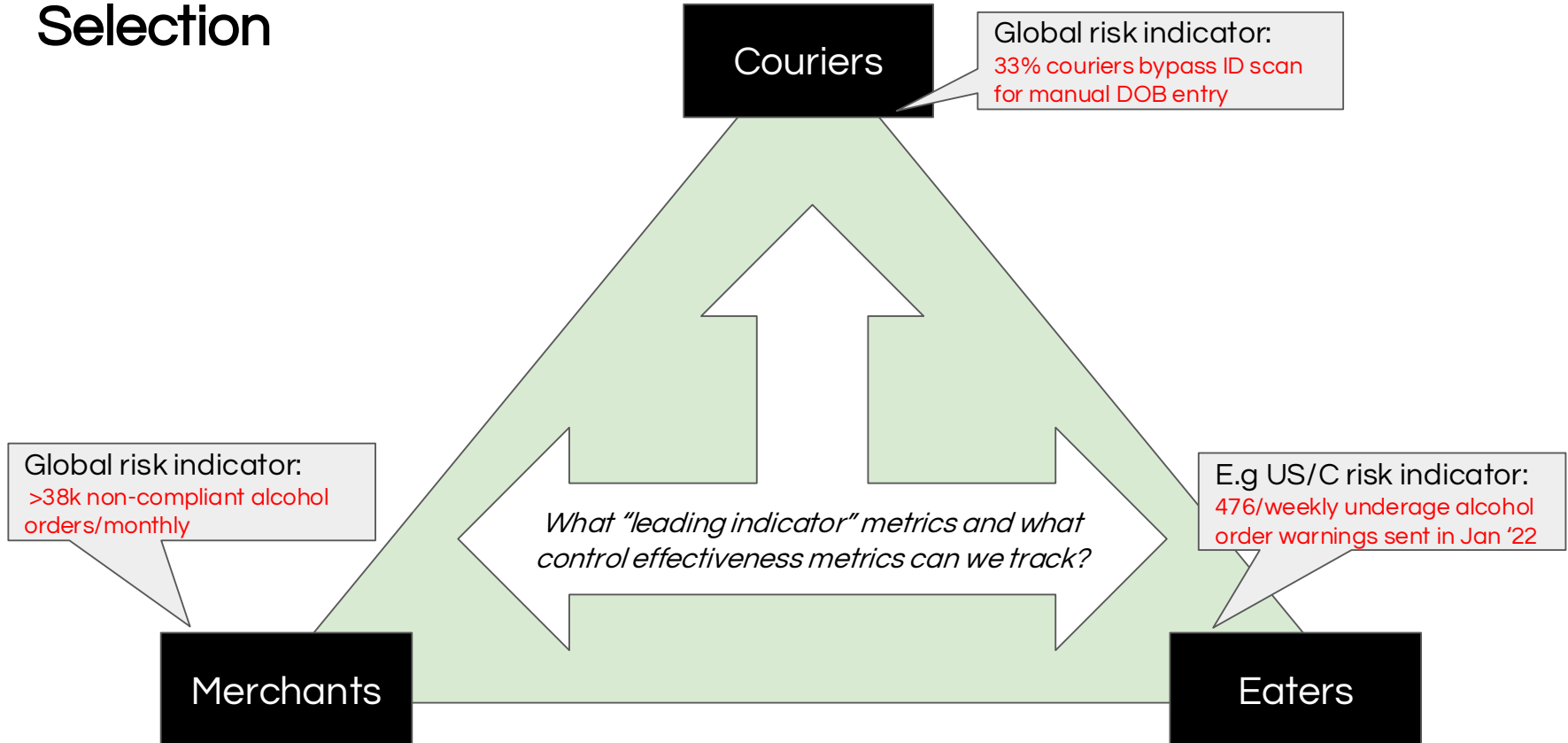
We worked with Safety Product on creating a “Catalog Audit Platform” (live in US/C at the moment) to increase PI/RI menu compliance and mitigate unnecessary safety and regulatory risks. We need to track the audit platform’s efficiency to advocate for its global expansion with respective Ops and Safety Ops counterparts.

Gross number of unclassified alcoholic items removed	P0	Metrics tracking request submitted to Data Science team
% Alcohol menu removals from ineligible merchants	P0	
Average of time removed (unclassified) alcohol was available	P0	

Central Safety kicked off a foundational RI safety policy worksteam with US/C Safety Ops to reduce underage alcohol orders and non-compliant alcohol deliveries. We need to track policy efficiency once launched to identify whether the policy is working (and to also build a business case for global scaling of those policies).

Eaters flagged / removed from underage standard		Metrics tracking request submitted to Data Science team
<i>Couriers removed from access to alcohol deliveries (Pending Standard Adoption)</i>		Pending Standard Adoption - No Action until done

# Approach to KPI Selection



# PCM Deep-Dive

1. Risk of Underage alcohol deliveries
2. Responsibility.org partnership
3. Enhanced Drizly responsible drinking comms

# 01 Delivery to underage consumers

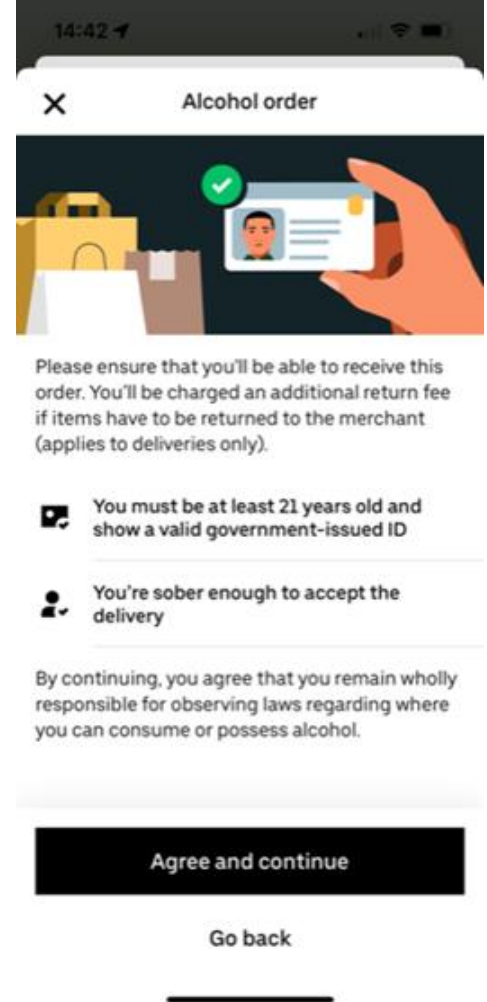
Regulators are primarily concerned about deliveries to underage consumers

## Eats Mitigations:

- ID verification and authentication tech
- Consumer-facing comms
- Courier education and enablement

## Building external awareness

Most policymakers aren't familiar with our risk mitigation measures - so we're working with third-party groups to bolster our education, build awareness of our safety practices, and implement feedback



## 02 Courier safety education with **RESPONSIBILITY.ORG**

- Partnering with a well-known group strengthens the legitimacy and external perception of our safety processes
- Partnership focus
  - Revise alcohol safety education
  - Enhance comms
  - Review delivery process for safety gaps w/ couriers
- R.org issue areas
  - ID-scanning process
  - Internal compliance checks
  - Enhancing comms we send to couriers (keeping in mind I/C limitations)

Uber



### Delivering orders that include alcohol - what's required by law?

Hi Tomas,

Thanks for your interest in delivering orders that include alcohol. You'll be able to start delivering alcohol after 24 hours.

We just wanted to let you know what's required of you, by law, for these orders. If an order contains alcohol, then you must make sure that:

- The order is only delivered to someone 18 or older, and
- The person you deliver it to is not visibly intoxicated.

Why? Because delivery to someone under 18 or to someone who is intoxicated is illegal and can put a licensee's liquor license at risk. You may also be legally liable and face fines or imprisonment.

# 03 Alcohol comms + marketing opt-outs

Not all customers want alcohol promos or marketing.

- Complaints from regulators + Eaters
- Customers can now opt out of all alcohol emails and promos by [writing in to support \(WIP doc\)](#)
- We have more we can do to be sensitive to this issue
- Drizly did a great job for Alcohol Awareness Month →



Hi Meghan,

As we enter Alcohol Awareness Month, we wanted to reach out and make sure all Drizly customers are aware of support resources should they ever need them for themselves or a loved one.

This probably isn't the kind of email you'd expect from us, but our purpose at Drizly is to be there when it matters. And these are just a few resources that aim to build understanding around the treatment of alcohol abuse and the stigmas associated with addiction.

- If you'd like to disable your account (or that of a loved one), please email [support@drizly.com](mailto:support@drizly.com).
- You can find more information on Alcohol Awareness Month, as well as resources on prevention, talking to a loved one, and substance use disorder treatment [here](#).
- This month, we'll also be partnering with **To Write Love On Her Arms**, an amazing non-profit movement dedicated to presenting hope and finding help for people struggling with depression, addiction, self-injury and suicide. Learn more about them [here](#).



# 2-Wheel Road Safety

# 2-Wheel Road Safety

## Problem Statement

With more than 46% of global deliveries completed on 2-wheel modalities, Without the security of an enclosed vehicle, these earners are often more easily exposed to injury when crashes occur:

- **Environmental** risk sources like poor road conditions, the absence of bike lanes, and inclement weather create challenges that are generally outside of our control.
- **Human/Vehicle** risk sources like access to PPE, vehicle condition, and courier riding experience can be influenced through access requirements and educational programs.
- **Platform** risk sources such as suboptimal navigation, time-based incentives, and in-app distractions may also inadvertently encourage unsafe behavior and require tech intervention.

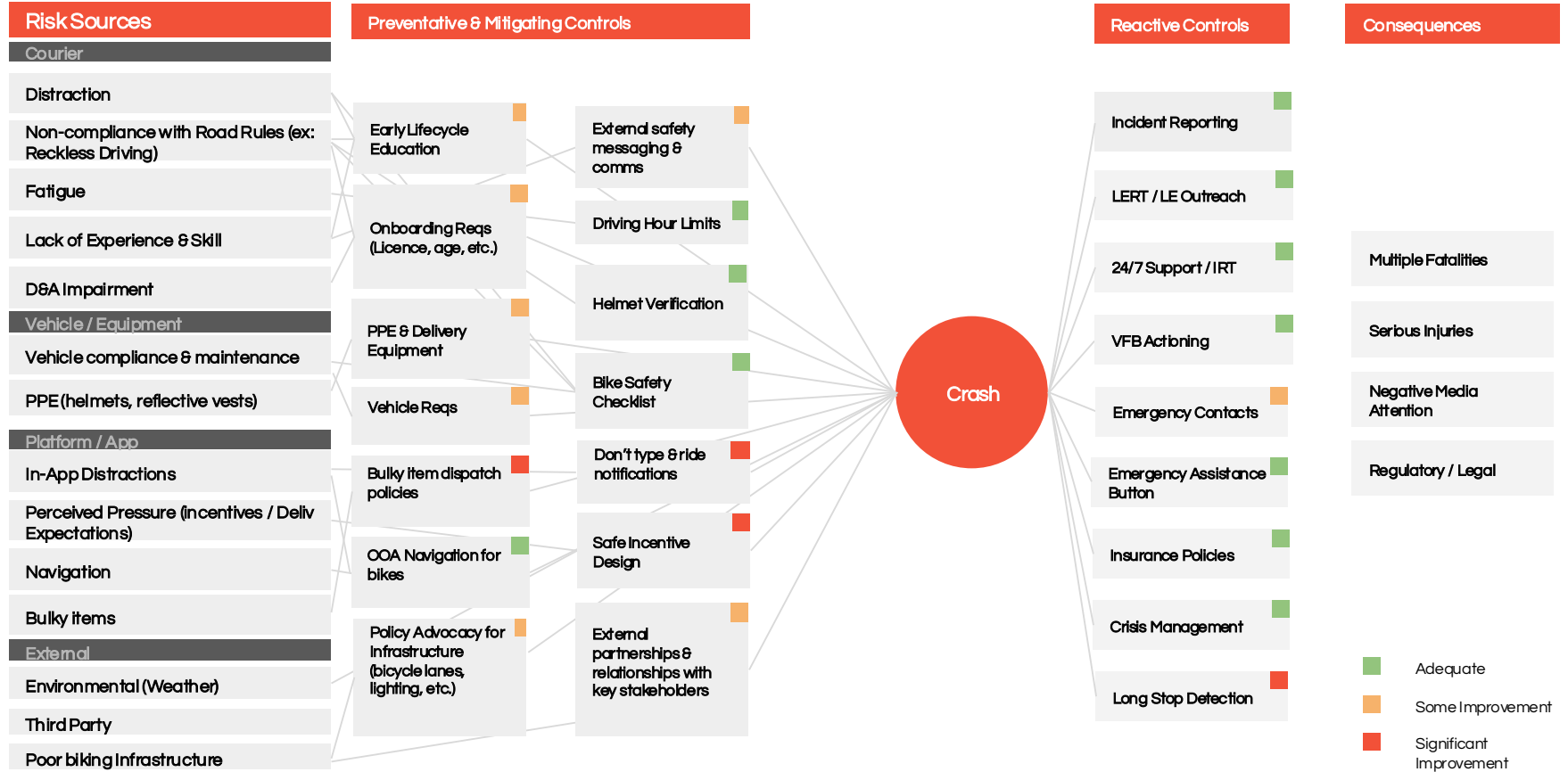
## Key Workstream overview - H1 2022

- DxGy Incentives
- VFB 3.0
- Limiting in-app distractions

## Metrics

- Serious Crash Rates (Primary)
- Crash - Minor Moderate Injury (Near Miss)
- Crash - No Injury (Near Miss)
- VFB Modality Compliance (In Progress)

# 2-Wheel Road Safety Bowtie



# 2-wheel serious crash rates are trending downwards whereas 4-wheel crash rates have remained consistent

Global Serious Crash Rate							
	Incident LY FY	Incidents YTD*	Trips LY FY	Trips YTD*	IR LY FY	IR YTD*	YoY
Motorcycle	3,685	451	389,358,759	64,495,659	9.464	6.993	-26.1%
Bicycle	3,353	356	471,134,927	76,108,317	7.117	4.678	-34.3%
Motorized_...	1,791	315	836,565,981	152,610,329	2.141	2.064	-3.6%
Grand Total	8,829	1,122	1,697,059,667	293,214,305	5.203	3.827	-26.4%

# Serious crash rates are down in almost all of Eats' top 2-wheel markets

Global 2-Wheel Serious Crash Rate (Top 14 markets by volume)

	Incident LY FY	Incidents YTD*	Trips LY FY	Trips YTD*	IR LY FY	IR YTD*	YoY	
APAC	Japan	1,793	212	114,728,395	18,776,100	15.628	11.291	-27.8%
	Taiwan (ROC)	1,234	110	156,831,186	25,567,153	7.868	4.302	-45.3%
	Australia	210	23	20,896,328	2,783,078	10.050	8.264	-17.8%
EMEA	France	891	113	140,228,688	22,659,094	6.354	4.987	-21.5%
	United Kingdom	346	43	84,963,945	13,176,479	4.072	3.263	-19.9%
	Portugal	195	21	19,061,575	3,099,020	10.230	6.776	-33.8%
	South Africa	108	20	19,798,213	3,508,651	5.455	5.700	4.5%
	Spain	160	11	11,828,722	1,757,199	13.526	6.260	-53.7%
	Netherlands	37	2	9,092,985	1,432,503	4.069	1.396	-65.7%
LatAm	Mexico	188	38	72,431,196	12,029,851	2.596	3.159	21.7%
	Costa Rica	174	25	13,306,084	2,345,808	13.077	10.657	-18.5%
	Chile	84	13	21,827,704	3,615,354	3.848	3.596	-6.6%
US & Canada	United States	316	46	76,278,561	16,919,018	4.143	2.719	-34.4%
	Canada	84	4	16,256,323	2,931,665	5.167	1.364	-73.6%
<b>Grand Total</b>	<b>5,820</b>	<b>681</b>	<b>777,529,905</b>	<b>130,600,973</b>	<b>7.485</b>	<b>5.214</b>	<b>-30.3%</b>	

## Key Insight:

The rise in “very fast bikes” behavior may be contributing to lower 2-wheel crash rates, especially in FR, UK, and US/C

# Key Issue Deep-Dive

Very Fast Bikes

# What is the problem?

What is the VFB Problem?

“Very Fast Bikes” (VFB) is a term used to identify Delivery People that sign up in logistics flow but use cars to complete deliveries. This creates incremental risk exposure for Uber and the Delivery Person who is accessing the platform out of compliance with Uber Eats’ internal standards.

How prevalent is this behavior?

New VFB 3.0 Model suggests:

- >60% of US&C “bicycle” trips are inferred as cars (~7.5 % of total trips)
  - [Some markets are worse than others:](#) 90% of all SF bike trips are VFB
- >40% of EMEA “bicycle” trips are inferred as cars (~21 % of total trips)

# What exactly did our model say?

We generated a model, tested on known ground-truth, and validated against cohorts (bike paths, UberX trips). We ended up with a pretty good precision. We ran this model across all bike trips and found a significant amount of VFBs representing large portions of supply:

Region/Query	Claimed Type	Inferred Type	VFB Trips	VFB as % of "bicycle" trips	VFB as % of regional trips
<a href="#">US &amp; Canada</a>	BICYCLE	CAR	3,473,296	65.2%	7.5%
<a href="#">APAC</a>	BICYCLE	CAR	52,459	1.4%	0.2%
<a href="#">EMEA</a>	BICYCLE	CAR	4,774,602	41.3%	21.4%
<a href="#">LatAm</a>	BICYCLE	CAR	780,902	25.5%	8.9%

# Why do we think Earners are doing this?

1. **Signup:** Easier onboarding with less document requirements
2. **Screenings:** No MVR for bike flows
3. **Weather:** Couriers that start as bike couriers may switch to cars due to inclement weather
4. **Poor routing/ETAs:** When we do not account for elevation or ETA changes, bike routes can be dangerous and ETAs extremely demanding.
5. **Distance:** Anecdotally, we know Couriers prefer lower distance traversals and prefer to stay closer to the city core.
6. **Tips/Earnings:** If couriers can do short distances twice as fast, they can get a higher yield of tips/hour
7. **Prioritized Dispatches:** Historically, prioritized dispatches over Cars (*practice is being sunset*)
8. **Perception:** Various reasons Couriers may believe Bikers are being treated preferentially

# Why is this behavior problematic (1/2) ?

<b>Insurance Coverage Cost</b>	<p>There is effectively no third-party coverage if a courier in logistics flow causes bodily injuries to a third-party when making a delivery via an auto. However, we would incur the cost of defending and settling any claims that are brought against Uber as a result of these accidents. There is currently minimal cost accrued for this exposure as the extent of the issue was not well understood. However, at ~1.1M VFB trips per week, it represents an estimated incremental annual cost to the business of approx \$26M, excluding the additional litigation risk.</p>
<b>Litigation Risk</b>	<ul style="list-style-type: none"><li>• 2021: +~\$3M per VFB aggravated incident (2 incidents in 2021)</li><li>• 2022: +~\$30M exposure expected (3 VFB incidents already this year, anticipated to be ~10 and to scale with Eats)</li><li>• Expectation that a non-sympathetic jury could move a single case into the &gt;\$100M.</li></ul> <p><i>In a post-COVID world, there is a rise in nuclear verdicts, especially in auto/transportation cases, and in normally conservative jurisdictions. E.g., See \$352M verdict out of Houston, TX against a van driver at George Bush Airport as well as a \$730M verdict in a wrongful death trucking case involving a 73 year old decedent.</i></p>
<b>Safety Risk</b>	<ul style="list-style-type: none"><li>• Courier ETAs are trained by historical data based on flow. With a majority of bike trips completed by cars, the model is underestimating time predictions for couriers that are actually on bikes</li><li>• We have not properly screened couriers that engage in VFB behavior (no MVRs)</li><li>• Potentially compromised incident data</li></ul>
<b>Reputation / Sustainability Risks</b>	<p>VFBs undermine our road safety and sustainability commitments and may result in further regulation or loss of access in markets. (ESG report, CAsPR report, U4B report are impacted)</p> <p>VFBs can negatively impact some of our partnerships. E.g. The exclusive UberDirect deal we're working on with Apple can be impacted by incorrect reporting of our trip level emissions.</p>

# Why is this behavior problematic (2/2) ?

<b>ETA Accuracy</b>	VFB's lead to higher ETA error for bicycle deliveries. We estimated a \$30M/yr lower bound impact for ETA improvements that can be achieved if we address the VFB problem.
<b># of Couriers (supply)</b>	If we address the VFB problem -depending on the approach- we expect to lose some of the VFB couriers on our platform.
<b>Marketplace Efficiency</b>	We are making suboptimal dispatches due to the VFB Problem. This leads to slower deliveries for Eaters, later pickups for Merchants, and significantly lower overall marketplace throughput
<b>Earnings</b>	VFB Earners get some benefits from wrong modality: <ul style="list-style-type: none"><li>• Lower distance traversal (avoidance of long dispatches away from city centres) (T&amp;D = 40-50% of overall fare)</li><li>• Better tips due to shorter/more frequent dispatch and trips</li><li>• Fuel surcharge applies to both car and bike deliveries</li><li>• Greater dispatch opportunities, and historically, prioritized dispatches over Cars (sunset)</li></ul>

# Why is this so challenging to address?

Uber has no ability to have two modalities in one account. [To switch modalities](#) between bikes and cars, a Courier has to go through a new flow with a new account (new email) and go through BGC and MVR checks:

*"Please note that documents review takes 2 business days and during the review, you cannot go online."*

Eats current solution

DRIVING & DELIVERING >

## I want to change my Delivery Method

If you wish to change your mode of delivery (i.e. from Motorbike to Bicycle) please submit the form below.

Note:

- Multiple vehicle registrations are only available for the same delivery mode.
- Once the change is made, you will be able to submit any additional documents, as well as update your registered vehicles from the account page in your Partner App.
- Please note that documents review takes 2 business days and during the review, you cannot go online.
- Please note that it can take a few days for incentives to be updated to your new delivery mode.
- If you are a foreign national, you will be required to visit one of our Compliance Centers after you update your delivery mode.
- Walker mode is ONLY available for those who registered Bicycle mode. Please note that you CANT deliver only with the walker mode.
- If your account is already active, there are no additional documents required to change to the walker mode. Select "Walker" on the App when you want to deliver with Walker mode.

If you wish to update the vehicle info on your CURRENT delivery mode, please check the pages below.

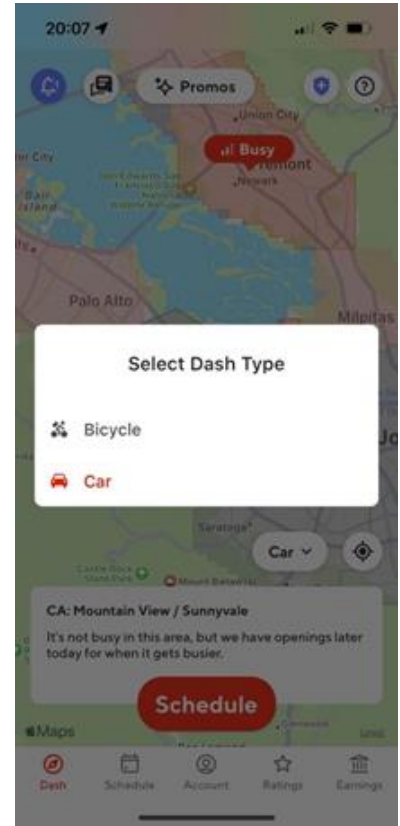
[Update my license plate >](#)

[Update my vehicle model >](#)

Please read the Note above before submitting this form.

If you wish to change your delivery mode, please select one of the following (choose only 1)

[SIGN IN TO GET HELP](#)



DD in-app switching flow

# Proposed Options

**Option 1: Do nothing, continue with VFBs on platform.**

Pros:

- No impact on # of couriers (supply)
- No impact on insurance cost

Cons:

- Insurance, litigation, policy & partnership risk [increasing over time]
- We'll continue to have lower ETA accuracy
- We'll continue to have significantly lower marketplace efficiency

**Option 2: Optimize for the marketplace by treating VFBs as a unique modality.**

[multiple optimization options can range from using inferred modality in one or more areas: ETAs, dispatch distance, earnings...]

Pros:

- Higher ETA accuracy & marketplace efficiency benefits (from better matches, lowering cost)
- No impact on # of couriers (supply)
- No impact on insurance cost

Cons:

- Increased/new insurance & lit risk due to - Uber knowing and not taking action to close the VFB loophole but benefit from it.

**Option 3: Move Couriers to correct modality.**

[This option ranges from a soft move e.g. incentivization or a more firmer move like grace period/deactivation process.]

Pros:

- Increased defensibility on insurance & lit risk
- More accurate ETAs for true bike couriers
- Higher ETA accuracy & marketplace efficiency benefits
- Long-term: Reduced insurance cost due to reduced risk

Cons:

- Potential to disrupt # of couriers (supply) based on exact approach