

### Metadata

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| Collaborators      | liza@uber.com; cory.freivogel@uber.com; andrew.hasbun@uber.com; jianjin.wang@uber.com; maiolino@uber.com; rebecca.payne@uber.com; dkolta@uber.com; aremis@uber.com; bajaj@uber.com; gbrown@uber.com; eboman@uber.com; mary.yao@uber.com; joannewong@uber.com; camiel@uber.com                                                                                                                                                                                                                                                                                                                                                                                                                                           | SEMANTIC           |
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[ACP & Confidential] Women Rider Preferred - ELT US Decision

Date: Monday, 12/19/2022

[Slides](#)

**Conclusion:** Consider legal cost associated with WRP as R&D to acquire and maximize supply benefit from women earners; meet back mid-February with a tighter view on legal and policy risk, safety and supply benefit; then reassess the go-forward decision.

POVs

**REDACTED - PRIVILEGED**

- **Gus:** Need a sharper picture on safety benefit (vet for trip mix), especially given that the supply benefit is unproven at this point; want to remain aware that this is a solution that may not be able to be expanded to a significant part of the country
- **Mac:** Agree that Gus's caveats (safety, supply) are the right ones; **REDACTED - PRIVILEGED** lay out options for achieving the same goals at zero or very low risk with express sign off by states; can make a decision based on that answer. Specifically concerned about the chance of having to close the gap on long tail financial risks, Reinforced that the question of Women Earners has a multi-year solution.

AIs:

**REDACTED - PRIVILEGED**

- **Comms, Policy:** Feel out local regulators, advocacy work to get signal on the policy / political environment in low risk states
- **REDACTED - PRIVILEGED**
- **Safety, Ops:** Vet safety data for trip mix; determine go forward path timeline-wise if we need to exclude high risk cities in low risk states or choose another state entirely
- **Ops:** Create WRP project plan; circulate

Notes

| Topic | Detail |
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cc: @andrew.hasbun@uber.com  
@eboman@uber.com @maiolino@uber.co **REDACTED - PRIVILEGED**

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# REDACTED - PRIVILEGED

Comms

How does WRP differ from Black-Owned Restaurants, branding-wise, from a Comms perspective?

*Brooke*

- Whereas BOR was seen as quick / fast / political, WRP is part of a broader comprehensive strategy
- Feel confident that we can land this in a way that doesn't get us caught up in "woke wars"
- [Caution from Tony] Altruism of intentions is not going to be the question - the focus is going to be on making points

**Commented [5]:** @andrew.hasbun@uber.com hi Andrew! notes from yesterday's meeting - can you review this section and the recap / AIs above and flag if there are adjustments needed? thanks!

**Why do we think that WRP will have strengths as a Comms play?**

*Brooke*

- Provocative - why the Comms team is excited about it; “ have to have a thought to be a thought leader”
- Strong business case - need more drivers in general, need more women drivers good buzz on the safety and transparency front

**How much time does the Comms team need to assess a signal?**

*Andrew*

- Need 2- 3 month to do background work - includes both refining positioning and feeling out local regulators, AGs, etc.;
- If we get a bad read in FL for example, can pull out of FL and go somewhere else

**What work do we need to do with Earners and internal / external partners to gauge sentiment and keep them informed? What should we be aware of?**

*Matt/ Andrew*

- Brief earners through Crew, reach out to law enforcement, public safety groups
- Reach out to civil liberties organizations

*Tony*

- Leverage our ERG groups (Women@, Price@)

*Elise*

- Will need to mitigate is skepticism among groups that segregation is not the right approach, can manage, but a risk
- Clear that we can successfully land a small pilot, but for potential expansion would need to see results from pilot before expanding - strong data, storytelling on WE benefits; Policy sees WRP as more of a long term, multiyear effort

**What's the expected benefit from a Comms perspective?**

*Andrew*

- We've never had a negative story about WRP, think this is a fight we would want to be on the side of
- Expect a 100% positive PR win at launch, what happens after that is a bit of a mystery
- High severe safety incident rates on the platform post-COVID
- Safety incidents against women get outsize coverage
- “No one should be denied the opportunity to earn during the best possible times for earnings because they don't want to drive at night”
- Less about safety, more about women having access to the best times to earn

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safety &amp; Supply</b> | <p><b>How confident are we in the safety and supply data?</b><br/> <i>Gus</i></p> <ul style="list-style-type: none"> <li>• This isn't the same type of data we look at in tech reviews, want to be aware that there are a number of conflating factors</li> <li>• Will need to cut our differences that can be attribute in trip mix</li> </ul> <p><b>Is there additional tech work required to launch?</b><br/> <i>Rebecca</i></p> <ul style="list-style-type: none"> <li>• No / minimal</li> </ul> |
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**Commented [6]:** @bajaj@uber.com hi Srishti! notes from yesterday's meeting - can you review this section and the recap / AIs above and flag if there are adjustments needed? thanks!

**Commented [7]:** Looks good to me. @rebecca.payne@uber.com Is there anything you wanted to add?

**Commented [8]:** This works for me in terms of what was discussed in the meeting. I think in terms of AI's, we can also get more crisp on the other solutions that would attract more women drivers to the platform (of which I think WRP is the best solution in terms of product readiness & impact, balanced with operational cost and legal risk). This is somewhat shown in an appendix slide, but we obviously didn't chat about that in the meeting. I had put some of my editorial on these programs in a doc I made for Sachin for the meeting - we can figure out how to get this information out to ELT as well. <https://docs.google.com/document/d/1XEy1phJIDU4L9mA45noV14tC1bZgY2mAmlOINDZ6zAA/edit>

**Commented [9]:** great call - TY! requested access