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Trial Exhibit No.

P-00679

What we know about safety @ Uber

Combined research
insights

February 2018



How to use this deck

Do:

Derive **high-level insights** about safety.

Get **some additional details** about specific topics.

Identify **opportunities to dig deeper**/learn more.

See if there is **research to support gut feelings or anecdotal insights**.

Make **suggestions about what additional insight** would be helpful for you in your specific efforts.

Learn about resources available to help you.

Meet the research experts who can help you.

Don't:

Look for research to support your idea. Research should inform idea development and solution implementation. Use research to help you generate ideas.

Assume insights are universal. What is true in one country may not be true in another.

Cherry pick the insight that fits your narrative. Context is important.

Make leaps that aren't clearly laid out in the document. Conclusions, key findings, etc. are part of every research effort and should be your go-to for the research truth.

Meet your safety research

Safety Research

Subject matter expertise • quant/qual research skills to dive deep into key areas



Heather



Jordan
Prgm Manager



William
Data Analyst



Hadi
Driving Safety



Sytske
Interpersonal Safety



Xin
Psychometric
Screening

Market Research

This will say something brief about what market research is/does



Hollis



Abbie
Abbie does
what

User Research

This will say something brief about what user research is/does



Darya

Slide 3

1

Some slide like this or the next one. I don't super love either so if you have format/layout suggestions, I'm totally open!

Deleted user, 2/2/2018

Meet your safety research

Safety Research

Subject matter expertise and quant/qual analysis skills to dive deep into key areas



[Heather](#)



Jordan
Prgrm Manager



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Market Research

This will say something brief about what market research is/does



[Hollis](#)



Abbie
Abbie does what

User Research

This will say something brief about what user research is/does



[Darya](#)

Foundational Information

Slide 5

2

This section to provide high level insights that are applicable across our efforts - not specific to any one problem type or product.

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Safety is a fundamental expectation

→ Safety is the **biggest driver of trust** among Riders, nearly 3x the impact of any other attribute, and the second biggest driver of trust among Drivers ([Source](#))

→ Lack of safety fundamentally changes people's behavior and decision-making.

- ◆ Half of existing drivers limit supply hours due to safety. ([Source](#))
- ◆ Women change their travel patterns - across all modes of transportation - based on perceptions of safety. ([Source](#))

→ Safety has three key partners: Drivers, Riders, and Uber.

- ◆ Drivers and riders understand these three contributors to overall safety. ([Source](#))

"Quote 1 from user research."

"Quote 2 from user research"

Key Principles of Safety

Protocol/Rules

"if everything is in place and it's reliable,

Accountability

then it is protecting me. All of that makes

Transparency

me feel safe. Having a reliable option

Proactivity

makes me feel safe." - Driver, Chicago ([Source](#))

Innovation/evolution

Egalitarian Solutions

"If you have a good structure set

up, then you feel confident about

them being able to share you

[Source](#)

Information." - Rider, London ([Source](#))

Safety Systems

Safety systems shouldn't be thought of as linear - before, during, after. Instead, we should be thinking about them as universal, cyclical, iterative, and all-encompassing.



Safety Systems - Transparency

Consumers feel we have a lack of information about protocols, commitment to safety, and product features. ([Source](#))

Successful deterrence happens when the consequences of unacceptable behaviors are crystal clear. ([Source](#))

Slide 9

3

Not sure where this belongs yet but seems important.

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BGCs

- Riders assume Uber continuously monitors Driver background and driving records to ensure safety. Riders expect that *any* bad drivers are disqualified from the ride-hailing marketplace. ([Source](#))

Ongoing Monitoring/Action

Uber isn't perceived as addressing issues to prevent recurrence or behavior escalation. ([Source](#))

Users don't understand the requirements for behavior or the consequences for misbehaving. ([Source](#))

Riders are unaware of **Uber's Community Guidelines** that outline expectations and accountability for behavior on the platform. We treat riders and drivers differently.
([Source](#))

4

Something about driver expectations that we continue to keep an eye on things, respond to problem drivers/riders, educate/deactivate, etc.

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Driving Safety

Driving Safety

What do users think about us?

Uber has greatest credibility on drunk driving and road safety

- Uber is identified as best in class brand for limiting drunk driving and significantly outperforms best in class brands (Tesla, Google)

[\(Source\)](#)

More differentiated than Lyft

- Has drivers with good driving skills
- Ensures financial coverage should an accident occur

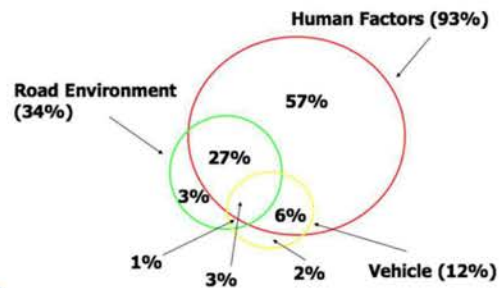
Not differentiated from Lyft:

- Ensures safe vehicles

[\(Source\)](#)

Driving Safety

What do we know from external research?



K. Rumar, "The Role of Perceptual and Cognitive Factors in Observed Behavior," Human Behavior in Traffic Safety, eds. L. Evans and R. Schwing, Plenum Press, 1985.
<https://www.fraas.doi.gov/publications/publications.cfm?articleid=95&id=14.cfm>

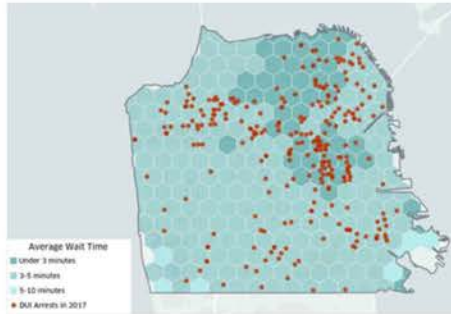
Driving Safety Key Issues

Impaired Driving

- Impaired driving was a top concern for riders (current and prospective) when limiting usage ([source](#))
- 28% of all US crash fatalities involved alcohol-impaired drivers ([source](#))
- All DUI arrests in SF in 2017 happened where an Uber was less than 5 minutes away (see graphic) ([source](#))

User quote?

Key Takeaway: Impaired driving is a major concern for users and it's a high risk behavior. We've done some work in reducing it in our communities. We still have room for improvement, on our platform and for the cities we serve.



While we generally have

Driving Safety Key Issues

Distracted Driving

9.2% of US crash fatalities were distraction-affected, but about 15% of all crashes were distraction-related. [\(source\)](#)

"User quote"?

In a USDOT naturalistic driving study, distracted driving, internal distraction was the second most common critical reason for a crash. [\(source\)](#)

On Uber platform, mounting a phone results in a

- 56% reduction in likelihood of a distracted driving incident.
- 15% reduction in likelihood of dangerous driving incident.
- 13% reduction in likelihood of a 1 star rating
- 7% reduction in likelihood of a <5 star rating

[\(source\)](#)

Key Takeaway: Addressing distracted driving has the potential to reduce serious safety incidents and improve the ride experience.

Driving Safety Key Issues

Vehicle Safety

Driving Safety Key Issues

Drowsy Driving

Riders consider drowsy driving included as a type of impaired driving. [\(source\)](#)

User quote?

Drivers believe more hours means more earnings. [\(source\)](#)

Weekends, nights, and early mornings are preferred times for driving because of the increase in **earning potential**. [\(source\)](#)

Some Drivers who work a second job may come online **after already working 8+ hours**. [\(source\)](#)

2.1% of US Crash fatalities involved a drowsy driver [\(source\)](#)

Key takeaways: This is one example of a driving safety issue that may be less problematic more broadly, but where Uber introduces specific challenges. The longer/more they drive, the more money they make. And high earnings hours (late night, early AM) are also the times when they might otherwise be sleeping.

Driving Safety Key Issues

Speeding

27% of all US crash fatalities were speeding related
([source](#))

User quotes?

Had to get info on speeding tickets over 2017.

Key takeaways: We don't have a whole lot of evidence that speeding is a particular issue for Uber.

While we generally have

Interpersonal Safety

Interpersonal Safety

Setting the stage

5

Some overarching insights about IPCs

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Interpersonal Safety

Women's Safety

Interpersonal Safety

Bad Actors - Drivers

6

Rider perspectives on IPC

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Interpersonal Safety

Bad Actors - Riders

7

Driver perspective on IPCs

Deleted user, 2/2/2018

Interpersonal Safety

Bad Actors - External to Platform

- 8 Criminals/external bad actors. Acknowledge that sometimes those external bad actors become part of the platform...e.g., bad actors joining as casual riders for the opportunity to rob.
Deleted user, 2/2/2018

Products with Promise

Product Importance for Drivers and Riders

9

I included the top 5 from Hollis' deck. Need to incorporate UX feedback as well.

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Driving Safety Products

Top 5 for Drivers or Riders

User quotes?

Driver Hour Limits (R)

Driver selfie (R)

While we generally have

Interpersonal Safety Products

Top 5 for Drivers or Riders

User quotes?

Emergency Button (D, R)

Driver Selfie (R)

Upfront destination location (D)

Dangerous area notification (D)

Phone Number Anonymization (D)

Safe Pick up/drop off (D)

Driver/Car Info (R)

While we generally have

New Frontiers

Data Responsibility

Conclusions

Conclusions/parting thoughts