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All Paths	Faiz, Bushra: \EDISCO-25937_bushra.faiz@uber.com,abbied@uber.com\EDISCO-25937_bushra.faiz@uber.com_abbied@uber.com_100.zip; Faiz, Bushra: \EDISCO-25937_bushra.faiz@uber.com,abbied@uber.com\EDISCO-25937_bushra.faiz@uber.com_abbied@uber.com_100.zip; Chang, Frank: \EDISCO-25937_frank@uber.com\EDISCO-25937_frank@uber.com_80.zip; Chang, Frank: \EDISCO-25937_frank@uber.com\EDISCO-25937_frank@uber.com_80.zip; Freivogel, Cory: \MassTort_Category2_DRIVE\MassTort_Category2_DRIVE_9.zip; Freivogel, Cory: \MassTort_Category2_DRIVE\MassTort_Category2_DRIVE_9.zip; Freivogel, Cory: \MassTort_Category3_DRIVE\MassTort_Category3_DRIVE_12.zip; Freivogel, Cory: \MassTort_Category3_DRIVE\MassTort_Category3_DRIVE_12.zip; Kansal, Sachin: \EDISCO-25937_sachin.kansal@uber.com\EDISCO-25937_sachin.kansal@uber.com2_63.zip; Kansal, Sachin: \EDISCO-25937_sachin.kansal@uber.com\EDISCO-25937_sachin.kansal@uber.com2_63.zip; McDonald, Katy: \JCCP_DRIVE005\JCCP_Drive005_118.zip; McDonald, Katy: \JCCP_DRIVE005\JCCP_Drive005_118.zip; McDonald, Katy: \MassTort_Category2_DRIVE\MassTort_Category2_DRIVE_9.zip; McDonald, Katy: \MassTort_Category2_DRIVE\MassTort_Category2_DRIVE_9.zip; McDonald, Katy: \MassTort_Category4_DRIVE\MassTort_Category4_DRIVE_6.zip; McDonald, Katy: \MassTort_Category4_DRIVE\MassTort_Category4_DRIVE_6.zip; Muehrcke, Susan: \EDISCO-25937_smuehrcke@uber.com_david.richter@uber.com_rachelw@uber.com\EDISCO-25937_smuehrcke@uber.com_david.richter@uber.com_rachelw@uber.com_26.zip; Muehrcke, Susan: \EDISCO-25937_smuehrcke@uber.com_david.richter@uber.com_rachelw@uber.com\EDISCO-25937_smuehrcke@uber.com_david.richter@uber.com_rachelw@uber.com_26.zip; Sheridan, Danielle: \MassTort_Category3_DRIVE\MassTort_Category3_DRIVE_12.zip; Sheridan, Danielle: \MassTort_Category3_DRIVE\MassTort_Category3_DRIVE_12.zip; Shuping, Valerie: \EDISCO-25493_valerie.shuping@uber.com\EDISCO-25493_valerie.shuping@uber.com_3.zip; Shuping, Valerie: \EDISCO-25493_valerie.shuping@uber.com\EDISCO-25493_valerie.shuping@uber.com_3.zip; Uber Technologies, Inc.: \JCCP-EDISCO-23800_2019JanMarch\JCCP-EDISCO-23800_2019JanMarch_6.zip; Uber Technologies, Inc.: \JCCP-EDISCO-23800_2019JanMarch\JCCP-EDISCO-23800_2019JanMarch_6.zip	SEMANTIC
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US&C <> HQ
Safety Check in

December 2018

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US&C Safety Review

Agenda - December 2018

- Action Items 10 Minutes
- 2019 Roadmap 20 minutes
  - Discussion on Safety Incentive Path Fwd
  - 2019 Roadmap Review
- 2018 Roadmap update 15 minutes
- VS Deep Dive 10 minutes
- Q+A 05 minutes

Action Items

US&C MSR | Action Items

TOPIC	OWNER	DESCRIPTION	STATUS
VS	Danielle	Better understand what uses are we trying to achieve by demographic and products	**In Progress** • Wrapped up up findings & recommendation on VS in 2018 (more during deep dives) • VS still planning on scaling to 10% of US in 2018; however, focusing efforts on low-cost states, and plan on implementing internal standards to reduce risk
S&I team to produce 2018 VS data (by incident outcomes)	Gus/Frank	Produce 2018 VS data to inform Ops recommendations	**Complete**
DIP Blanket Coverage	Danielle/Curtis	Finalize DIP blanket coverage communications to US leadership, once approved by finance	**In Progress** • Met w/ Finance & Insurance Analytics on Friday to review savings estimates • Pulling together slides for meeting w/ Mac
Share rider quality deactivation PRD	Danielle	Share PRD on plan to deactivate low-rated riders	**Complete** • Kicked off working group with several S&I stakeholders

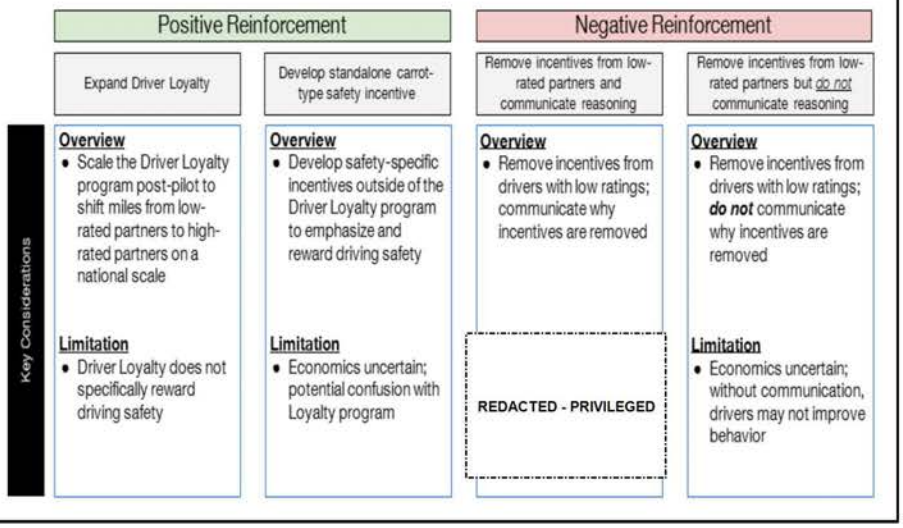
US&C MSR | Action Items (cont'd)
TOPIC
OWNER
DESCRIPTION
STATUS
Cash
Eats
REDACTED – NOT RIDESHARE
REDACTED - PRIVILEGED

2019 Roadmap Discussion

Group Discussion: Path Forward For Safety Incentives

Using Incentives to Improve Safety

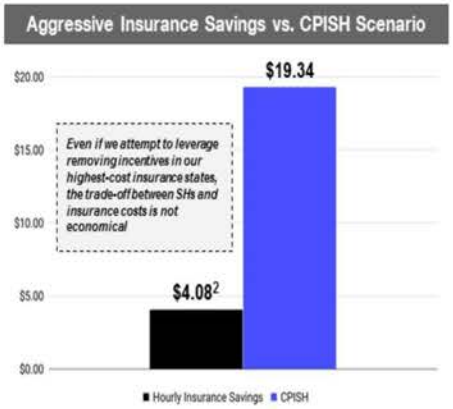
The following are four potential avenues for leveraging incentives to reduce insurance costs and improve safety on the platform



Financial Constraints

In order for safety incentives to be economically viable, the insurance savings must exceed the cost of lost supply hours

- As a reminder, we have explored using incentives to move miles from low-rated (<4.7) drivers to high-rated (>4.7) drivers
- A recent experiment in Denver confirms this leads to a reduction in supply hours from impacted cohorts
- As a result, the insurance savings must exceed CPISH for this initiative to make financial sense
  - This is increasingly difficult given how high we have raised ratings and DD thresholds
- Even in a best-case scenario where supply is maintained at zero-cost, there is limited upside in regards to insurance *(though the opportunity to save incentive costs could be meaningful)*

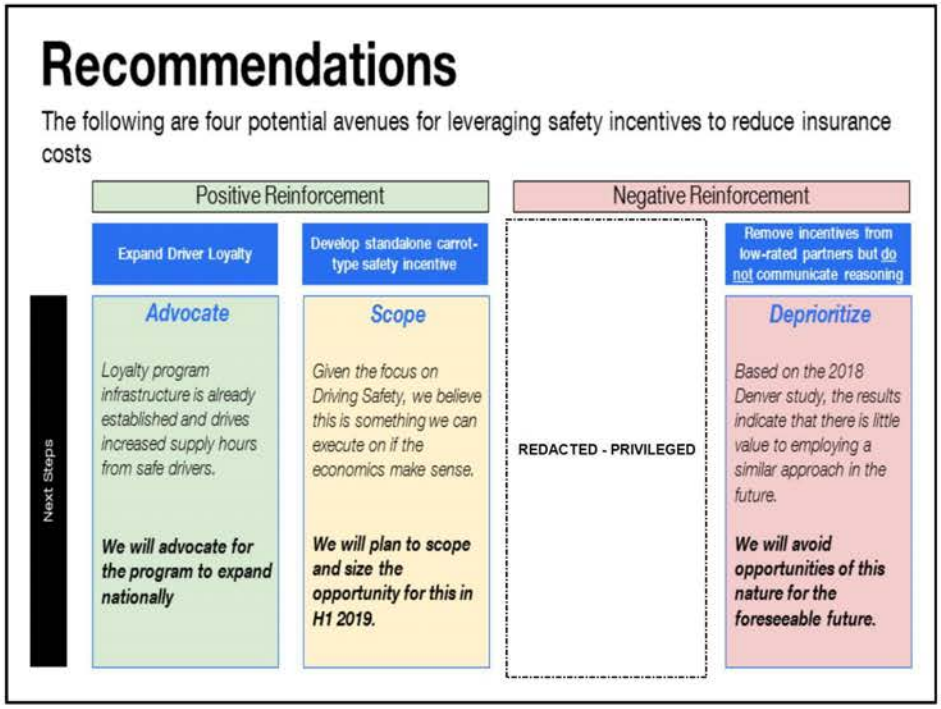


1. *Louisiana, Nevada, Florida, Michigan, California; excluded New York*
2. *Calculated based on insurance cost differential between partners below 4.7 cohort vs. average insurance cost for entire population*

- As a reminder, we ran an experiment in Denver that explored removing incentives from low-rated partners to determine how driving behavior changed and to better the economics of removing incentives from partners to drive insurance savings. The experiment revealed that partners driving hours do decline, but that this is unprofitable given the cost trade-offs between supply hours and insurance savings.
- Looking nationally, the picture of supply hours versus insurance costs does not get better, even if we take action in cities where insurance in most expensive, there is still wide gap between supply hour costs and insurance savings
- And even in a best case scenario in which can retain supply hours, but save on insurance, the opportunity still seems fairly low (a few million dollars). This said, when taking into consideration removing incentive spend, there may an opportunity for meaningful savings

Parking lot:

- Over-supplied cities include Tampa, Orlando, Miami
- Further, cities in which we can afford to remove incentives likely don't currently have incentives



Given this, looking ahead, we have stack ranked the set options we have for using incentives to improve safety.

1. We think supporting loyalty is a no brainer
2. Given the positive PR implications and not having to consider supply tradeoffs, we want to scope using incremental incentives to promote safety behavior for cohorts outside the loyalty program
3. **REDACTED - PRIVILEGED**
4. Given what we reviewed on the prior slide, we do not think moving forward with removing incnetives withotu communicating makes sense

Slide 10

2 REDACTED - PRIVILEGED
Brad Mora, 12/19/2018

1 Per Scott REDACTED - PRIVILEGED
Brad Mora, 12/19/2018

2019 Roadmap Review
US&C Safety Ops

Insights Summary

Here's a summary of the most relevant, high-level insights related to safety...

1. **Accidents and incidents impact our customers' lives.** YTD, we've seen 4.7K serious accidents and 13K riders & drivers involved in serious interpersonal conflict incidents.[1]
2. **Insurance costs are rising significantly, representing ~12% of GB and ~45% of net revenue.** Reducing serious accidents is the best lever that we have to reduce these costs.
3. **Optimizing incident support & response is critical.** It's very important that we demonstrate empathy & care to users when things go wrong. This will have an impact on customer loyalty, as well as litigation risk.
4. **Sexual assault is a key priority in the US&C.** It constitutes the majority of our serious interpersonal conflict rate. Female drivers are particularly at-risk when paired with male riders, representing 3x rate of sexual assault / serious sexual misconduct rate as compared to female riders when paired with male drivers.
5. **Safety sentiment among our riders and drivers saw no improvement this year, despite significant internal progress.** Improving feature awareness and investing in consistent safety messaging in 2019 is key to getting this right.

1. Based on reported, not audited, numbers.

Slide 12

3 Ins cost declining as per mile and % of GB in 2019
Brad Mora, 12/19/2018

2019 OKRs

Improve Platform Safety

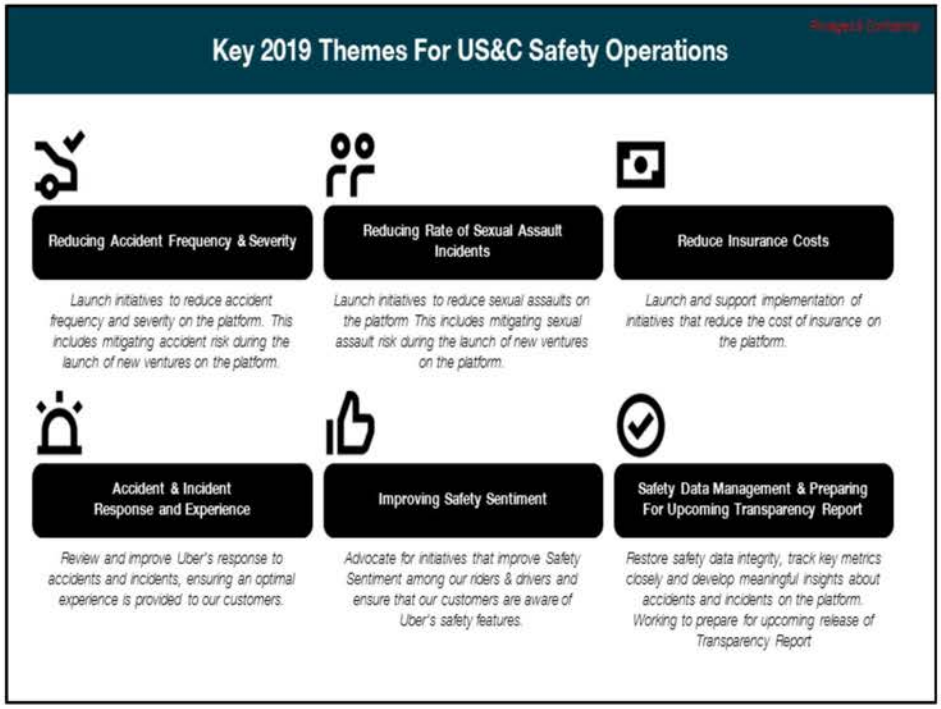
I	II	III	IV
Reduce Serious Accident Rate By 5% from 2018 to 2019	Reduce BvA Insurance Costs By $50M Over 2019	Reduce Sexual Assault Rate By 5% from 2018 to 2019	Improve Safety Feature Awareness by X%; Achieve X% of Riders & Y% of Drivers Who Believe That "Uber Is Committed To Safety"

WIP - Aligning on OKRs with Safety & Insurance sub-teams; will update once finalized.

Slide 13

4 Insurance cost reduction at constant reduction. Note: This will take longer since we are working with larger carriers.
Brad Mora, 12/19/2018

1 +bmora@uber.com +valerie.shuping@uber.com can we update this, as well as the 2019 roadmap deck, once we finalize these?
Danielle Sheridan, 12/20/2018



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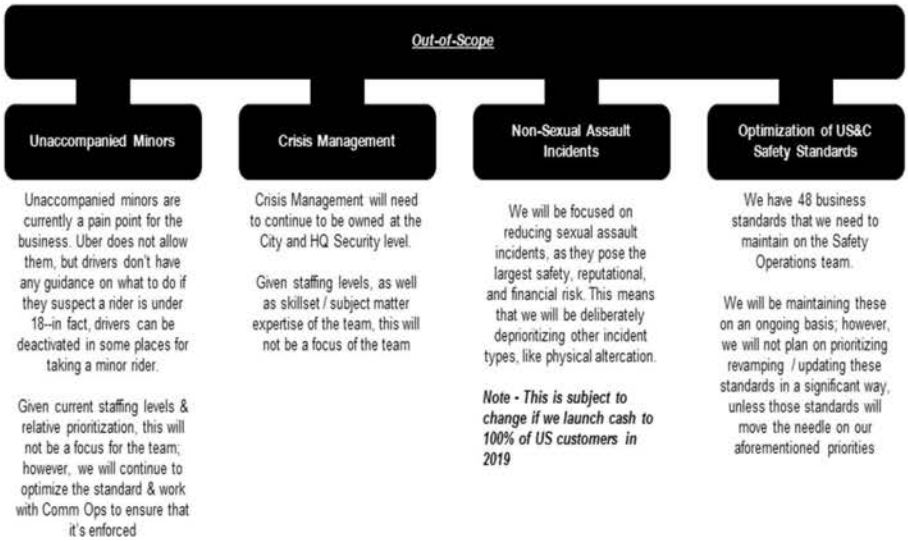
Out-of-Scope Areas for 2019 US&C Safety Operations



2019 Key US&C Safety Operations Initiatives

Priority / Theme

Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

Key Initiatives

Offboarding Drivers

Optimizing deactivation criteria and advocating for new products to efficiently deactivate unsafe drivers

Sample Key Projects:
- Ongoing Maintenance & Optimization of Ratings + Driving Standards
- Telematics as Deactivation Tool
- Use Feedback Tags As Deactivation Tool

Success will mean reducing our serious accident rate without negatively impacting our marketplace metrics. *Narrative*

Influencing Safe Driving Behavior

Improving the driving behavior of drivers on the platform.

Sample Key Projects:
- Telematics as Education Tool
- Further Phone Mount Distribution
- Dashcam Strategy & Expansion
- Analysis of Loyalty on Safe Driving
- Improved Driver Education

Success will mean reducing our serious accident rate while maintaining our deactivation rate. *Narrative*

Vehicle Quality

Exploring whether we should focus on improving vehicle quality

Sample Key Projects:
- Analyze Changing Min Vehicle Year
- Small-Scale Experiment Impact of Virtual Vehicle Inspections on Safety

Success will mean running an analysis to determine the best course of action for optimizing our vehicle safety policies, and making a thoughtful choice as a result. *Narrative*

Slide 16

6 Post support ticket VVI for having a broken car could be an impactful project
Brad Mora, 12/19/2018

7 Pre-inspection VVI - depriortize per Gus
Brad Mora, 12/19/2018

5 3rd party app for driver education?
Brad Mora, 12/19/2018

2019 Key US&C Safety Operations Initiatives - continued

Priority / Theme

Reducing Severity and Rate of Accidents

Launch initiatives to reduce accident frequency and severity on the platform. This includes mitigating accident risk during the launch of new ventures on the platform.

Key Initiatives

New Driver Education

Focusing on new driver education for the app and its safety features

Sample Key Projects:
- New Driver Training (e.g. how to use the app, navigation)

Success will mean reducing the accident rate for drivers who have taken <100 trips.

Narrative

Supporting New Ventures

Focusing on supporting new ventures for the business to ensure they do not pose a safety and insurance risk to the business

Sample Key Projects:
- Scaling Vehicle Solutions with Accidents & Insurance In Mind
- Applying EATS Insurance Rates Cross-Dispatch

Success will mean launching and growing new ventures for the business in an economically viable way.

Narrative

Slide 17

8 Buckling seatbelts for new riders
Brad Mora, 12/19/2018

2019 Key US&C Safety Operations Initiatives

Priority / Theme

Reducing Rate of Sexual Assault Incidents

Launch initiatives to reduce sexual assaults on the platform. This includes mitigating sexual assault risk during the launch of new ventures on the platform. Because sexual assaults have an outsized effect on women, reducing sexual assaults will improve women's safety especially

Narrative

Key Initiatives

User-Level Interventions and Deactivations

Reducing incident rate by changing a user's behavior and sharpening deactivation criteria

Sample Key Projects:
- Rider Ratings Implementation
- Implementation of Standards for Cancellation / Ratings Based on Gender Behavior

Success will mean reducing the sexual assault incident rate.

Trip-Level Interventions and Deactivations

Reducing incident rate by preventing the trip or the match from happening at all, or changing the circumstances of the trip

Sample Key Projects:
- Supporting S-RAD
- Experimenting with other US&C dispatch-based solutions

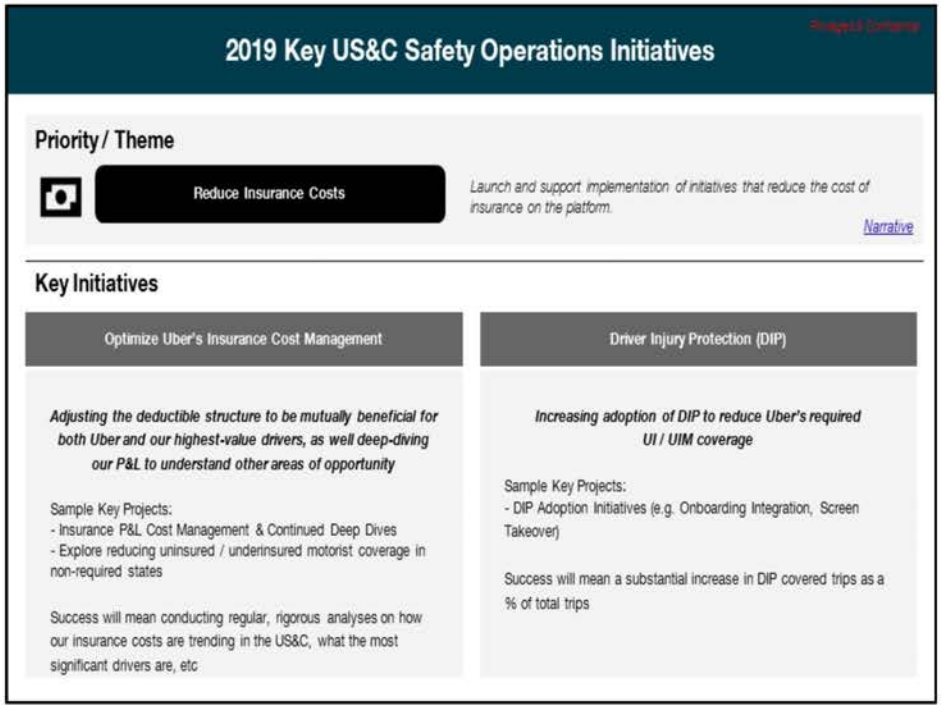
Success will mean reducing the sexual assault incident rate.

Supporting New Ventures

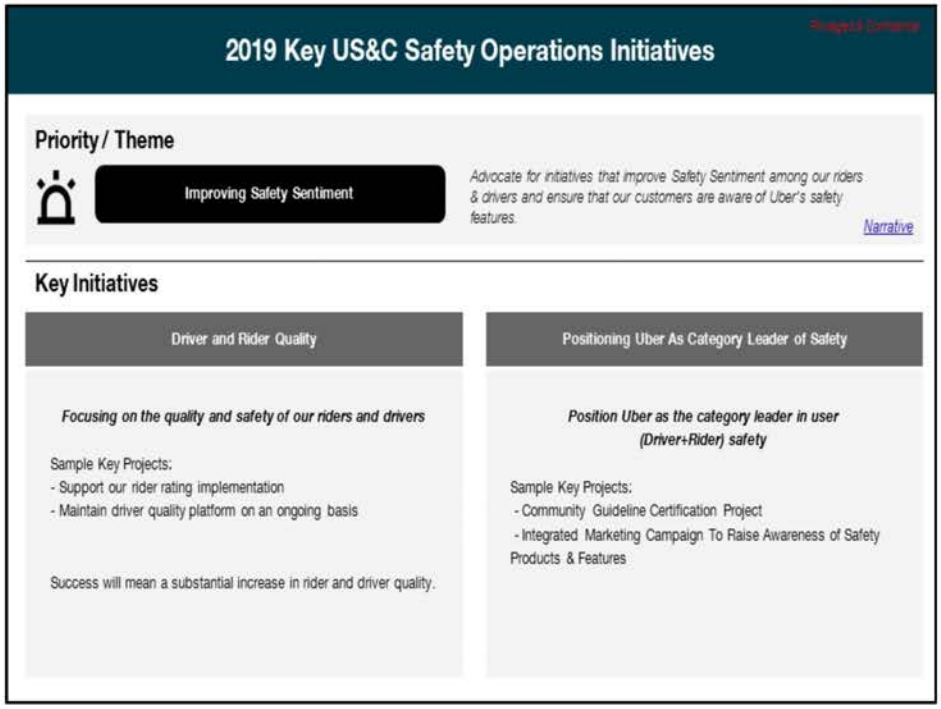
Ensuring safety is a key consideration throughout Uber's exploration of new projects and products

Sample Key Projects:
- Support Cash Pilot with Safety In Mind

Success will mean stakeholders have safety top of mind with any new initiative


2019 Key US&C Safety Operations Initiatives
Priority / Theme
Reduce Insurance Costs
Launch and support implementation of initiatives that reduce the cost of insurance on the platform.
Narrative
Key Initiatives
Optimize Uber's Insurance Cost Management
Adjusting the deductible structure to be mutually beneficial for both Uber and our highest-value drivers, as well deep-diving our P&L to understand other areas of opportunity
Sample Key Projects:
- Insurance P&L Cost Management & Continued Deep Dives
- Explore reducing uninsured / underinsured motorist coverage in non-required states
Success will mean conducting regular, rigorous analyses on how our insurance costs are trending in the US&C, what the most significant drivers are, etc
Driver Injury Protection (DIP)
Increasing adoption of DIP to reduce Uber's required UI / UIM coverage
Sample Key Projects:
- DIP Adoption Initiatives (e.g. Onboarding Integration, Screen Takeover)
Success will mean a substantial increase in DIP covered trips as a % of total trips

2019 Key US&C Safety Operations Initiatives
Priority / Theme
Accident/Incident Response and Experience
Review and improve Uber's response to accidents and incidents, ensuring an optimal experience is provided to our customers.
Narrative
Key Initiatives
Customer Communication and Education
Changing safety and quality communications to improve rider and driver sentiment and behavior
Sample Key Projects:
- In-App Driver Safety Outbound Comms
- Outbound Phone Calls for Certain Waitlists / Deactivations
Success will mean creating more robust and effective lines of communication with our drivers
Improving the Waitlist and Deactivation Experiences
Improving the driver waitlist and deactivation experiences on the Uber platform
Sample Key Projects:
- Support fraud team in combating safety support abuse
Success will mean improving painful experiences for drivers
Maintaining & Improving Safety Standards
Maintaining, strengthening, and owning Uber's approach
Sample Key Projects:
- Auditing and refreshing current safety standards
- Explore credibility weighted model that bridges driving safety and personal safety
Success will mean having coherent, adhered-to standards that decrease accidents and incidents and treat users fairly



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2019 Key US&C Safety Operations Initiatives

Priority / Theme

Safety Data Management

Investigate underlying causes of data integrity issues and collaborate with Safety stakeholders on improving data quality.

Narrative

Key Initiatives

Team Communication

Improving communication between teams through stakeholder identification and alignment

Sample Key Projects:
- Safety Data Stakeholder Interaction Model
- Goal and Project Alignment for 2019

Success will mean closer alignment with Safety and CommOps stakeholders in 2019 to improve safety data.

Data Accuracy & Consistency

Uncovering data integrity issues and working with Safety and CommOps leaders to improve data quality

Sample Key Projects:
- Deep dive on serious accident data and Bliss / JIRA classification process
- Reclassification of tickets as necessary

Success will mean confidence and accuracy in our Safety data.

Data Tracking

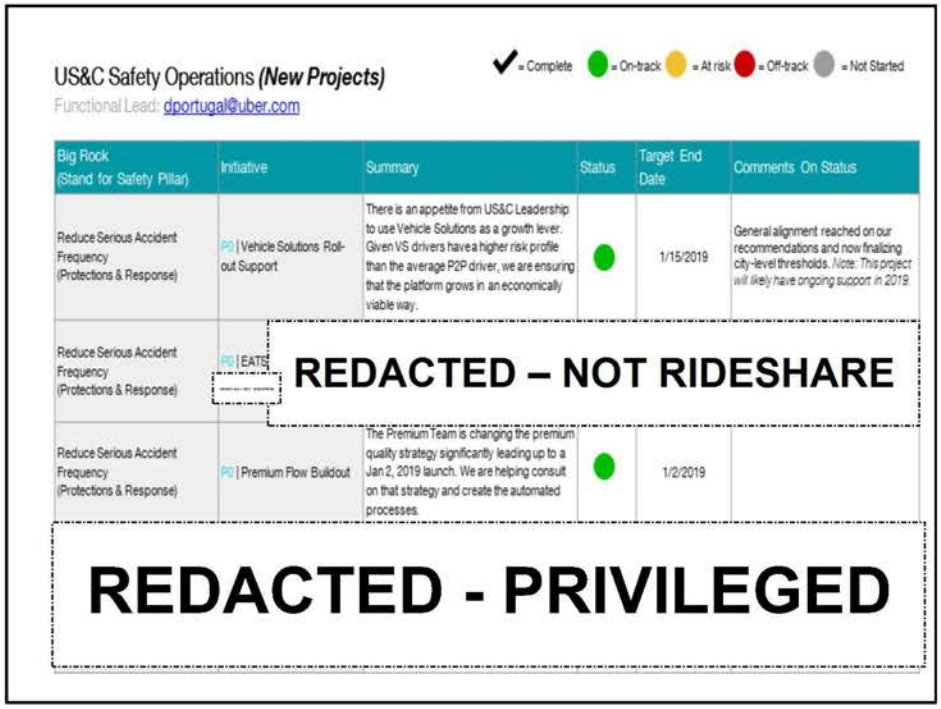
Tracking key metrics and fostering deep insights on accidents & incidents

Sample Key Projects:
- Ongoing maintenance & optimization of safety-related dashboards
- Ongoing insights developments related to accidents and incidents

Success will mean having a deep understanding of what drives accidents and incidents on the platform

Lookback On 2018 Roadmap Progress

Accident-Related Projects (i.e. Driving Safety Sub-Team)



US&C Safety Operations *(New Projects)*

✔ = Complete = On-track = At risk = Off-track = Not Started

Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Protections & Response)	PD | Vehicle Solutions Roll-out Support	There is an appetite from US&C Leadership to use Vehicle Solutions as a growth lever. Given VS drivers have a higher risk profile than the average P2P driver, we are ensuring that the platform grows in an economically viable way.		1/15/2019	General alignment reached on our recommendations and now finalizing city-level thresholds. *Note: This project will likely have ongoing support in 2019.*
Reduce Serious Accident Frequency (Protections & Response)	PD | EATS	REDACTED – NOT RIDESHARE			
Reduce Serious Accident Frequency (Protections & Response)	PD | Premium Flow Buildout	The Premium Team is changing the premium quality strategy significantly leading up to a Jan 2, 2019 launch. We are helping consult on that strategy and create the automated processes.		1/2/2019	

REDACTED - PRIVILEGED

US&C Safety Operations *(New Projects)*

✔ = Complete 🟢 = On-track 🟡 = At risk 🔴 = Off-track ⚪ = Not Started

Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Customer Experience	P0 | Driver Reactivation	After implementing stricter, more consistent fraud rules for Safety Support Abuse, we have discovered a set of drivers who were wrongfully deactivated. We are working to reactivate these drivers in a responsible way.	🟢	1/31/2018	Due to capacity constraints from the team calling partners, this is set to launch in January instead of December.
Reduce Serious Accident Frequency (Protections & Response)	P0 | Suspected Impaired / Drowsy Driving Standard Update	These standards have historically represented the largest pain-points for our drivers. We are working to increase fairness, reduce fraud and optimize actions taken for these standards.	✔	12/31/2018	
Reduce Serious Accident Frequency (Protections & Response)	P0 | 2019 Dash Cam Pilot Support	Support scoping, strategy development and launch of 2019 Dash Cam pilots	🟢	Ongoing	

US&C Safety Operations

✔ = Complete = On-track = At risk = Off-track = Not Started

Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Protections & Response)	PO | Rating Increase Implementation	After Chapter 6 Driver FORWARD changes (e.g. rating protection), we know there's some rating inflation across the US&C; therefore, our rating increases were slightly less impactful than we planned. Plan to increase rating threshold again across US&C	✔	9/28/2018	This is a continuation of an H1 project
Reduce Accident Severity (Trip Experience)	PO | Implement Vehicle Recall Waitlist Process for "Do Not Drive" Vehicles	We will implement a waitlist and reactivation policy and process for partners affected by a "Do Not Drive" (the most severe) vehicle recalls	✔	7/27/2018	Working closely with Policy to leverage external relationships for access to 3rd party data needed for waitlist and reactivation process. This is a continuation of an H1 project
Reduce Serious Accident Frequency (Protections & Response)	PO | Expedited Deactivations Rating Threshold Review	In H1 2018, we created an expedited quality process to remove extremely low rated partners from the platform in their early lifecycle. This impacts very few partners per week. There's likely significant room to optimize this process to deactivate high-risk, early lifecycle partners via a fast-track	✔	8/15/2018	
Reduce Insurance Liability (Trip Experience)	PO | $100K+ Claims Audit	~70% of all insurance costs come from ~8% of claims (claims that $100K or above). We want to perform an audit that looks at trends in these high cost claims and assesses the most significant risk factors surrounding the trip	Deprioritized	8/31/2018	Asked not to prioritize this by Frank and co; can discuss if there are concerns!

Full Roadmap

US&C Safety Operations

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Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Protections & Response)	P0 | Incorporating Feedback Tags Into Dangerous Driving Deactivation Thresholds	We now collect "feedback tags" from riders, which may provide us with additional signal regarding whether or not a driver is driving dangerously. We plan to build these "feedback tags" into our Dangerous Driving deactivation processes	●	12/31/2018	Pushed to 2019 as a result of prioritization and new projects Dependency: Safety & Insurance Actuarial Science Team
Reduce Serious Accident Frequency (Trip Experience)	P0 | Distribute Discounted Phone Mounts Across US&C	In H1 2018, we began working with external vendors to launch Phase 1 of our discounted phone mounts program. Throughout H2 2018, we need to move the program forward, launch phases 1-3, and work with the Driver Shipments team to transition team ownership	✔	12/31/2018	30 states now incorporated into program. Launch in certain states paused due to regulatory constraints.
Reduce Insurance Liability (Protections & Response)	P0 | Increase Driver Injury Protection Adoption Rate	Driver Injury Protection can better serve up to 60% of uninsured motorist losses paid to drivers. It also gives drivers peace of mind and covers them in case of injury. This project aims to work with cross functional stakeholders (e.g. Safety Brand, CRM, Product) to increase adoption of DIP coverage with a heavy focus on onboarding integration	●	May be deprioritized due to Uber potentially paying for DIP; shifting focus to support that effort	Currently scoping the rollout of Blanket DIP coverage for drivers. The result of this will determine next steps for this project. Dependency: Access Product Team
Reduce Serious Accident Frequency (Trip Experience) Full Roadmap	P0 | Support Product's Crash Detection Program	Support Product's Crash Detection Program on an as-needed basis	●	Ongoing	Pilot went live; was mostly a partnership between Comm Ops and Safety & Insurance Product

US&C Safety Operations

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Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Trip Experience)	P0 | Support Product's Dashcam Pilot	Support Product's dashcam pilot on an as-needed basis	🟢	Ongoing	Dependency: Safety & Insurance Product Team
Reduce Insurance Liability (Protections & Response)	P1 | POOL // Safety	Partner with POOL team to determine most significant predictors of elevated POOL insurance costs. Inform Product / Ops roadmaps accordingly	✔	12/31/2018	
Reduce Serious Accident Frequency (Trip Experience)	P1 | Pricing & Insurance Interplay Deep Dive	Conduct deep dive in conjunction with Central Ops Marketplace team to determine whether pricing & incentive structures are impacting our accident rate	🔴	10/31/2018	Launching this project was pushed due to new, higher priority projects
Reduce Serious Accident Frequency (Trip Experience)	P1 | Mapping & Safety	Work with the mapping team to research whether mapping and driving safety are related. The goal is to determine where accidents occur with relation to pickups, dropoffs, and Uber navigation	Deprioritized due to lack of opportunity	10/31/2018	

Full Roadmap

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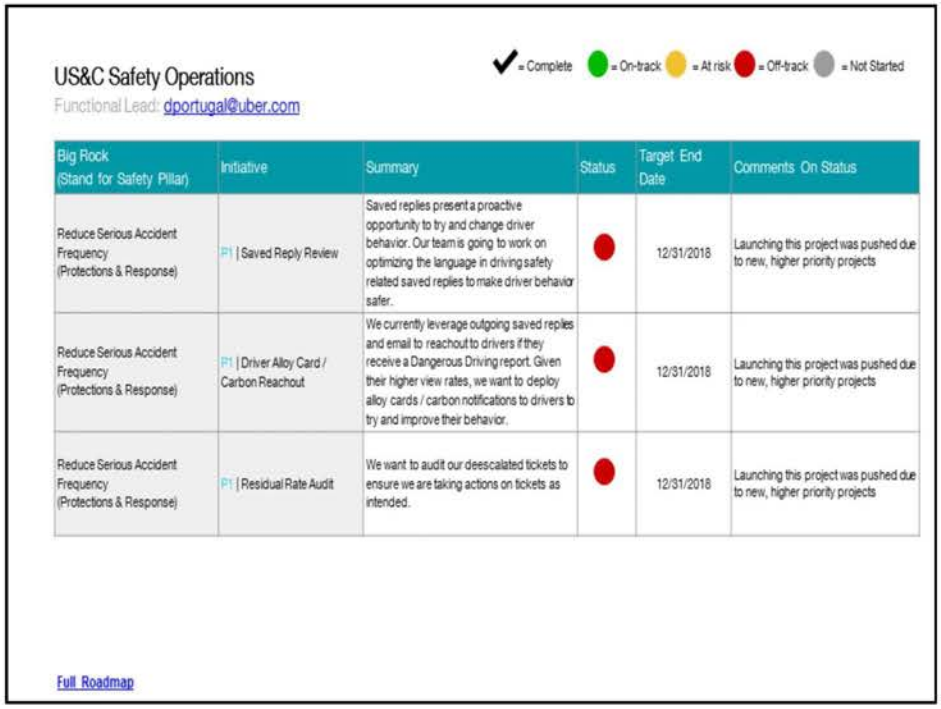
Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Protections & Response)	P1 | Accident Standard Management	Provide support on accident-related standards per the Business Standard Refresh Program Guidelines	●	Ongoing	
Reduce Insurance Liability (Protections & Response)	P1 | P&L Review	Our team needs to take ownership of and have a deep understanding of the Insurance P&L line item each month. This will include reporting out each month on how we are performing from an insurance perspective by city and why those changes happened	●	10/31/2018	Launching this project was pushed due to new, higher priority projects
Reduce Accident Severity (Trip Experience)	P1 | Long-term Vehicle Recalls Strategy	After creating the first vehicle recall business standard to action against potentially unsafe vehicles (in-progress), we will work with legal and policy contacts to develop a long-term recall strategy related to recalls beyond those labeled as "Do Not Drive"	●	12/31/2018	Launching this project was pushed due to new, higher priority projects **Dependency: Road and Traffic Safety Policy team**
Reduce Serious Accident Frequency (Trip Experience)	P1 | Safety Incentives	Continue partnering with Marketplace Central Ops to determine most optimal way to deploy incentives to our highest rated users. Potentially explore long-term incentive package, where we'd reward drivers for extended periods of good driving	●	6/01/2019	Experiment in Denver completed in 2018. Follow-on strategy and scoping detailed in next section

Full Roadmap



US&C Safety Operations

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Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious Accident Frequency (Protections & Response)	P1 | Saved Reply Review	Saved replies present a proactive opportunity to try and change driver behavior. Our team is going to work on optimizing the language in driving safety related saved replies to make driver behavior safer.		12/31/2018	Launching this project was pushed due to new, higher priority projects
Reduce Serious Accident Frequency (Protections & Response)	P1 | Driver Alloy Card / Carbon Reachout	We currently leverage outgoing saved replies and email to reachout to drivers if they receive a Dangerous Driving report. Given their higher view rates, we want to deploy alloy cards / carbon notifications to drivers to try and improve their behavior.		12/31/2018	Launching this project was pushed due to new, higher priority projects
Reduce Serious Accident Frequency (Protections & Response)	P1 | Residual Rate Audit	We want to audit our deescalated tickets to ensure we are taking actions on tickets as intended.		12/31/2018	Launching this project was pushed due to new, higher priority projects

Full Roadmap

Incident-Related Projects (i.e. Personal Safety Sub-Team)

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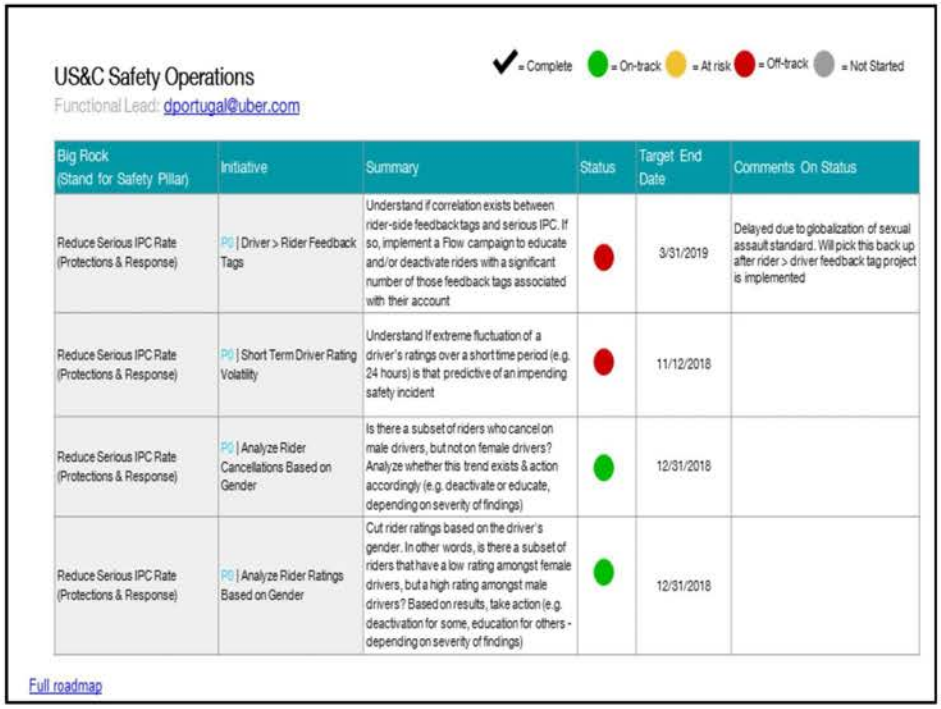
Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious IPC Rate (Protections & Response)	PG | Sexual Assault Standard	Refresh the US/CAN Sexual Misconduct Standard Revamp Standard in collaboration with Safety & Insurance	●	1/31/2019	Ended up taking ownership over the global standard rather than just US/CAN. As such, this project got delayed. But, drafting is complete, and we're ready to move toward implementation
Reduce Serious IPC Rate (Protections & Response)	PG | Rider Rating Deactivation Implementation	We currently have a robust driver quality process, but we do not have a corresponding program for riders. Implement rider ratings standard to hold riders accountable	●	4/1/2019	This project is ongoing and is on-track for end of Q1 implementation
Reduce Serious IPC Rate (Protections & Response)	PG | S-RAD (Supporting Role)	Assist rollout of S-RAD, in conjunction with Data Science team	●	Ongoing	Dependency: Safety Product Team
Reduce Serious IPC Rate (Protections & Response)	PG | Rider > Driver Feedback Tags	Implement a Flow campaign to deactivate or educate drivers with a significant number of feedback tags correlated with sexual misconduct	●	2/28/2019	Outreach campaign launched 11/21

Full roadmap



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Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious IPC Rate (Protections & Response)	P0 | Driver > Rider Feedback Tags	Understand if correlation exists between rider-side feedback tags and serious IPC. If so, implement a Flow campaign to educate and/or deactivate riders with a significant number of those feedback tags associated with their account		3/31/2019	Delayed due to globalization of sexual assault standard. Will pick this back up after rider > driver feedback tag project is implemented
Reduce Serious IPC Rate (Protections & Response)	P0 | Short Term Driver Rating Volatility	Understand if extreme fluctuation of a driver's ratings over a short time period (e.g. 24 hours) is that predictive of an impending safety incident		11/12/2018	
Reduce Serious IPC Rate (Protections & Response)	P0 | Analyze Rider Cancellations Based on Gender	Is there a subset of riders who cancel on male drivers, but not on female drivers? Analyze whether this trend exists & action accordingly (e.g. deactivate or educate, depending on severity of findings)		12/31/2018	
Reduce Serious IPC Rate (Protections & Response)	P0 | Analyze Rider Ratings Based on Gender	Cut rider ratings based on the driver's gender. In other words, is there a subset of riders that have a low rating amongst female drivers, but a high rating amongst male drivers? Based on results, take action (e.g. deactivation for some, education for others - depending on severity of findings)		12/31/2018	

Full roadmap

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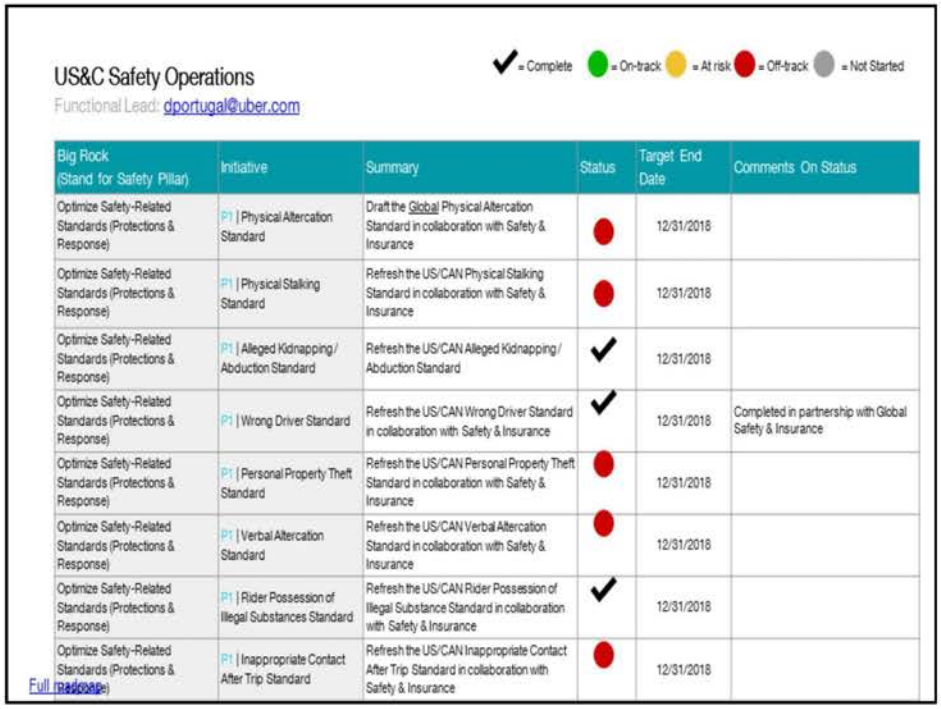
Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious IPC Rate (Protections & Response)	P0 | Analyze Rider Ratings Based on Geo/Time of Day	Is there a subset of riders who have bad ratings during certain times of day or days of week (e.g. late at night, on weekends), or in certain geos (e.g. near bars - signaling that rider is potentially higher risk when intoxicated)? Analyze this & determine if we can deactivate accordingly	●	12/10/2018	
Reduce Serious IPC Rate (Protections & Response)	P0 | Short-term Rider Rating Volatility	If a rider's ratings are much lower than normal over a short time period (e.g. 24 hours), is that predictive of an impending safety incident?	●	1/31/2019	
Reduce Serious IPC Rate (Protections & Response)	P0 | Scope Safety Impact of Cash	Determine the safety impact of expanding the cash pilot in US&C	●	12/21/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Sexual Misconduct Standard	Draft the Global Sexual Misconduct Standard	●	11/12/2018	This will be next priority from a standards perspective, once sexual assault standard is implemented

Full roadmap



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Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Optimize Safety-Related Standards (Protections & Response)	P1 | Physical Altercation Standard	Draft the Global Physical Altercation Standard in collaboration with Safety & Insurance	●	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Physical Stalking Standard	Refresh the US/CAN Physical Stalking Standard in collaboration with Safety & Insurance	●	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Alleged Kidnapping / Abduction Standard	Refresh the US/CAN Alleged Kidnapping / Abduction Standard	✔	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Wrong Driver Standard	Refresh the US/CAN Wrong Driver Standard in collaboration with Safety & Insurance	✔	12/31/2018	Completed in partnership with Global Safety & Insurance
Optimize Safety-Related Standards (Protections & Response)	P1 | Personal Property Theft Standard	Refresh the US/CAN Personal Property Theft Standard in collaboration with Safety & Insurance	●	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Verbal Altercation Standard	Refresh the US/CAN Verbal Altercation Standard in collaboration with Safety & Insurance	●	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Rider Possession of Illegal Substances Standard	Refresh the US/CAN Rider Possession of Illegal Substance Standard in collaboration with Safety & Insurance	✔	12/31/2018	
Optimize Safety-Related Standards (Protections & Response)	P1 | Inappropriate Contact After Trip Standard	Refresh the US/CAN Inappropriate Contact After Trip Standard in collaboration with Safety & Insurance	●	12/31/2018	

Full roadmap

US&C Safety Operations

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Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Increase Safety Awareness (Safety Commitment)	P1 | "Trip Anomaly Detection" (supporting role)	One of Product's priorities in H2 is trip anomaly detection, when we will reach out to the user(s) when we detect a long stop or other anomaly. Ops will support in the rollout of this product	●	Ongoing	Dependency: Safety Product Team
Increase Safety Awareness (Safety Commitment)	P1 | "Wrong Uber" (supporting role)	Product is working on an alert to surface to riders who get in the wrong vehicle. Ops will support in the scaling and rollout of this product	●	Ongoing	Dependency: Safety Product Team
Optimize Safety-Related Standards (Protections & Response)	P1 | Audit DACT Adjudication Criteria	Work with CommOps to sample DACT tickets and determine where gray areas exist; then tweak the standards to address them	●	Deprioritized until Q2	
Reduce Serious IPC Rate (Protections & Response)	P1 | Intoxicated Rider Pro-Tips	Work with Safety Marketing team to release pro-tips to drivers on how to best deal with intoxicated riders (e.g. what to do if driver feels as though s/he is potentially in danger)	●	Deprioritized until Q2	

Full roadmap

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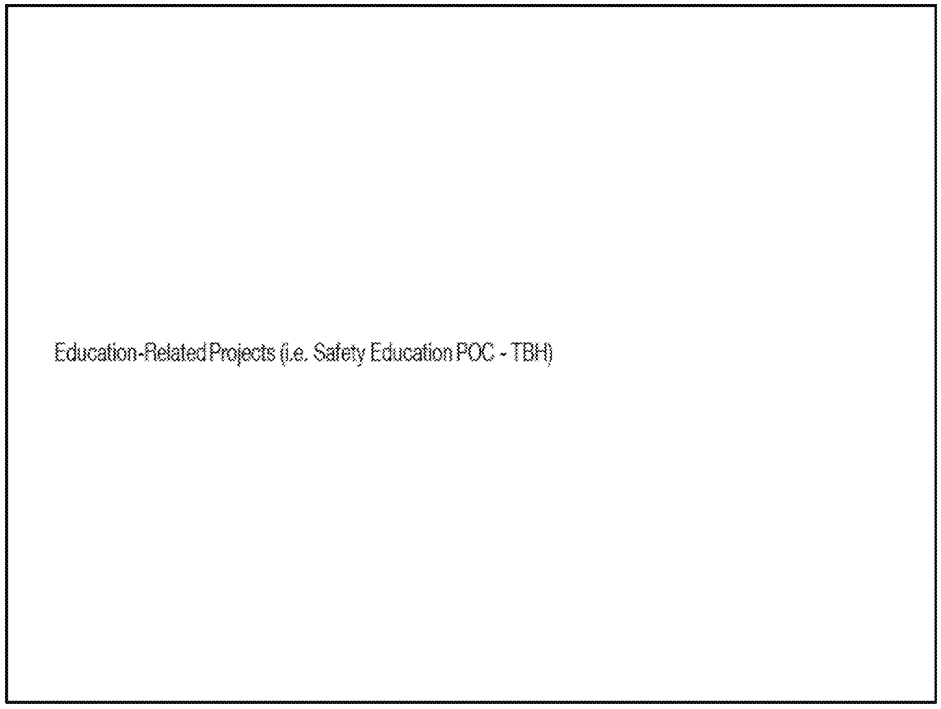
Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious IPC Rate (Protections & Response)	P1 | Sexual Misconduct Saved Reply Testing	The goal of this project is to A/B test various messaging tactics within our sexual misconduct related saved replies, with the intent of figuring out whether certain messaging within SRs can deter future behavior	●	12/3/2018	
Reduce Serious IPC Rate (Protections & Response)	P1 | Educational Efforts to Reduce Sexual Assaults	Determine whether CRM campaigns, Alloy cards, or other educational materials can result in fewer Sexual Misconduct reports. Experiment with different educational tools to understand impact	●	12/31/2018	
Reduce Serious IPC Rate (Protections & Response)	P1 | Rider ID (Social Connect, Profile Photos)	This project would seek to understand whether clarifying rider identity with tools like Social Connect and/or with a profile photo would indeed decrease the incident rate in the US/CAN. If it does, we would incentivize riders to identify themselves ("carrot") rather than warn or waitlist those who don't ("stick")	●	3/31/2019	All work has been done in partnership with Safety & Insurance product

Full roadmap


Education-Related Projects (i.e. Safety Education POC - TBH)

US&C Safety Operations

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Functional Lead: dportugal@uber.com

Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Reduce Serious IPC Rate (Protections & Response)	PO | Community Guidelines Acknowledgement (Supporting Role)	Kate Parker and team are working on an in-app acknowledgement of our Community Guidelines. Safety Ops will support this effort for the US&C	●	TBD	Initiatives paused until 2019 due to headcount constraints
Increase Safety Awareness (Safety Commitment)	PO | 7x7 Revamp	Evaluate effectiveness of 7x7 program, delivered to drivers who are close to being deactivated for low ratings. Re-visit 7x7 as a partner. Revamp the program accordingly	●	TBD	
Increase Safety Awareness (Safety Commitment)	PO | Safety Education Training	Partner with appropriate cross-functional stakeholders to launch safety-related trainings for new and existing users. Training should review what's expected from a driving and interpersonal perspective	●	TBD	
Increase Safety Awareness (Safety Commitment)	PO | Messaging Priorities	There are lots of potential safety messages we should be delivering to our users. Which are most important? What framework can we put into place to make that choice?	●	TBD	
Increase Safety Awareness (Safety Commitment)	PO | Driver Comms Revamp w/ Safety Lens	Map out all driver comms throughout lifecycle. Determine how to plug most important driver-related safety messages (as determined by "messaging priorities" project above) into those communications	●	TBD	

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Big Rock (Stand for Safety Pillar)	Initiative	Summary	Status	Target End Date	Comments On Status
Increase Safety Awareness (Safety Commitment)	P0 | Rider Comms Revamp w/ Safety Lens	Map out all rider comms throughout lifecycle. Determine how to plug most important rider-related safety messages (as determined by "messaging priorities" project above) into those communications	🔴	TBD	Initiatives paused until 2019 due to headcount constraints
Increase Safety Awareness (Safety Commitment)	P1 | Targeted Emails / Communications Based on Feedback	Send more targeted emails or communications to drivers by incident type (e.g. "appropriate conversation topics" for discriminatory comments)	🔴	TBD	

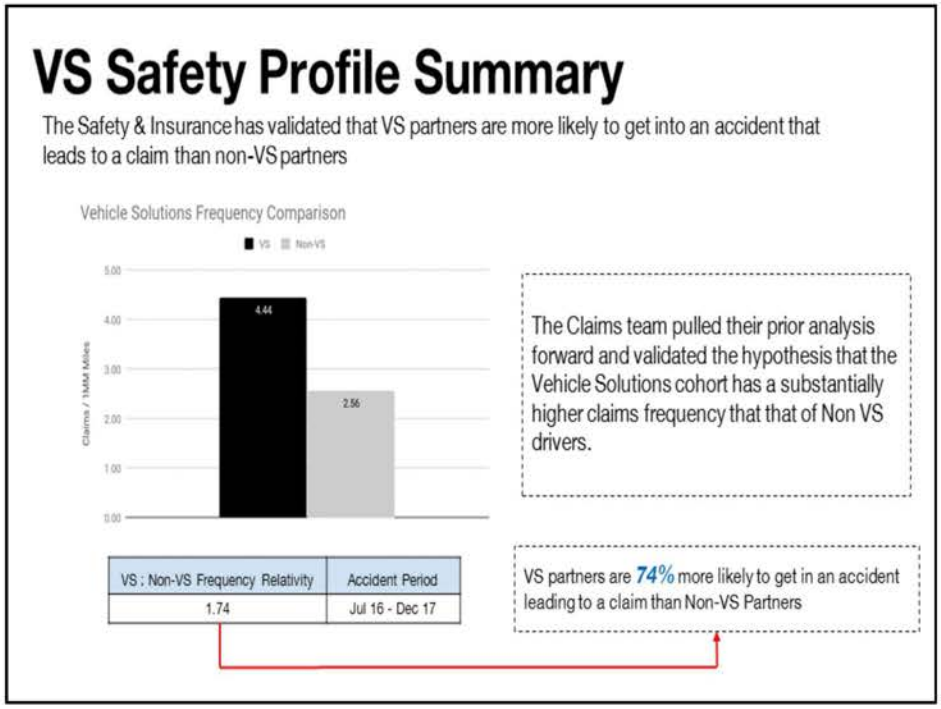
VS Deep Dive

Analysis and Recommendation Overview

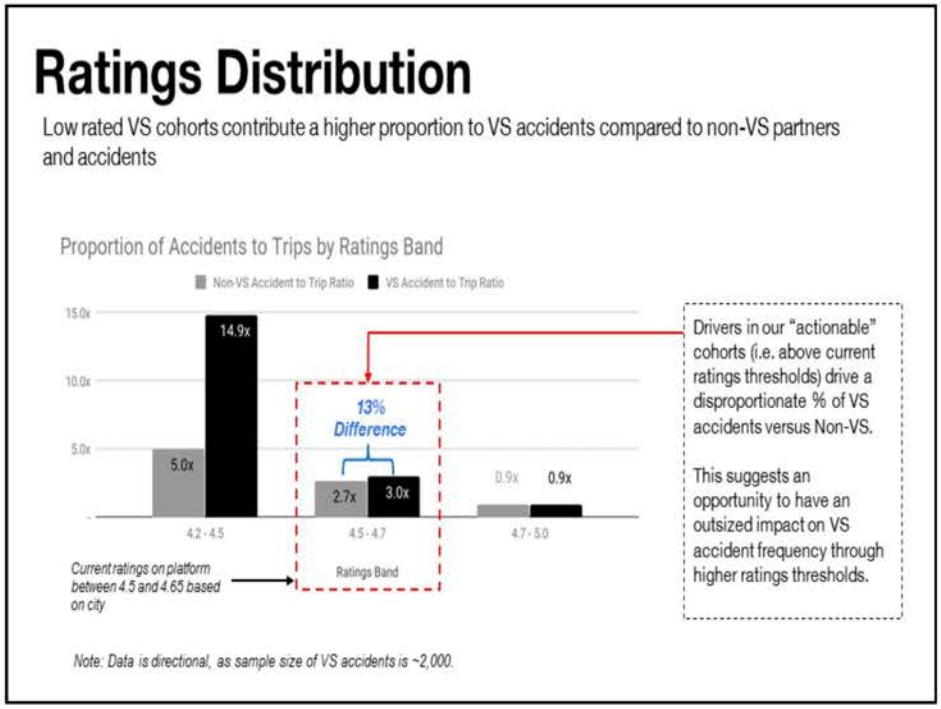
1. The actuarial team pulled forward their analysis of Vehicle Solutions risk profile and validated that the ***VS cohort has an accident frequency of 74% higher than Non-VS***

1. Analyzed the Vehicle Solutions cohort to ***identify the most effective and efficient methods to reduce the risk profile of the cohort while limiting supply restriction***

1. Concluded that ***minimum ratings thresholds and Dangerous Driving score*** are the most effective levers to reduce the risk profile of the cohort and we ***advocate for stricter thresholds***



Sheet: https://docs.google.com/spreadsheets/d/1sJXSlJbH_psx3D-Yd8IUaIDMgKVaUh3xGa8k0q4LOv8/edit#gid=0
Hertz Data:
https://docs.google.com/spreadsheets/d/1UxIRAl1pc3P39MdE1kEQOlgMWqlN8bzahUjJ807DP6I/edit#gid=1585460048



Looked at what % of trips came from each rating band (1% of trips come from VS 4.5-4.7 group) and what % of accidents came from a rating band (same rating band, 4.5-4.7 driver 3% of accidents) - connect to chart 3.0x

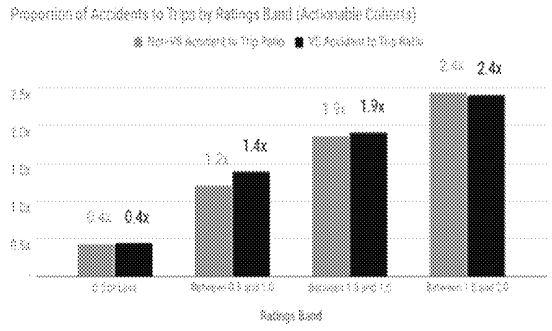
As we talked about, in the past, we did a lot of analysis with the S&I team that validated accidents are correlated with ratings, and then we looked to validate the distribution of accidents looked the same for lower rated cohorts, and therefore, we can rely on this to reduce accidents from these ratings bands.

Look at the proportion of the two and compare Non-VS to VS

https://docs.google.com/spreadsheets/d/1sJXSlJbH_psx3D-Yd8IUaIDMgKVaUh3xGa8k0q4LOv8/edit#gid=1320157784

Dangerous Driving Score

The VS cohort looks very similar to the Non-VS cohort when comparing DD score and accident distribution, with partners having high DD scores contributing a disproportionate volume of accidents



The distribution of accidents compared to trips within Dangerous Driving cohorts is similar to that of P2P.

Given this, we can assume that leveraging the Dangerous Driving threshold as a lever to reduce accident rate will be effective *(as we observe it is for P2P)*

Notes:

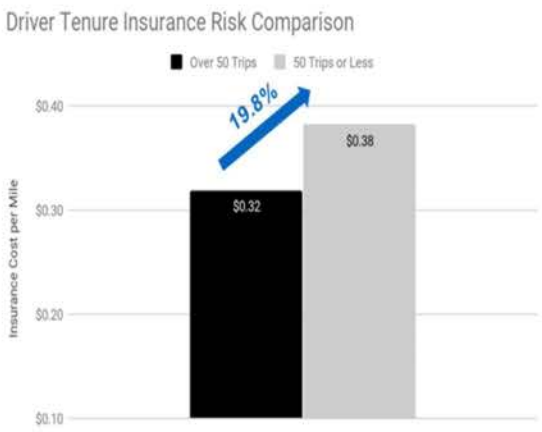
1. *Data is directional, as sample size of VS accidents is ~2,000.*
2. *DD score is equivalent to # of Dangerous Driving tickets per 1,000 trips.*
3. *National DD score threshold deactivates drivers at 2.0 or above.*

Did the same thing for ratings and found drivers at parity from 1.5 to 2.0 DD score (dangerous driving tickets in 1,000 and mention thresholds)
Given the cohort look similar, we feel confident we can use DD score as a mechanism to reduce accident rate for the VS cohort

Data:
https://docs.google.com/spreadsheets/d/1LAvMMIusxThzgH5giQiblGiIkee8yAUUR2dtwjAJQN4/edit#gid=0

Driver Tenure

Driver Tenure has a significant impact on driver safety, with newer drivers presenting outsized accident risk, regardless of whether the driver is in the VS cohort



Per an actuarial analysis done by the Safety & Insurance team, new drivers are at ~20% greater accident risk when compared to more tenured drivers on the platform (*inclusive of both Non-VS and VS cohorts)*

New drivers (all the way through 1,000 trips) contribute significantly greater accidents as a % of the total compared to trips across both Non-VS and VS

https://docs.google.com/spreadsheets/d/1sJXSlJbH_psx3D-Yd8IUaIDMgKVaUh3xGa8k0q4LOv8/edit#gid=1320157784