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Project - T Business Decisions

Round 1

Uber

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Agenda

- 01** Incident-related data points
- 02** Safety Features
- 03** Safety Feature Metrics
- 04** Incident Response
- 05** Deactivations, Policies/Standards
- 06** Prevention & Awareness Initiatives

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Incident-related data points

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Data Outputs: Expansive

<u>Sexual Assaults</u>	<u>Automobile Fatalities</u> <i>(# of incidents & # of fatalities)</i>	<u>Crime Fatalities</u> <i>(# of incidents & # of fatalities)</i>
Non-consensual Sexual Penetration	Crash with Pedestrian or Pedal Cycle	Theft/Robbery • Weapon • No Weapon
Non-consensual Kissing: Sexual Body Part	Crash with One or More Motor Vehicles	
Non-consensual Touching: Sexual Body Part	Crash with Animal or Non-Vehicle Object	Physical Altercation • Weapon • No Weapon
Attempted Non-consensual Sexual Penetration		
Non-consensual Kissing: Non-Sexual Body Part		

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Data Outputs: Moderate

<u>Sexual Assaults</u>	<u>Automobile Fatalities</u> (# of incidents & # of fatalities)	<u>Crime Fatalities</u> (# of incidents & # of fatalities)
Non-consensual Sexual Penetration	Crash with Pedestrian or Pedal Cycle	Theft/Robbery ● — Weapon ● — No Weapon
Non-consensual Kissing: Sexual Body Part	Crash with One or More Motor Vehicles	
Non-consensual Touching: Sexual Body Part	Crash with Animal or Non-Vehicle Object	Physical Altercation ● — Weapon ● — No Weapon
Attempted Non-consensual Sexual Penetration		
Non-consensual Kissing: Non-Sexual Body Part		

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Data Outputs: Conservative

<u>Sexual Assaults</u>	<u>Automobile Fatalities</u> (# of incidents & # of fatalities)	<u>Crime Fatalities</u> (# of incidents & # of fatalities)
Non-consensual Sexual Penetration	Crash with Pedestrian or Pedal Cycle	Theft/Robbery ● — Weapon ● — No Weapon
Non-consensual Kissing: Sexual Body Part	Crash with One or More Motor Vehicles	
Non-consensual Touching: Sexual Body Part	Crash with Animal or Non-Vehicle Object	Physical Altercation ● — Weapon ● — No Weapon
Attempted Non-consensual Sexual Penetration		
Non-consensual Kissing: Non-Sexual Body Part		

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Non-consensual Kissing > Non-Sexual Body Part

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser, Safety Advisory Board
Decision	Gus Fuldner

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Non-consensual Kissing > Non-Sexual Body Part

Pros	Cons
• Will emphasize Uber's commitment to count non-criminal SA acts • Would help capture slightly more survivor experiences by including lower-level incidents • Alignment is >85% • Non-sexual kissing is an easier act to justify as explicitly inappropriate in an Uber than touching • Helps contextualize the variation in definitions for SA for media (who could normally jump to "SA=rape") • Higher driver reports, would balance out reporting and capture driver experiences • Strong advocate support	• Outside of the scope of "critical incidents" • Could be a confusing cut off point for readers (easier to understand Attempted Penetration as benchmark for "critical incident") • Would be the only category to include non-sexual body parts. ◦ Would require in-depth explanation of how we determine "non-sexual in nature" • May discredit our reasoning for poor alignment of other categories involving non-sexual body parts • Cultural considerations • May prompt people to ask about <i>touching</i> of a non-sexual body part which alignment for is very low • Runs the risk of inconsistency in future reports

Recommendation: Yes

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Sub-category breakdown by reporting party

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser
Decision	Gus Fuldner

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Sub-category breakdown by reporting party

Pros	Cons
• Closest thing we have to identifying potential victim • Desperately wanted by consumers (esp. drivers) • Could further highlight driver under-reporting and the importance of increasing these reports • Could be a chance to pull in other driver-reporting data we have • Could increase trust in drivers that we take their incidents seriously and increase reports • With heavy explanation and context, could prompt an unprecedented conversation of driver under-reporting and vulnerabilities among elites/media.	• Would not reveal who potential victim was ◦ Need to caveat this in detail ◦ May not translate well with public ◦ Need to explain why we don't capture potential victims • Would require heavy explanation and contextualization on driver under-reporting theory. ◦ Some may not bother to read our theories/context • Data (without context) could emphasize the "drivers=offenders" mindset • Could increase tensions between rider and driver communities ("finger pointing")

Recommendation: Breakdown by parent category, not sub-category

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Sub-category breakdown by alleged offending party

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser
Decision	Gus Fuldner

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Sub-category breakdown by alleged offending party

Pros	Cons
• Consumers want to know this information	• Data could emphasize the "drivers=offenders" mindset • Could increase tensions between rider and driver communities ("finger pointing")

Recommendation: No, potentially include breakdown by reporting party

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Although we could explain it in similar ways as above (under-reporting from drivers), I think it would be significantly harder to defend drivers when the data is framed/centered around who is to blame rather than who is reporting the incident.

Day & Time Trends

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser, Danielle Sheridan, Safety Advisory Board
Decision	Gus Fuldner

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Day & Time Trends

Pros	Cons
• Would serve as a "compromise" for consumers looking to learn more on how to manage their safety.	• Serious business implications - may prompt less users in high peak times • Would inadvertently reveal substance use involvement • Could undermine Uber as a safer alternative to driving under influence • "Duh" data • Prompts users to ask what Uber is doing to mitigate safety concerns during peak hours • Not especially useful on a national scale - only useful by state/neighborhood

Recommendation: No

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Month-over-month trends

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser, Danielle Sheridan, Safety Advisory Board
Decision	Gus Fuldner

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Month-over-month trends

Pros	Cons
• Would serve as a “compromise” for consumers looking to learn more on how to manage their safety. • Could supplement local LE jurisdictions who capture data on this level.	• Data is not incredibly varied or interesting • Could prompt more regulatory monthly requests

Recommendation: No

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Substance use involved in Sexual Assault

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser, Danielle Sheridan, Safety Advisory Board
Decision	Gus Fuldner

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Substance use involved in Sexual Assault

Pros	Cons
• Would highlight unique driver vulnerabilities	• Could prompt victim blaming • Could prompt "excuse" for offenders • Could impact supply hours during holidays/weekends • Could undermine Uber as a safer alternative to driving under influence • Data is based purely on allegations between parties

Recommendation: No

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Substance use involved in Motor Fatalities

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker
Perform	Brittany Anthony, Katy McDonald, Frank Chang
Input	Katy McDonald, Frank Chang, Roger Kaiser, Danielle Sheridan, Safety Advisory Board
Decision	Gus Fuldner

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Substance use involved in Motor Fatalities

Pros	Cons
• Data leans favorable in defense of driver partners • Data narrative could encourage use of the platform while impaired • Data is much more based in facts vs. allegations (from LE and media investigations) • There is comparative data available	• If including, could prompt people to ask about it for SA • Could not hold true for anything below fatalities • SAB disapproval

Recommendation: Yes

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Safety Features

Discussing Crash Detection

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Daniel Kolta
Perform	Brittany Anthony
Input	Sachin Kansal, Rebecca Payne
Decision	Gus Fuldner

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Discussing Crash Detection

Pros	Cons
• Already public • Projected to be in production for 100% by release of report • Potential competitive advantage • Consumers react positively to tech innovations • Is a safety feature that does not put onus on user	• Could prompt questions about metrics (we only have 2 months of data and not national in scope) • Uber responses are limited

Recommendation: Yes

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Discussing Dash Cam/Audio Recording Pilots

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Daniel Kolta
Perform	Brittany Anthony
Input	Sachin Kansal, Rebecca Payne, Neil Chopra, Akankshu Dhawan
Decision	Gus Fuldner

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Discussing dash cam/audio recording pilot

Pros	Cons
• Consumers respond well to tech innovations • Consumers believe these features would "solve" the safety issue	• Most drivers with dash cams are not part of pilot/bought on own • Dash cams do not definitively have a positive impact on safety. • Could prompt regulatory requirements • Legality and practicality are far too uncertain

Recommendation: No, T-Report is not the place to announce new features or pilots

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Safety Feature Metrics

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911 button evolution/expansion

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Daniel Kolta
Perform	Brittany Anthony, Lizzie Ross
Input	Lizzie Ross, Nick Silver, Danielle Sheridan
Decision	Gus Fuldner

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911 button evolution/expansion

Pros	Cons
• Consumers react positively to tech innovations • Consumers react favorably to working with experts (Rapid SOS) • Would increase knowledge of this feature	• Could raise questions on why we aren't integrated in more cities

Recommendation: Yes

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of rides shared with Trusted Contacts & Share my Ride

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Daniel Kolta
Perform	Brittany Anthony, Sunny Wong
Input	Frank Chang, Sunny Wong, Danielle Sheridan
Decision	Gus Fuldner

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of rides shared with Trusted Contacts & Share my Ride

Pros	Cons
• Consumers react positively to tech innovations • Would increase knowledge & use of these features • Could highlight under use of Trusted Contacts and encourage more use • Advocate support	• ?

Recommendation: Yes

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of dashcams in pilot

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Daniel Kolta
Perform	Brittany Anthony, Sunny Wong
Input	Frank Chang, Sunny Wong, Danielle Sheridan
Decision	Gus Fuldner

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of dash cams in pilot

Pros	Cons
• Consumers react positively to tech innovations • Consumers believe these features would "solve" the safety issue	• Most drivers with dash cams are not part of pilot/bought on own • Dash cams do not definitively have a positive impact on safety. • Could prompt regulatory requirements • Legality and practicality are far too uncertain

Recommendation: No, it's impossible to estimate how many drivers have them. Also, T-Report is not the place to announce new features or pilots

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Preliminary data on on-trip reporting

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Daniel Kolta
Perform	Brittany Anthony, Sunny Wong
Input	Frank Chang, Sunny Wong, Danielle Sheridan
Decision	Gus Fuldner

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Preliminary data on on-trip reporting

Pros	Cons
• Consumers react positively to tech innovations • Would reinforce/increase use of this new feature	• May have far too little data to report • Data timeline would be inconsistent with 2017-2018 timeline in rest of report

Recommendation: No. Too little data. Too new.

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of potential crashes detected

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Daniel Kolta
Perform	Brittany Anthony, Sunny Wong
Input	Frank Chang, Sunny Wong, Danielle Sheridan
Decision	Gus Fuldner

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of potential crashes detected

Pros	Cons
• Consumers react positively to tech innovations • Is a product where safety onus is on Uber (as opposed to user) • Potential competitive advantage • Advocate support	• Only have three months of data from timeframe. • Arguably doesn't provide user with any safety tools/help, except expediting the claims process • Could lead to questions about error rate, false positives, etc. • Potentially unclear on the safety value

Recommendation: No. Too little data.

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Incident Response

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Proactively providing potential victims resources

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Roger Kaiser, Jen Handley, Scott Binnings, Maureen Frangopolous
Perform	Brittany Anthony, Catherine Gibbons, all IRT teams
Input	Catherine Gibbons, Sarah Schol, Tracy Breeden
Decision	Gus Fuldner

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Proactively providing potential victims resources

Pros	Cons
• "Do the right thing. Period." • Easy way to frame referrals without admitting fault • Would discourage agents from over-stepping into emotional support • Could provide agents peace of mind;allowing more focus on investigation • Not just partnering with advocates in ways that benefit Uber. • Need to funnel data to local jurisdictions in order to properly allocate sparse resources • Shows we are actually committed to "turning the lights on" on sexual violence • Would provide a wide range of referrals for all types of crimes • Strong advocate support • Consumers react favorably to working with expert partners	• Legal concerns REDACTED - PRIVILEGED • Financial costs. Highly recommended we provide some funding to most often referred hotlines to off-set operation costs associated with increased call volume • Financial costs from lawsuits brought by reporting parties • Would need to institutionalize before T-report launch

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REDACTED - PRIVILEGED

Discussing incident response mechanisms/teams

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Roger Kaiser, Jen Handley, Scott Binnings
Perform	Brittany Anthony, Catherine Gibbons, all IRT teams
Input	Catherine Gibbons, Sarah Schol
Decision	Gus Fuldner

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Discussing incident response mechanisms/teams

Pros	Cons
• Would de-mystify the process • Could overcome CNN expose • Could help raise the response bar for other companies • We would have a public resource we can point regulators to when they ask about this process • Could defend against the push back for non-proactive LE reporting • Could remove/decrease barriers to reporting • Includes a human element into the process • Boost morale in IRT teams • Consumers react favorably to this	• Legal concerns: REDACTED - PRIVILEGED • Could open the door for user manipulation of the process (false reports)

REDACTED - PRIVILEGED

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Discussing SIU details/capacities

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Roger Kaiser, Jen Handley, Scott Binnings
Perform	Brittany Anthony, Catherine Gibbons
Input	Catherine Gibbons, Sarah Schol
Decision	Gus Fuldner

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Discussing SIU details/capacities

Pros	Cons
• Would de-mystify the process • Could overcome CNN expose • Could help raise the response bar for other companies • We would have a public resource we can point regulators to when they ask about this process • Could defend against the push back for non-proactive LE reporting • Could remove/decrease barriers to reporting • Includes a human element into the process • Boost morale in SIU • Consumers react favorably to this	• Legal concerns: REDACTED - PRIVILEGED • Could open the door for user manipulation of the process (false reports) • Would prompt questions about deactivations - should be prepared to release some deactivation data. • Would need to discuss agent well-being at length

Recommendation: Yes. Remain high-level and invest in more training - potentially with external advocates.

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Discussing SA/SM education modules

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Tracey Breeden, Jen Handley, Scott Binnings, Maureen Frangopolous, Emily Madavo
Perform	Brittany Anthony, Johnathan Purcell
Input	Johnathan Purcell
Decision	Gus Fuldner

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Discussing SA/SM education modules

Pros	Cons/Considerations
• Could prevent more serious incidents • Strong advocate support • Emphasizes that we are just as committed to prevention as we are to intervention • Consumers react favorably to expert partners • Shows that even though we are unable to report on SM data in this report, we are still addressing it in meaningful ways	• Legal concerns REDACTED - PRIVILEGED

Recommendation: Yes.

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BGC, Deactivations, Policies/Standards

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Discussing Sexual Assault Policy

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Eric Schroeder
Perform	Brittany Anthony
Input	Valerie Shuping
Decision	Gus Fuldner

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Discussing Sexual Assault Policy

Pros	Cons/Considerations
• Reinforces commitment and culture of respect • Meant to be public	• May prompt questions regarding deactivations due to SA

Recommendation: Yes.

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Discussing Sexual Assault Standard

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Eric Schroeder
Perform	Brittany Anthony
Input	Valerie Shuping
Decision	Gus Fuldner

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Discussing Sexual Assault Standard

Pros	Cons/Considerations
• Would emphasize that we take statement of experience seriously and may increase reporting by removing that barrier of "conclusive proof" • Could decrease inconclusive reports (increasing potential victims likelihood of "cooperating") • Advocate support	• Could reinforce driver mindset that we "always side with rider" • Could open up to manipulation of the process (false reports) • Revealing too much detail (notations) may allow bad actors to think they have "passes" • Would prompt questions about deactivation numbers due to SA • Revealing too much detail could hamper our ability to change things that don't work in the future

Recommendation: Yes, discussion of the philosophy/approach to the standard, but no details of notations

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Discussing BGC Process

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Megan Poonolly
Perform	Brittany Anthony
Input	Elisha McCann, Eric Schroeder
Decision	Gus Fuldner

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Discussing BGC Process

Pros	Cons/Considerations
• Would bust the "myth" that all you need is a driver's license and a car • Preventative measure • Already public	• Could prompt question "well if you had x number of SA's, then your BGC process doesn't work"

Recommendation: Yes, discussion only of what is already public.

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Discussing Blocked Pairing

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings
Perform	Brittany Anthony
Input	Valerie Shuping, Eric Schroeder
Decision	Gus Fuldner

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Discussing Blocked Pairing

Pros	Cons/Considerations
• Showing an intervention method that non-tech enabled companies just can't do • Could build trust with drivers to have peace of mind that we don't jump to deactivate over lower level SM's	• Need appropriate legal caveats • Users tend to react poorly to this as a remediation measure • If not explained thoroughly, could position Uber as not taking safety seriously.

Recommendation: Yes, only as a standard step in our process regardless of the outcome NOT an alternative to deactivation.

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Discussing “Deactivation Standard Review Board”

Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Eric Schroeder
Perform	Brittany Anthony
Input	Valerie Shuping
Decision	Gus Fuldner

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Discussing “Deactivation Standard Review Board”

Pros	Cons/Considerations
• Shows drivers we take deactivations seriously and only when necessary • Shows users we are always working on improving our response • Emphasizes Uber as cross functional	• Must not misrepresent as an appeals process ◦ Needs a creative name to avoid confusion • Must be heavily caveated that not every deactivation would be reviewed, only when there seems to be a gap or gray area in the standard and a few cases that highlight this gap

Recommendation: Yes, ONLY as a cross-functional team that periodically meets to review certain cases that may highlight a gap in the current standard to ensure improvement in the standard over time.

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Industry Building

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Prevention & Awareness Campaigns

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Role	Stakeholder
Recommend	Brittany Anthony
Agree	Brooke Anderson, Steffi Bryson, Jen Handley, Scott Binnings, Kate Parker, Tracey Breeden
Perform	Brittany Anthony
Input	<i>Various</i>
Decision	Gus Fuldner

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Discussing Misc. Prevention & Awareness Initiatives

Initiative	Recommendation
#DontStandBy (Bystander Intervention)	YES
Check Your Ride	NO
Community Guidelines Refresh	YES
Million Reasons Campaign (w/ MADD)	YES
Seatbelt Safety	YES
Phone Mount Program	YES
Dutch Reach	YES

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