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# Safety in 2024

**Presenting:**  
Roger Kaiser  
Hannah Nilles  
Mike Akamine

December 6, 2023



# Executive Summary

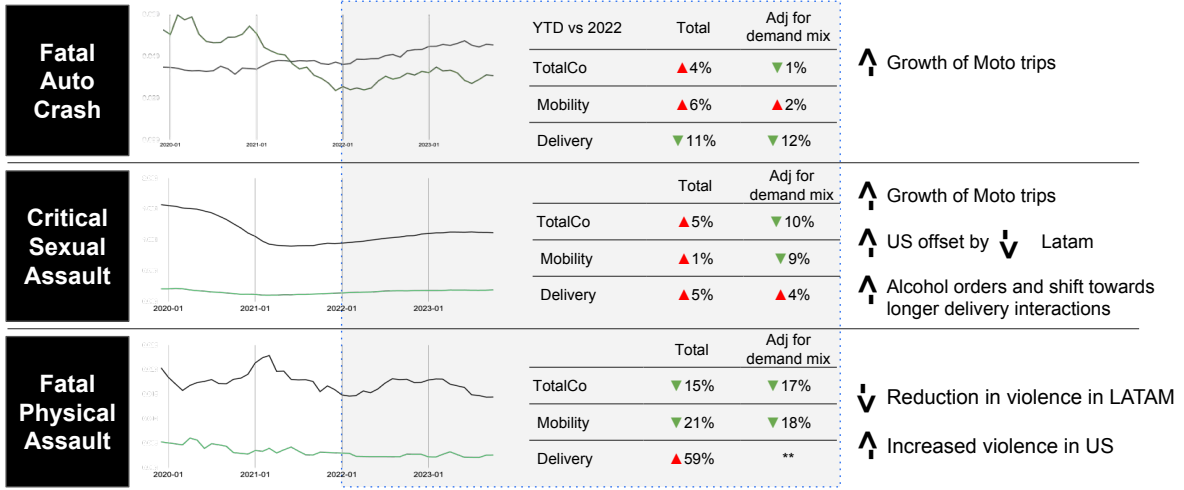
- We have launched a considerable amount of safety features and controls over the years that have put us in a **strong position in our industry**
- Topline safety **incident rates are increasing**, driven largely by a combination of demand mix shift and environmental factors
- External scrutiny is focused on **illegal work, earner safety and fairness, and user anonymity**
- Growth and changing landscapes have introduced new safety gaps in our systems
- Persistent risks remain, especially across **identity, road safety, and delivery**
- 'Ways-of-working' opportunities: **seeing around growth corners and improved monitoring of critical controls**
- 2024 Priorities: Identity, Road Safety, Growth Bets, Assurance

# Incident Rate Trends

Low recall w/ no human review. 30k deactivations,  
12k successful appeals

Regulators hold us to high bar; gigantic scale; controls in place and effective.

# Global safety incident rates continue to rise, driven largely by mix shift changes and environmental factors.



YTD data through November 2023; Adjustment for demand mix shift includes country, time of day, vehicle modality (4w vs 2w), and alcohol deliveries.  
 \*\* Mix shift not available due to low incident volume, resulting in low explained variance.

# Mega-regional Deep Dive

Change in Critical Incidents per Million Trips, Segmented by Megaregion and Demand Mix Shift\*

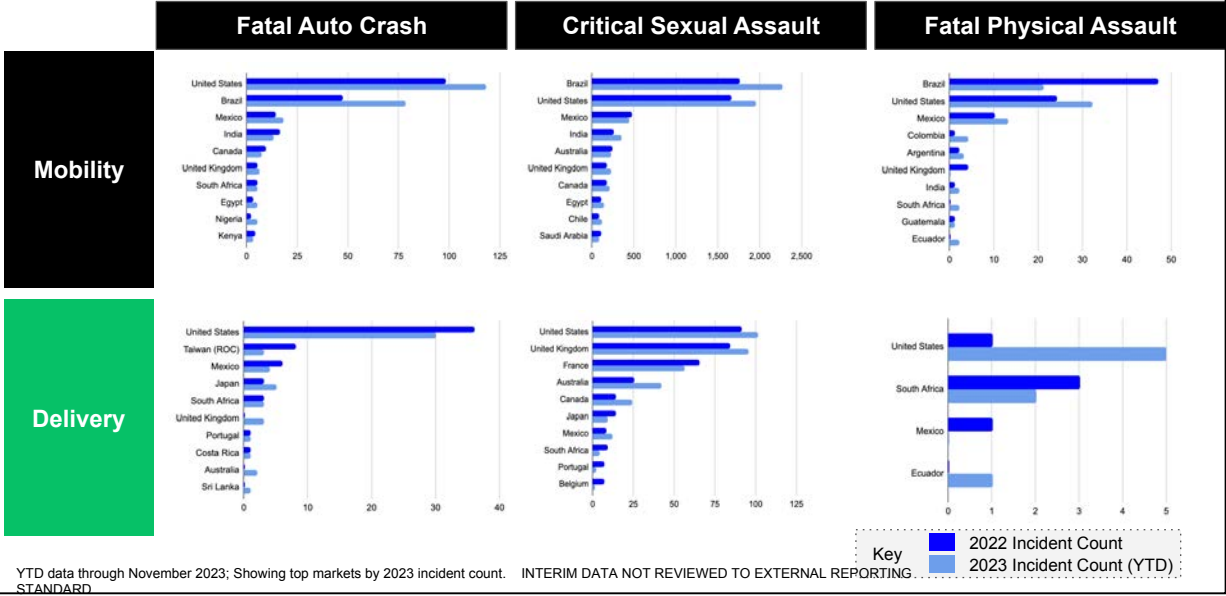
	YTD vs 2022				Motor				Motor 2w				Motor 4w				PA				SA												
	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After	YTD	YTD	Mix	After		
	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	vs '22	Shift	Shift	Count	
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	3%	**	**	28	-47%	**	**	2	2%	**	**	26	-55%	-1%	**	47	-1%	-2%	2%	730													
	26%	14%	12%	104	50%	**	**	39	-5%	1%	-5%	65	-36%	3%	**	47	3%	24%	-21%	3,239													
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	-19%	**	**	30	9%	**	**	3	-21%	**	**	27	388%	**	**	5	16%	4%	12%	125													

**Data Key:**  
 YTD vs '22: Incident Rate Change, 2023 YTD vs 2022  
 Mix Shift: Incident Rate Change due to Demand Mix Shift  
 After Mix Shift: Incident Rate Change after controlling for Demand Mix Shift  
 YTD Count: Total Incident Count, 2023 Year to Date

YTD data through October '23. Rounded to nearest value. Audited countries only. See [slide](#) for where audit is available. \*\* Mix shift not available due to low incident volume, resulting in low explained variance.

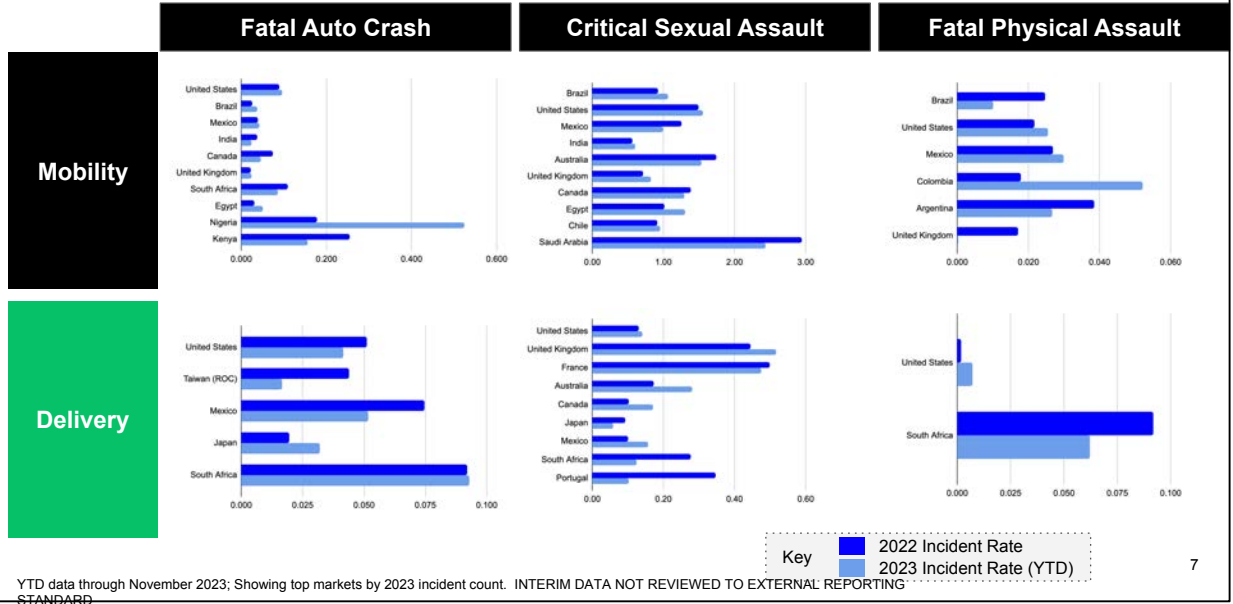
# Top 10 Countries Driving Incident Volume by Incident Type + LoB

2022 vs 2023 YTD Incident Count



# Safety Incident Rate Per Country (highest incident volume countries)

2022 vs 2023 YTD Incident Rate



YTD data through November 2023; Showing top markets by 2023 incident count. INTERIM DATA NOT REVIEWED TO EXTERNAL REPORTING STANDARD

# Safety Progress + Challenges



In June, we launched an XP to replace the mileage based insurance cost allocation in the rider fare with a risk based one for US rides fares. As a result, we saw a shift in the mix of trips towards lower risk trips, resulting in a .4% reduction in expected claims rate. TRP is now live in the rider fare (both in the variable booking fee as well as RSP) for all US P2P trips

### Consumers are concerned about...

- 1. Driver behavior**  
Driver harassment is the #1 concern from riders
- 2. Dangerous driving**  
~1 in 2 riders worried about Drivers driving dangerously

### Earners are concerned about...


- 1. Rider behavior**  
80% of Serious Physical Assault incidents reported against riders & 3rd parties
- 2. Getting into a crash**  
1 in 2 earners worried about collision or accident (especially couriers)

### External scrutiny about...

- 1. Illegal work**
- 2. Earner & Platform Safety**



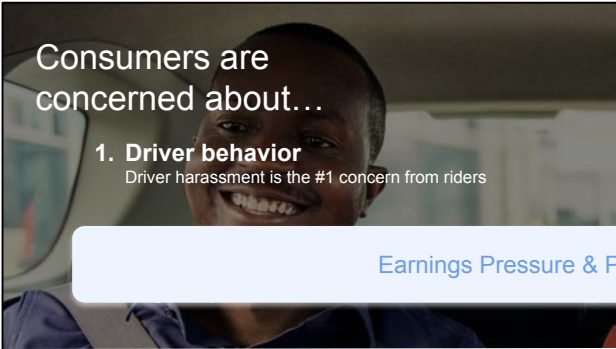

### Our business has evolved...



### Consumers are concerned about...

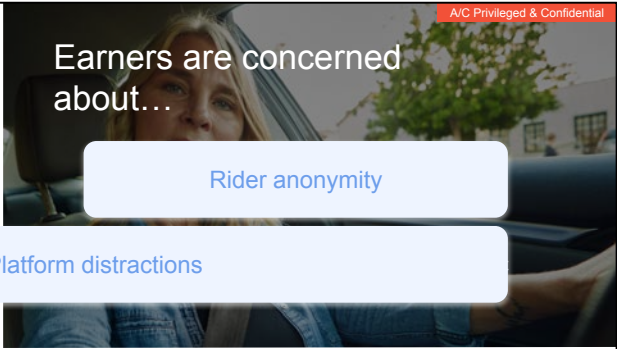
**1. Driver behavior**  
Driver harassment is the #1 concern from riders

Earnings Pressure & Platform distractions



### Earners are concerned about...

Rider anonymity



### External scrutiny about...

Earners Identity

**2. Earner & Platform Safety**




### Our business has evolved...

2-wheeler road safety

Alcohol deliveries

Illicit item transport



# In our core businesses, more effort is required to get ahead of the headlines

## Fake Accounts and Illegal Work

**How migrants are gaming apps to get black market delivery jobs in NYC**

*Illegal Mopeds and Fake Names: Migrants Scrape By in Underground Economy*

The Moped Crisis – An Analysis: The City Needs a Systemic Fix, Justice for Workers and Accountability by Tech Giants

**NYC crackdown on illegal scooters calls attention to migrant struggles for work**



From...  
**Reacting too late**

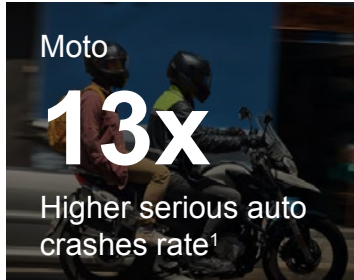
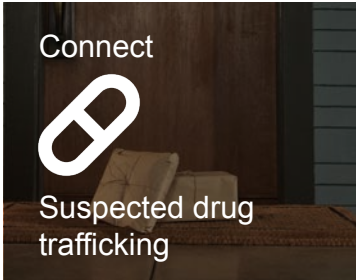
## Driving Hour Limits

To... **A call to action is internally inspired.**

Assurance audit of DHL highlighted lack of coverage in multiple regions and LOBs and a new learning of DHL impact on account sharing

**1 in a million happens every hour**

# As we grow in size and complexity we see increasing exposure in safety risk.



**From...** Launching with MVP safety controls.

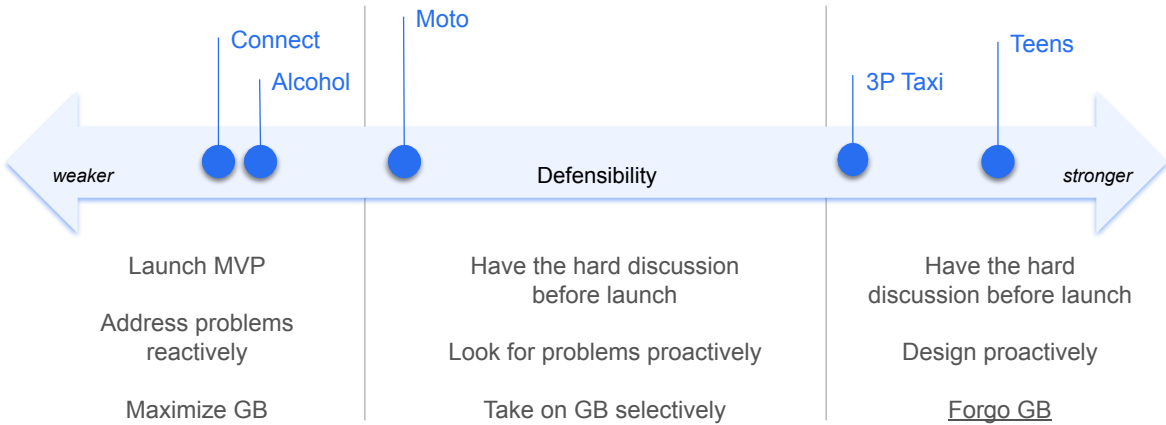
**To...** a higher safety standard for all products.

1. YTD Serious Auto Crash Rate per MM trips (Brazil only)

2. YTD Serious Interpersonal Conflict Rate per MM Trips (Markets with ID verification requirements - US, UK, CAN, AUS)

# We should be intentional about the risks we take...

At launch, we were here:



*As bets grow, we need to quickly scale maturity and defensibility*

We think about risk relative to the problems space. When we have low tolerance: get advocates behind us, design embedded, hardest convos up front. When we have highest risk tolerance - we can ship MVP faster, address problems as they arise (learn risk distribution on the fly)

Takeaway: having the discussion is the point.

# 2024 Priorities

**2024 Priority Areas**

Into 2024, we are focused on 4 key priorities.

Identity

Improve Road Safety

Seed the Future, Safely

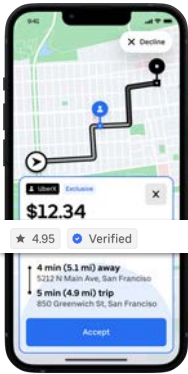
Raise the Bar on Quality and Assurance

[More here](#)

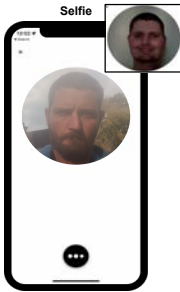
### Personal Safety

## Know our users and what happens on a trip

### H1 2024



Rider verification, More Enforceable Rider ID Policy



X-Tech Improvements (active capture, ID/PP match, profile photo quality), Earner Profile Photo Freshness Policy

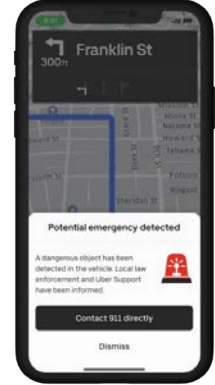


Scale video recording globally

### Recording: 2025 and Beyond\*



Live Streaming, Real-Time Emergency Alerts via ML, Rider Behavior Policy Enhancements



\*Projects will require legal vetting

## Improve Road Safety

# Focus on crash reduction (4W) and preparedness (2W)

### How we win

4W



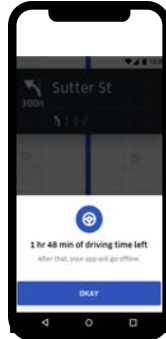
Driving scores + incentives

2W



Bike safety checklists +helmet verification

Cross Modal

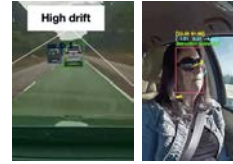


Driving Hour Limits

### Future vision



Earner defensive driving education



New signals enables new safety features (eye gaze, lane drift)

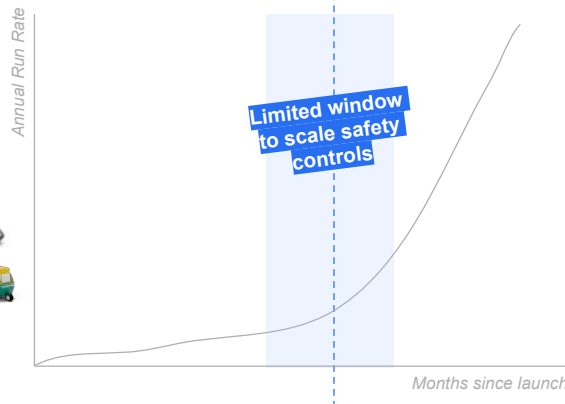
Seed the Future, safely

We're focused on designing with safety in mind across growth bets and scaling controls to mitigate critical risks.

Adoption curve of a growth bet

**MVP Safety Controls**

- Safety risk assessment
- Minimum safety controls required



**Scaled Safety Controls**

- Moto: SA/SM interventions + 2w road safety tools
- Connect: Spender ID controls, SDM to mitigate R2D incidents
- New Verticals (Delivery): Restricted item detection, age verification, heavy item guardrails

Raise the Bar on Safety Assurance

In 2024, we want to focus less on the rearview and more on the road ahead.

**From...** Fixing gaps that we learn from incidents → *Lagging Indicators*

**To...** Prioritizing KPIs & processes that find and fix gaps → *Leading indicators*

## 2024, what does success look like?

1. We have meaningfully reduced **rider anonymity** (Rider ID US gen pop)
2. We have expanded to **Delivery** the largest proven interventions on Mobility (SDM, TRP, VCC)
3. We have strengthened defensibility on **2-wheeler safety**
4. We have moved more upstream on **growth bets**
5. We have even greater conviction in the defensibility and maturity of our systems (**Assurance**)

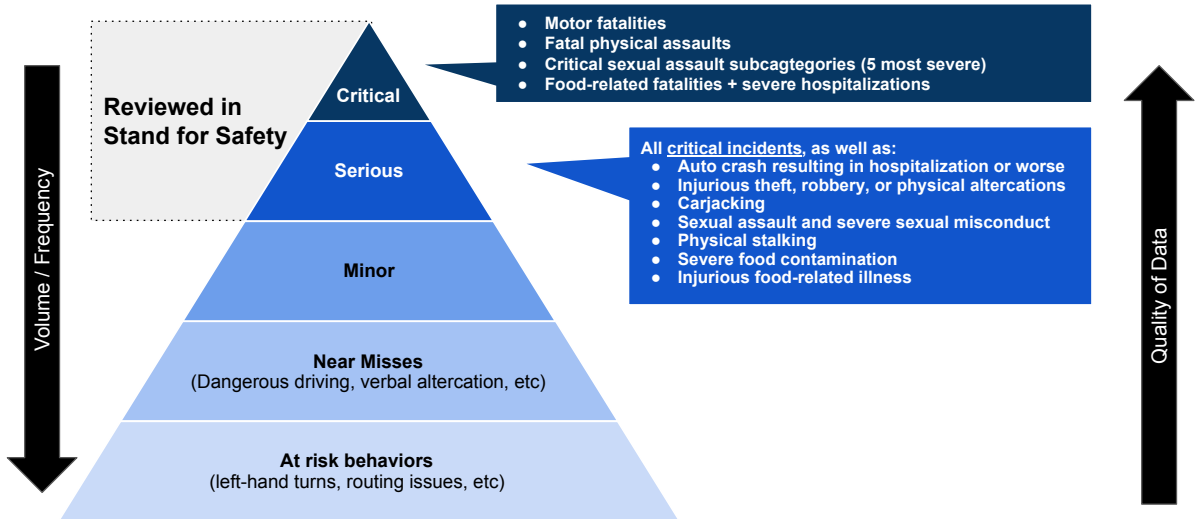
# Appendix

## Incident Rate Details

[Link to deprecated presentation slides.](#)

# Defining Safety Incident Rate Metrics

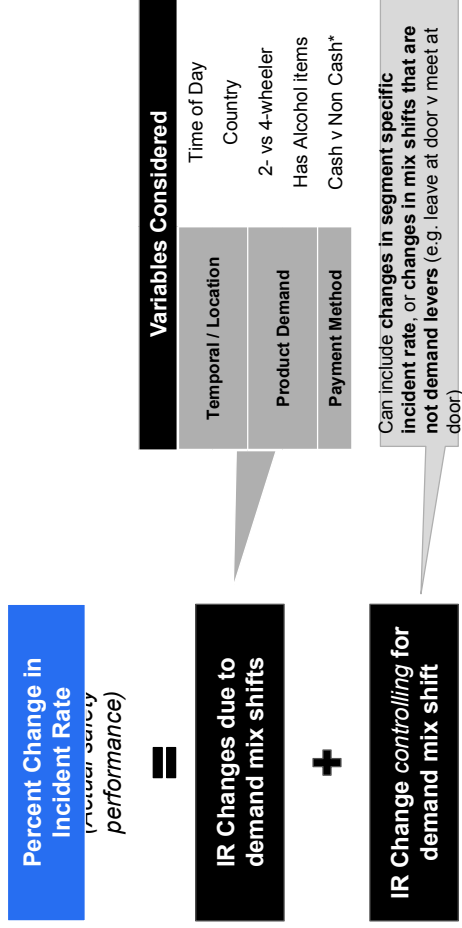
Our Safety Incident KPIs are categorized by severity using the Safety Triangle



Attorney Client Privileged & Confidential

# Methodology for Understanding Safety Performance

Distinguishing changes in demand mix shift from changes in safety risk rate and other mix shift factors



\* Serious physical assault incidents only

Throughout the year, brought updates to how our incident rate was performing, and time and again our analysis showed that the increase was not due to an increase in rate itself, but actually towards a shift in environmental and product factors that had higher incident rate. As we look to do our year end review, we wanted to quantify these elements to give the biz a better picture of where our change in rate was coming from, and how different business decisions (such as product launches) as well as environmental/ societal changes (such as return to pandemic) were affecting safety on the platform.

What we did:

[high level walk through mathematically of how to capture the two values]  
[looking at the variables we had identified throughout the year - read off]

[only looking at company level goals – critical total and for each LoB]

# Safety Data Audit Coverage

## Critical Incident Audit Coverage by Language

Market Language	Mobility	Delivery
English	✓	✓
Spanish	✓	✓
Portuguese	✓	✓
French	✓	✓
Japanese	✓	✓
Arabic	✓	
Mandarin (Traditional)		✓