# UBER_JCCP_MDL_000250170

## Metadata

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| **#Author** | kvanleeuwen@uber.com | SEMANTIC |
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| **All Custodians** | Baker, Matthew;Cinelli, Dennis;Freivogel, Cory;Patel, Niraj;Sheridan, Danielle;Silver, Nick | SEMANTIC |
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| **Other Custodians** | Baker, Matthew;Cinelli, Dennis;Freivogel, Cory;Sheridan, Danielle;Silver, Nick;Patel, Niraj | SEMANTIC |
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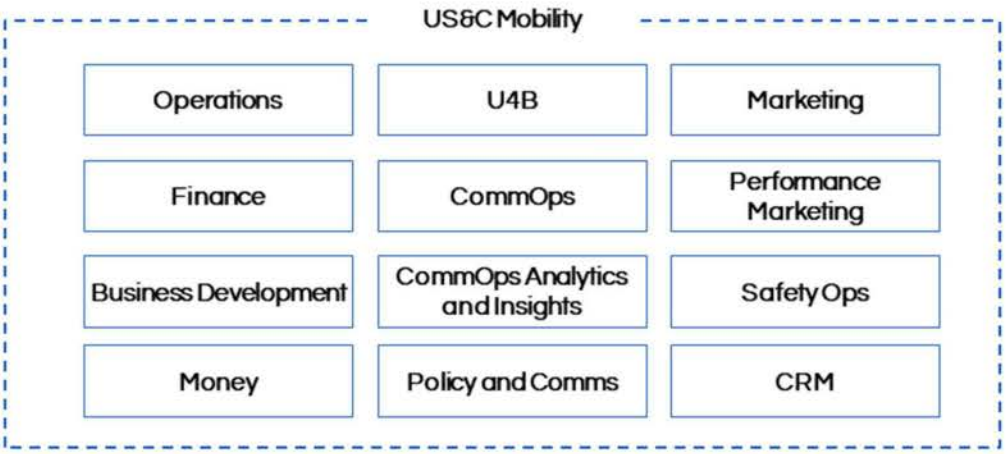
US&C Mobility
Cross-functional
All Hands
September 10, 2021
Uber

# Agenda

| | | | |
|---|---|---|---|
| 1 | Welcome and relaunching the US&C Mobility All Hands | Dennis | 5m |
| 2 | Business update | Dennis | 10m |
| 3 | Safety Ops update | Margalit Kluger Tamir and Natalie Flecklin | 10m |
| 4 | Fraud prevention | Matt Jarzabek | 5m |
| 5 | NYC BGC outage | Rachel Perl, Joe Bollhofer, and Blake Pierce | 5m |
| 6 | Helping the Asad family | Carrol | 5m |
| 7 | Slido Q&A | All | 20m |

# Re-launching the US&C Mobility All Hands

## This quarterly All Hands represents a diverse set of teams, all of whom work on US&C Mobility




The cross-functional All Hands is a chance for all US&C Mobility cross-functional teams to connect

Goals:

- Establish strong cross-functional connections
- Stay in-sync as a regional, US&C Mobility team
- Make sure everyone has the latest context on business performance and challenges

We'll be running this cadence quarterly

# Business update

@Dennis

# As a US&C Mobility Org, we have broad themes that inform our priorities in H2 2021

## 1 Fix the foundation

- Recover the business leading with drivers and key rider use cases
- Refresh operating cadence focused on input metrics and our users
- Seek out poor customer experiences and hold teams accountable to fix them ... forever

## 2 Improve early lifecycle

- Our funnels (rider/driver) should be fast, seamless, and intuitive
- We should engage with new customers so that they learn about what Uber can offer them and are incentivized to use it more
- First trips should be a magical experience, with limited challenges or confusion

## 3 Continue to lead industry

- Allow riders to trade off time/price/sharing based on their needs and sustainably
- Execute on long term objectives ... Earners reboot, Marathon, and Arrow
- Launch cross LOB membership that delights users across Mobility and Delivery

## 4 Expand our category

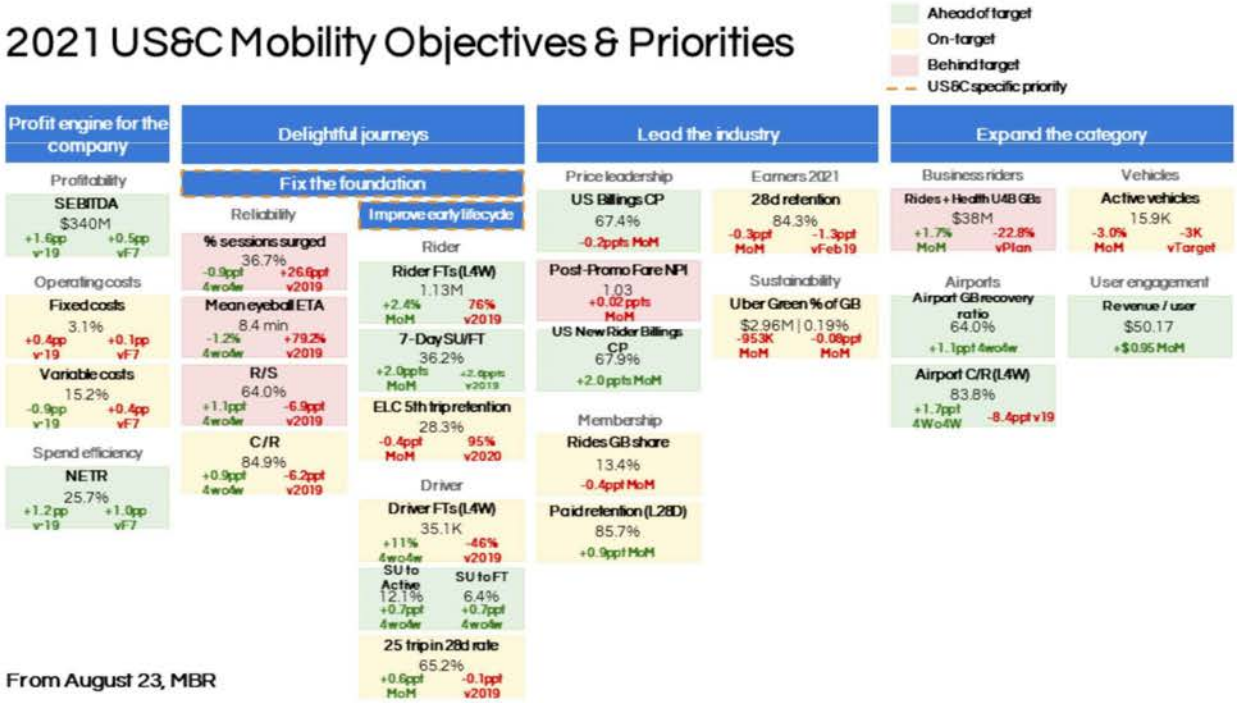
- Scale existing growth bets ensuring we deliver on key customer experience to win
- Explore and place new bets that open up new user groups and categories
- Set the path for the future by continuing to make progress our EV and AV transition

## 5 Drive profitability

- Continue being the profit engine for the company
- Execute on NETR improvements and OCS projects
- Identify and address structural financial asymmetries between Uber and our competitors

## 6 Develop our team

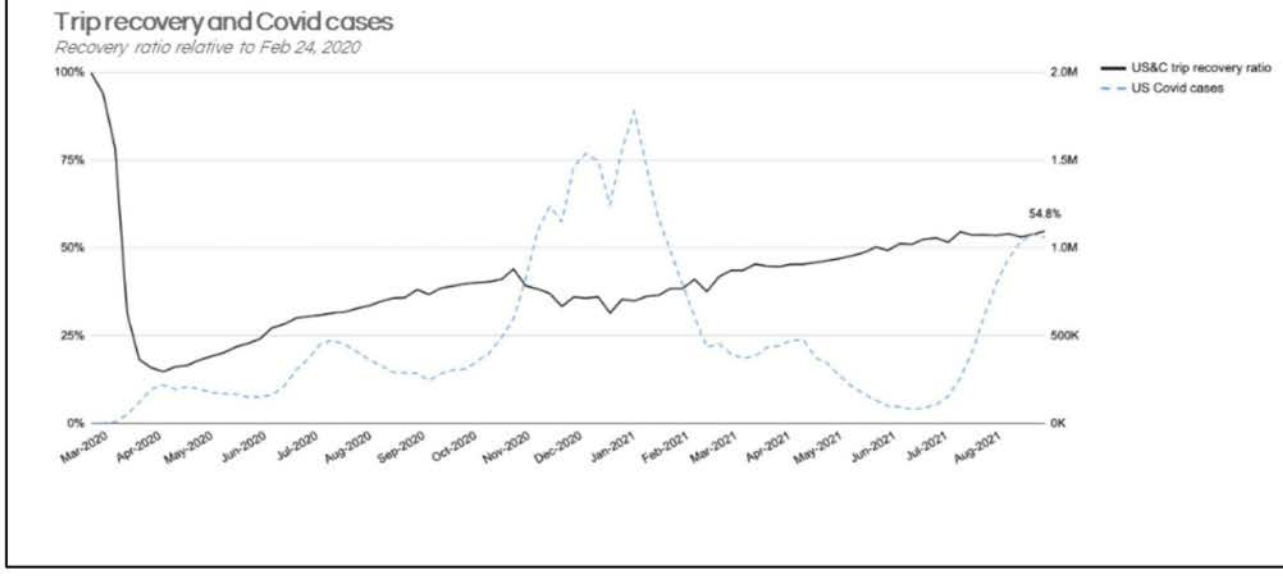
- Simplify and streamline our hiring process
- Ensure that new hires are getting the training and support they need
- Ensure job satisfaction, development opportunities, and prevent attrition
- Cross-functional alignment with our partner teams




**Presenter:** Dennis

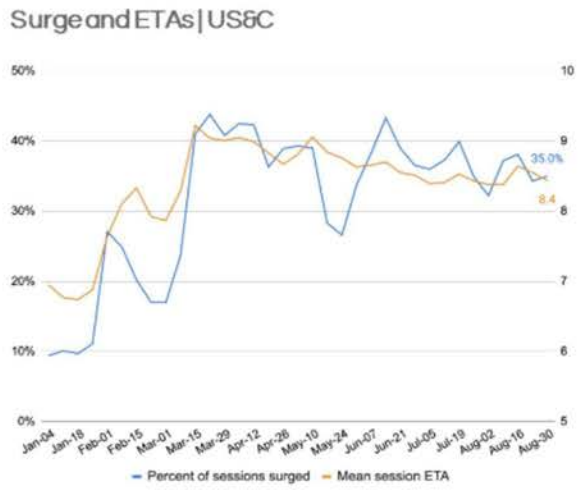
**% sessions surged:** Had been falling down to 33% but is now up to 39% for most recent week
**ETAs:** Trend is concerning. Broad undersupply has led to concerning degradation over the past 2 weeks.
**C/R:** Continues to climb and was at its highest point since January, but fell for the last 2 weeks
**Driver FTs:** At highest point since March 2020
**Driver conversion:** Both SU to Active and SU to FT have been rising after cleared backlog
**CP:** Early Lifecycle CP is now on par / higher than Overall CP for the first time. Likely due to a combination of Lyft underspending in this cohort (focus on EDI), Uber spending a little here, and improved CRM. Resurrected CP has converged with Overall CP
**U4B:** It's red this month again, and for Rides it's especially driven by exposure to the airports use case, for Health it's driven by delays in broker timing, especially ModivCare which launched 7/15 vs. 7/1 and is ramping slower than expected

## We've experienced steady trip growth since January, but increasing Covid cases has caused some stagnation




- Seen solid growth after our declines in 2020
- From January (35% recovered) to March (45% recovered) to hitting 55% recovered in July
- But rising cases and the delta variant have caused some stalling at 55% for the last 10 weeks

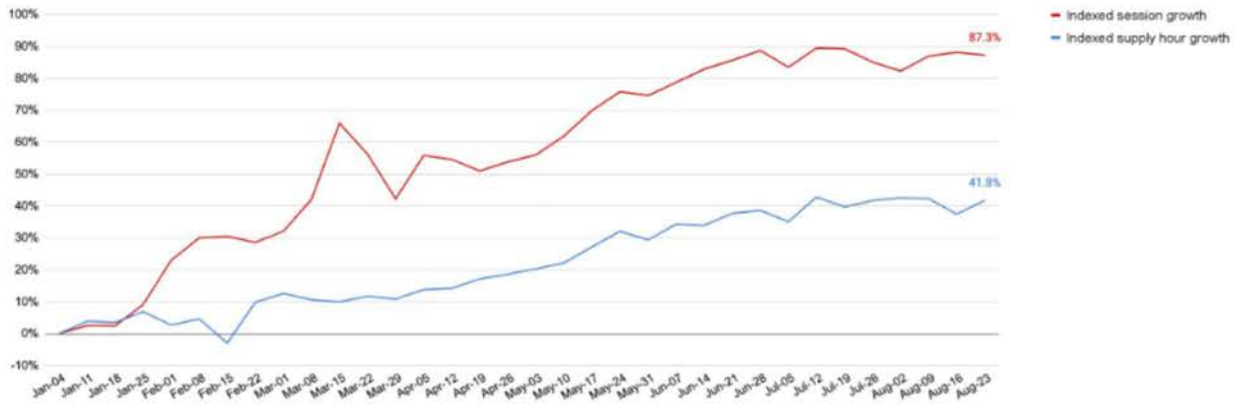
## At the beginning of the year, surge and ETAs grew rapidly. R/S has declined while C/R has increased and remained steady



- January to March was rocky as we saw surge and ETAs spike. Both have been falling steadily from March until now, but are still elevated
- High surge has cause R/S to fall, reaching a low point of 63%
- C/R has been rising since a low point of 65% in March, and now we're doing a better job of making sure when a rider requests a trip, we're able to fulfill it

## Over the spring, we saw steady supply hour gains, but supply hour growth has recently slowed

Session and supply hour growth | US&C




The most important thing we can do for our business is find sources of and accelerate supply hour growth

- Similar to our trip growth, our supply hour growth has been stalled for the last 8 weeks
- We had healthy growth throughout March - June, but have started to taper off
- The most important thing for us to focus on right now is accelerating supply growth

## We need <u>all hands on deck</u> as we work to grow supply hours

Over the next few months, we have 6 focus areas:

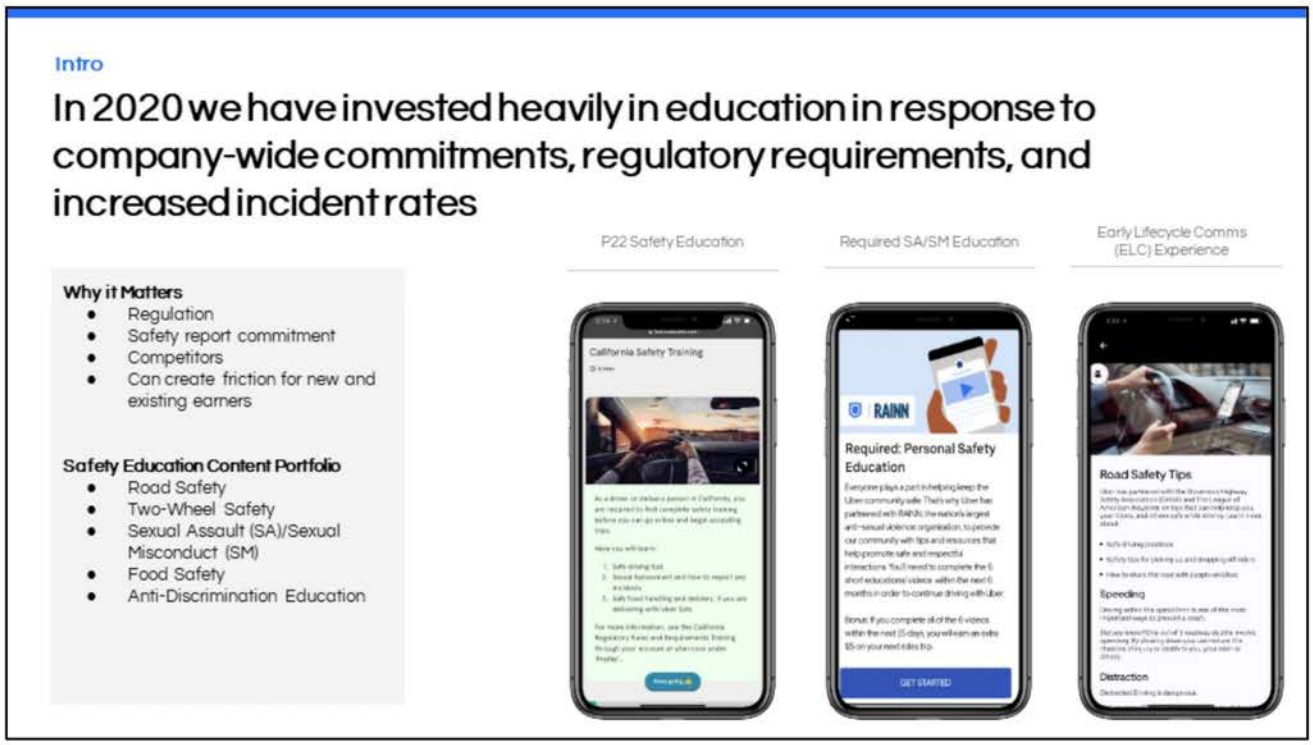
| Dive Deeper Into Crossover | Increase Growth Messaging and Incentive Coverage | Identify New Sources of Growth | Improve VI Experience | Deeply Analyze Onboarding Funnels | Get More Segmented |
|---|---|---|---|---|---|
| Only +6K of the 100K drivers we've gained have been from our crossover work | Earnings are up 60% vs 2019 but drivers are still unaware and/or don't trust us | Even if we winback all churned drivers we will need new drivers to meet our future growth needs | Conversion in VI cities is 43% of non-VI cities | 14D FT conversion is ~6% for Rides, but varies greatly at the city-level | 31% of HVD are inactive & some top cities are up to 20 ppts below US avg in driver recovery |

If you or your team are interested in helping on any of these topic areas, please reach out to @Caitlyn Chamblee

- We need everyone across US&C Mobility, and everyone on this call to help in our efforts to grow supply
- This is our P0 as a business, and we're focusing on 6 important topic areas
- If you're able to get more deeply involved, please reach out to Caitlyn Chamblee. We need all the help we can get as we tackle this important issue

# Safety Ops:
# Project Highlights

@Margalit Kluger Tamir
@Natalie Flecklin

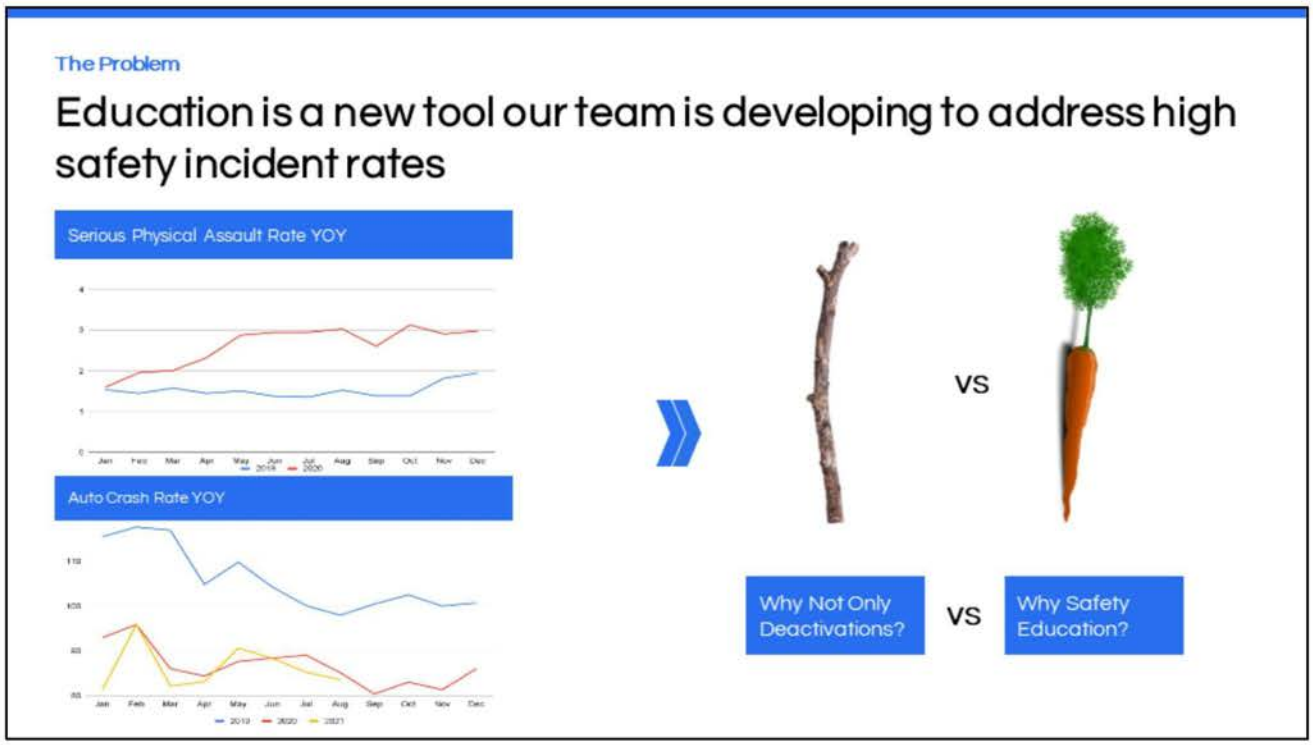



Hello, my name is Margalit and I'm part of the Platform Safety team on the US&C Safety Ops team. Today I'm going to share with you our Education initiatives.

1. In 2020 we have invested heavily in education in response to company-wide commitments, regulatory requirements, and increased incident rates.

2. We believe there is a ton of safety value in offering training through various channels and points in time. But, we haven't spent much time talking with the business about those benefits. And I'm sure the first reaction of most of you: Safety education requirements can create friction to our Earners.

3. Today we wanted to walk through the evolution of our different education programs and the benefits we've seen on incident reduction and supply.

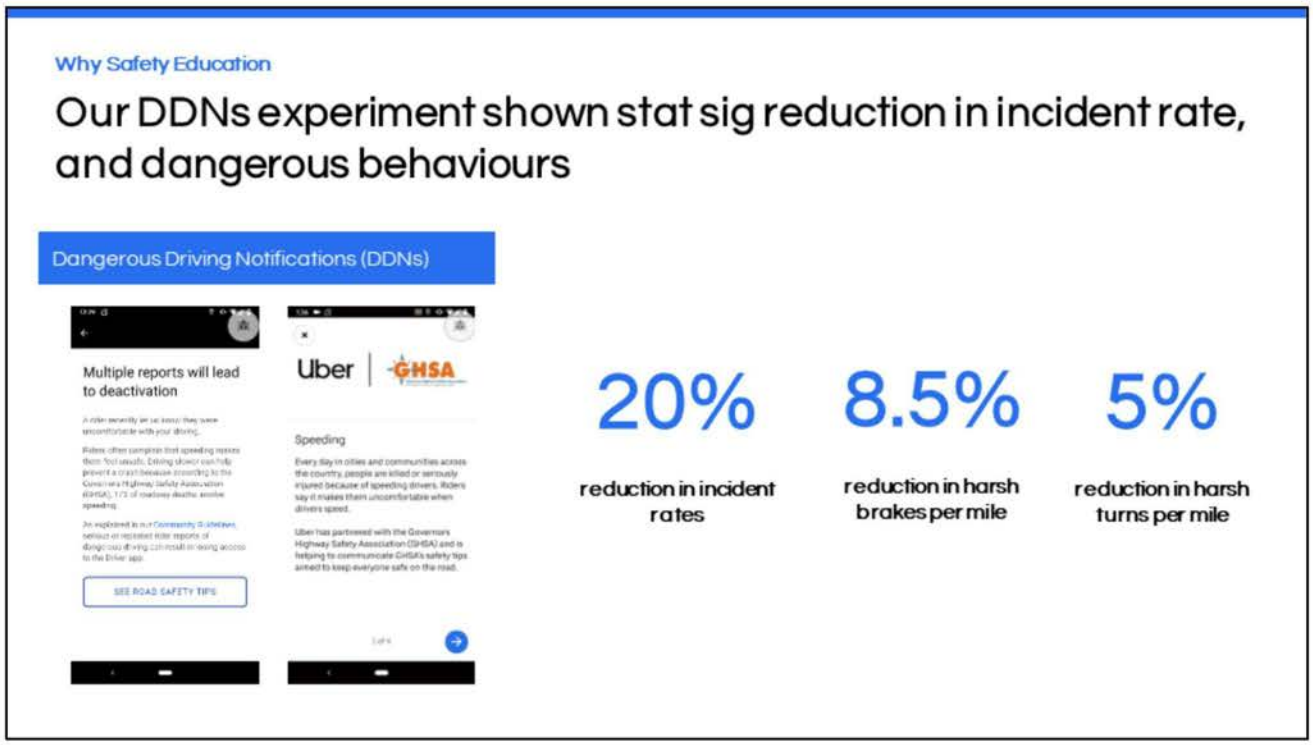



We have 2 main tools when it comes to how to make sure the platform is safe: The stick - 1) Deactivations. We can remove bad actors and make sure we only maintain 'good actors'. And the carrot - 2) Education, we can influence user behavior on the platform.

Both tools are critical for safety, A question that one might ask is why not only deactivations, this is a good enough tool to keep our platform safe from risky users. But at the same time, we have to explore what can be done to provide users more resources and support. Especially because dangerous behaviors are probably way underreported. Riders provide ratings on drivers on only 46% of trips. That means that more than half of the time we don't even know if it was a good or a bad experience. Moreover, only 1% of drivers actually receive a dangerous driving report which is required for deactivation. In addition to all of that, deactivations are one of the most negative experiences for drivers.

Therefore our team is focused on Education, which is a positive and proactive tool in our arsenal. We can address the root cause of high severity

and large loss claims.



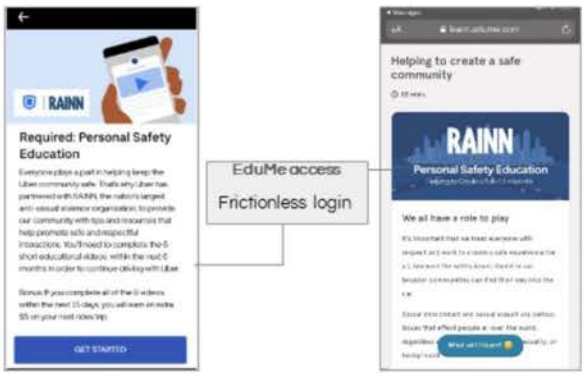

One of the first experiments that we've conducted at Uber in general and in the area of Safety more specifically is Dangerous Driving Notifications, or in short - DDNs. DDNs are targeted feedback for drivers, delivered in-app with a link to a text-based road safety education module when a certain behavior is surfaced.

We've seen promising results based on this experiment. We've seen a 20% reduction in incident rates, 8.5% reduction in harsh brakes per mile, 5% reduction in harsh turns per mile. There was a stickiness effect as well, as the effect was observed even after 8 weeks. This was the first time we were able to measure the impact of educational content.

Why Safety Education

## Drivers who completed SA/SM education saw ~10% lower in SA/SM incident rate compared to drivers who didn't complete

RAINN Personal Safety Education




**10%**

Lower in SA/SM incident rate compared to drivers who didn't completed

**98%**

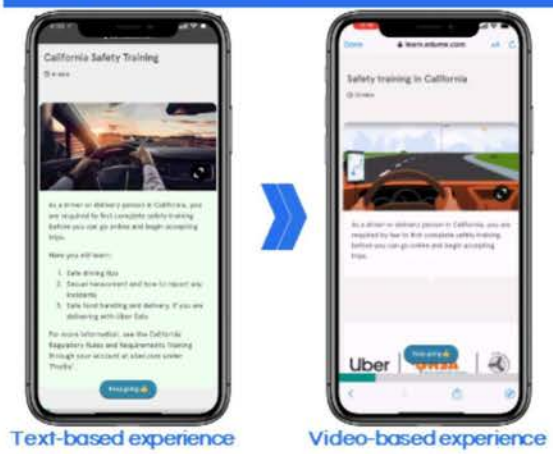
Completion rate among L28 active drivers

Similar results have also been observed for Personal Safety education. This education is focused on Sexual assault and Sexual Misconduct behaviors. This education is mandatory in almost all states in the US. We observed a 10% reduction in Interpersonal conflict incident rates among those who completed the training compared to those who have not completed the training. The team is now doing proper A/B testing in EMEA to better understand the safety impact. This is a mandatory education that we committed in the 2019 safety report, and Lyft does the same. We are seeing that 98% of active drivers who are enrolled and their deadline passed have completed their education.

Why Safety Education

## Moreover, we've seen no significant impact in sign-up → first trip conversion for earners completing P22 education modules

Prop 22 Safety Training in CA




Text-based experience | Video-based experience

**99%**

Drivers who have tapped the hard blocker have completed all P22 education modules

**+0.5%**

Difference between treatment and control group for sign-up → FT conversion after 28 days

You are probably asking yourself how all of this is impacting supply hours, since it poses friction, especially for the mandatory training that is at onboarding. Before P22 went into effect, we tested the Prop 22 safety training in California. Back then we only had the text-based experience on the left. We've seen that 99% of drivers who have tapped the hard blocker have completed all P22 education modules. That includes Road Safety, personal safety, and for couriers also food safety and 2 wheel safety. In April we rolled out the video-based experience which is much more user-friendly. And we are launching soon an XP to add the P22 earlier in the funnel so drivers could complete this while waiting for their background checks.

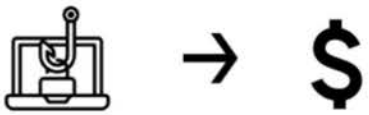
The Safety Ops team is continuing to focus on expanding the education efforts across anti-racism, road safety, and personal safety among all users. We believe that by setting the expectations with our users, and by providing resources we are able to impact our safety KPIs.

Please feel free to reach out if you have any questions, and now, I'll pass it over to Natalie, Thank you!

## Driver ATO Spend from July '20 - June '21 was $3.8MM

Account Takeover (ATO) fraud is a form of theft in which **a bad actor is able to gain access** to a victim's Uber account and **make transactions that are not authorized** by the account owner.

- Bad actors* change the bank account information and drain the driver's earnings
- Driver realizes their earnings are gone and reaches out to support who ensures the bad actor's information is removed and issues an appeasement for the lost earnings



*or phishers convince the account owner to change their bank account information

The scenario described is considered a "True ATO" but we also issue appeasements for "False ATOs" where the account owner, in collusion with a non-compliant actor or acting individually, has the bank account drained, and claims ATO knowing that Uber will be on the hook for 'ATO' appeasement

## Leverage Mutombo at Bank Account Change to prevent ATO

Mutombo is our real-time identity verification (RTID) product which compares an earner selfie against their profile photo, to **prevent account sharing by ensuring the authorized earner is the human behind the wheel.**

Safety → Risk Challenge Library

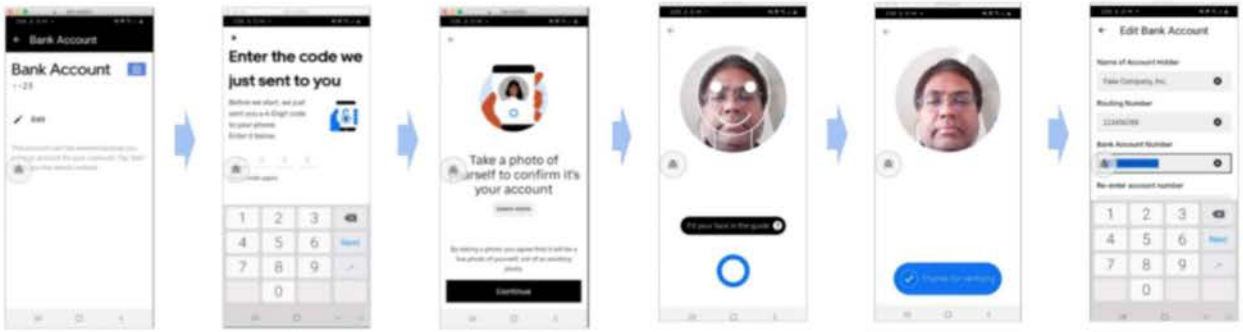
**Leveraging Mutombo across the platform** can prevent other forms of suspicious activity. Placing Mutombo at the bank account change aims to prevent ATOs and associated spend.

**While Mutombo is traditionally managed by the Safety Product team, ATOs presented an opportunity for Mutombo to be leveraged by the Risk Product team, with Safety's support**

**Experimentation statement:** Implement additional security challenges at driver payment profile edit to block unauthorized actors from cashout. FaceID will also keep track of photo evidence to further identify account sharing, collusion, and social engineering. Ensure low friction for good actors and decrease ATOs in the US.

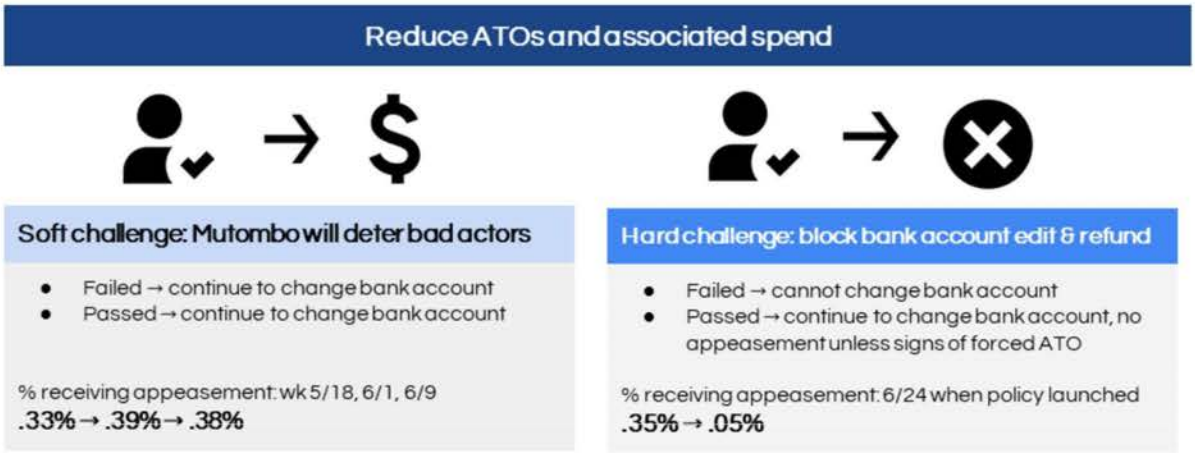
# UX Flow - Passed Mutombo Challenge

Three types will go through this flow 1) A good actor 2) A fake ATO being initiated by the account owner 3) A true ATO due to the account owner being victim to phisher




Start to edit bank account | Enter the SMS Code | Continue to Mutombo | Take a selfie | Pass face verification | Update bank account

## Experimentation proved hard challenges are crucial




Ensure low-friction for good actors: 94% of users submitted a selfie when triggered → 99% of those who submitted a selfie passed Mutombo

Control - Earner is able to cash out if entering the correct SMS code
Treatment - Earner is able to cash out if entering the correct SMS code and verified by Mutombo Face ID

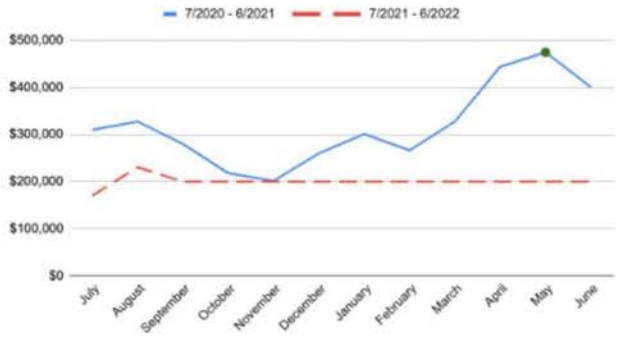
Appeasement spend in treatment was 10 bps below control but over time, there was less effect as bad actors are sophisticated and will bypass all soft challenges

Incredible reduction in appeasements once going live with updated appeasement policy. Blocks bad actors/"false ATOs" from taking advantage of our previous policy.

## Since launching Mutombo, we've seen a 45% decline in ATO Spend and predict an annual savings of $1.5 million

| | 5/24 | 5/31 | 6/7 | 6/14 | 6/21 | 6/28 | 7/5 | 7/12 | 7/19 | 7/26 | 8/2 | 8/9 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Spend | $110K | $110K | $83K | $89K | $75K | $42K | $42K | $42K | $32K | $35K | $38K | $28K |

Driver ATO Spend




- We are continuing to collect data from our 100% rollout on 7/14
- We are seeing encouraging results in July & August
- If trends maintain at $200k/month, we will see **$1.5MM in annual savings**

https://docs.google.com/spreadsheets/d/1vsq-j8PAmuDhBkZPrC7UuIrJn6G8aSlKYYs9QTYiOkU/edit#gid=1784029001 (updates w/ YoY)

https://docs.google.com/spreadsheets/d/1jujCE5VOyIeIALfgkBCFtaTumfI4Qbi-BejzO0lexMI/edit#gid=0 (used for R&A meeting)

# Next Steps and Looking Ahead

| Workstream | Status |
|---|---|
| 100% rollout in US | Complete 7/14 |
| 100% rollout in Canada | Complete 8/5 |
| Global rollout | In Progress |
| Add language at RTID screen to deter good actors from being phished | In Progress |
| Surface product or experience issues | In Progress |
| Add waitlist action to failed + implement hardblocker & FSTO to better direct good actors to support | In Progress |

**Continue Leveraging Mutombo Across the Platform**

- Work with the Airport and Customer Care team to explore triggering Mutombo when an earner is in an airport queue line, which could prevent unauthorized "holders"
- Let us know if you have another potential use-case!

# Fraud prevention

@Matt Jarzabek

# Fraud is always a high risk cost item

Our team actively tracks and prevents fraud pressure and losses across LOBs in the US&C

| Account Fraud | Transaction Fraud | Marketplace |
|---|---|---|
| Our team works to ensure that both earner and spender accounts are secure and protected from possible Takeovers.<br><br>We work to ensure that financial instruments that are used to pay earners and the ones used to pay for trips are validated and belong to the user in question. | We monitor for any types of anomalous behavior on both orders and trips to ensure that customers are not financially defrauded by bad actors.<br><br>Our team flags and maintains active queues that proactively adjust instances of suspected fraud. | We monitor and action on various forms of marketplace abuse and fraud.<br><br>Our work is inclusive, but limited to following:<br>- Support Abuse<br>- Sticky Surge<br>- Cancellation Gaming<br>- Repeat Pairing<br>- Collusion |

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# We have done a lot to stop Fraud in 2021

To date our efforts have saved Uber over **$80 Million** in 2021 and work is not yet done!

| Automated Rules | Policy Changes | Product Launches |
|---|---|---|
| We work with our risk data scientists and engineers to build automated rules and models that target wide scale fraud. Examples being:<br>- Anti-Phishing models<br>- New Courier Fraud<br>- Tipping Fraud | We work with both product teams and local ops teams to make key changes to existing products that close major fraud loopholes. Examples being:<br>- Upfront Fare Fallbacks<br>- Fleet Accounts | We test and implement new products and changes to existing products to further driver down possible losses. Examples being:<br>- Penny Auth<br>- Fraud Vault Blocking |

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# Top Priorities

We work through the constantly evolving fraud vulnerabilities that are both unique to the each line of business, but also in areas where fraud patterns converge. Some of our current active top priorities include:

| Rides | Appeals & False Positives | Eats |
|---|---|---|
| - Account Takeover Mitigation<br>- Bot Creation of Rider Accounts<br>- Long hauling & GPS spoofing<br>- Tipping Fraud<br>- Cancellation Gaming<br>- Repeat Trip Pairing<br>- Support Abuse | Our team also maintains a robust fraud appeals process that is available to both earners and spenders on the platform.<br><br>We also work with our Risk HQ and product teams to address and mitigate instances where fraud rules or actions are incorrect and need to be refined. | - NRO and New Courier Fraud<br>- Google Food Ordering<br>- Migration of manual fraud rules<br>- High Tipping Fraud<br>- Fake Merchant Accounts<br>- Cancellation Gaming<br>- Repeat Trip Pairing |

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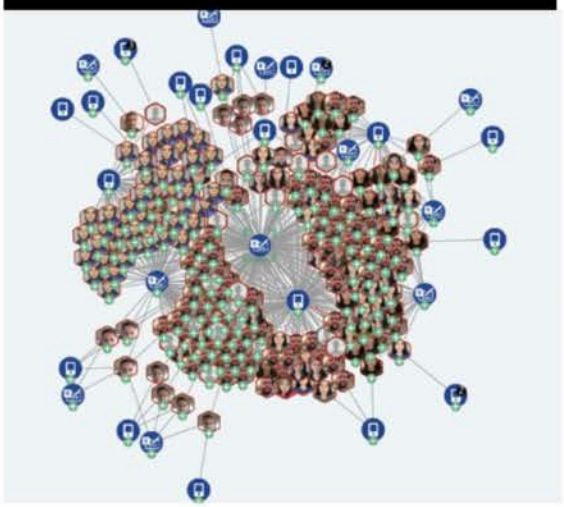
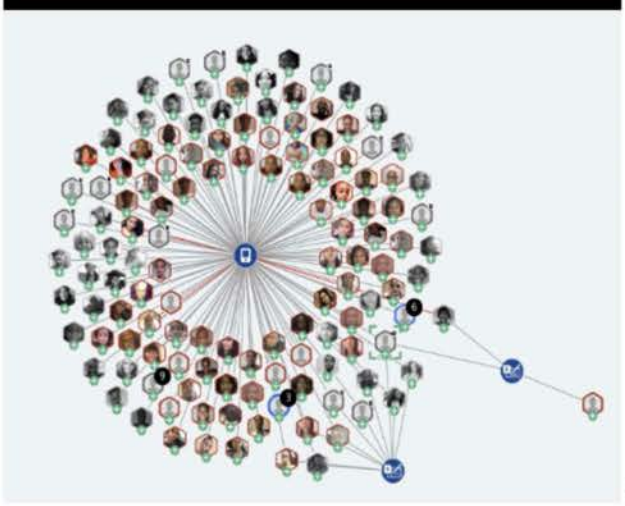
# Examples of Sophisticated Fraud

Often the fraud rings that we uncover are quite expansive and interconnected

**Fraud Ring Linked by One Bank Account**



**Fraud Ring Linked by One Device**



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https://ugraph.uberinternal.com/subgraph?type=payment-bank-fingerprint&uuid=ef150df5-6ae9-4c5a-8e75-fab3af24b3c4&hops=2&queryEnv=THRIFT_PRODUCTION&edges=USED_PAYMENT_BANK_FINGERPRINT,USED_LEGACY_DEVICE&

# Working With Us

Our team is passionate about mitigating financial losses anyway that we can and we are here to help.

| Abstract | Quantifiable | Formal Support |
|---|---|---|
| If you are unable to fully identify what is happening, or the scope of the problem. However, you know that there is anomalous behavior or burn happening in a product or initiative. | If you've identified either a specific gap in a product or process that is either being missed by existing risk rules or needs risk rules to be built. | If you are planning on launching a new product or making a change to an existing product that will change or impact either earnings, promotions, or support payouts. |
| Our team can deepdive and attempt quantify and work to potentially close the gap. | Our team can either support building new rules in our internal risk engine, or develop a review process that will identify and action on the fraud | Our team can advise and support possible fraud mitigation or consideration to limit unnecessary losses to the company |

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# Renewing Risk Governance structure

We are rethinking on how the business interacts with Fraud and Risk across Ops and Tech

01

### US&C bi-weekly/ monthly meeting

**(RegOps led)**

**Key attendees**
Regional Ops POCs, Appointed regional POC from Payment ops, Regional Commops POC for Risk, ProductOps
*Optional: TPM*

**Agenda items**
(a) fraud MOs, (b) key strategic actions /asks, and (c) local triaging, (d) prioritize key asks to level up to global meeting

02

### Global bi-weekly/Monthly meeting (max 60mins)

Establish a global meeting bi-weekly (and move to monthly eventually)

**(ProdOps led)**

**Key Attendees**
Risk HQ DS, TPM, regional POC from Payment Ops, Global investigations POC, CommOps representation, Risk Product rep
*Optional: Risk Eng*

**Agenda Items**
Identify key priorities from mega region weekly meetings, include in upcoming sprint plans for intake

03

### Risk Governance Steerco

Leadership Review for progress monthly (and eventually quarterly)

**(ProdOps led)**

**Key Attendees**
Risk Product, Risk Eng, Risk DS, Global Investigation, Global Payment Ops leadership, and Comm Ops

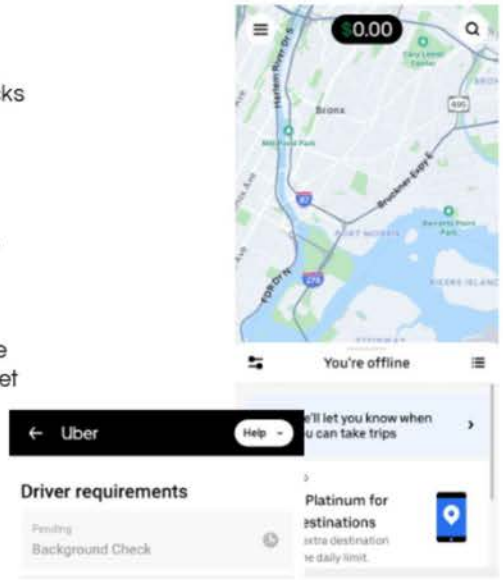
# NYC BGC outage

@Rachel Perl
@Joe Bollhofer
@Blake Pierce

BGC Outage | **Background**

## New York City BGC High Level Overview

- Drivers in New York City are licensed by the Taxi & Limousine Commission (TLC), which conducts fingerprint background checks and reruns as part of the licensing process.
    - As such, background checks are not a regulatory requirement in NYC for rideshare companies.
- In August 2019, a supplemental safety screening and annual re-run was implemented in NYC for commercial drivers in order to accomplish safety marketing goals.
- When BGCs were implemented, screenings were ordered for the entire active driver population within the month of August and set to re-run annually.
- Since screenings are run annually, 75% of currently active Uber drivers are anchored to an August rerun schedule.




- Drivers in New York City are licensed by the Taxi & Limousine Commission (TLC), which conducts fingerprint background checks and reruns as part of the licensing process.
    - As such, background checks are not a regulatory requirement in NYC for rideshare companies.
- In August 2019, a supplemental safety screening was implemented in NYC for commercial drivers in order to accomplish safety marketing goals.
    - The BGC has limited scope and focuses on Out-of-state criminal checks only and typically is completed in under an hour.
    - Although limited, the BGCs help greatly with fraud and driver identification
- When BGCs were implemented, screenings were ordered for the entire active driver population within the month of August and set to re-run annually.

- This short window for screenings annual re-run requirement has caused 75% of currently active Uber drivers to cluster onto an August rerun schedule.

BGC Outage | **Summary**

## On Monday morning, Ops received driver feedback that background check requirements were taking drivers offline.

- **Overall Impact** (Incident - LINK)
  - 18.5K drivers expired from the platform with an average time offline of 3.1 days.
- **Root cause**
  - There is a known BGC tech issue which caused BGCs to not rerun automatically.
  - We run recurring backfills for BGCs twice a week where the system doesn't work as expected.
    - The script used to find eligible drivers excluded black flow partners (NYC)
  - Currently, Ops tracks regrettable expirations on a week over week basis but does not have real time monitoring around BGC related issues, which caused the issue to go undetected for a period of time.

Sweep documentation
[WIP] Screenings: Issues Explained

Slide 32

1 @butorac@uber.com or @joshl@uber.com could either of you share where the recoverable submissions workstream falls within the prioritization list for H2?
Blake Pierce, 9/10/2021

1 Hey @fagent@uber.com – we're in the process of migrating our Tech stack to the new system this half which will include a number of key feature rewrites and improvements, including reruns and expirations.

Total agree the bandaid approach isn't the right answer long term but it's the best option we're able to apply immediately while Engineering rebuilds and migrates the foundation of the Screenings system.

Here's a document I've started that goes into more detail on the plethora of issues with Screenings: https://docs.google.com/document/d/1WzuEFyaEgpzyKgmciWCGLSUkERKj9i3WasMVVAdGe9

re: Recoverable submissions, this isn't directly related to the rerun problem outlined on this slide – Blake is standing up a Sherlock queue for malformed PII. In H1 2022 we'll look at productizing the retries and create more validation upstream.

re: Sweeps - we're looking at automating these and turning up the frequency – development starts Monday.

Let me know if there are follow up questions – have a lot going on from ELT down right now on Screenings so I might be a little slow to respond.
Christopher Butorac, 9/10/2021

1 @perl@uber.com @joeb@uber.com @blake.pierce@uber.com really appreciate the effort in getting this resolved especially over the weekend, but concerned we are still trying to bandaid an issue that is pretty core and can have implications across any market/flow/driver in the US&C.

While updating sweeps and enhanced monitoring could help identify and potentially prevent the issue, can you share more about how fixing this from a tech perspective falls within that team's prioritization list?
Connor, 9/14/2021

2 Thank you @butorac@uber.com for those details and follow-up. I'll take a look at the doc you shared, and appreciate all the effort!!
Connor, 9/14/2021

BGC Outage | **Marketplace and Driver Impact**

## Given general supply trends and other macro factors, it was difficult to parse expected SH declines with those due to BGC issues.

- Supply hours and drivers counts were down across surrounding markets in the days prior to the BGC issue
  - Supply in NYC typically trends lower during our summer slowdown as demand decreases due to people leaving the city on vacations
  - NYC had also seen a decrease in weekday EDI allocation for the week
- Hurricane Henri hit the region over the weekend, creating greater uncertainty around expected supply hours and driver trends

**Supply Hours**

**Active Drivers**

Weekday EDI was down by 30% during the week of 8/16

BGC Outage | **Timeline**

## Ops worked cross-functionally to resolve the outage and build frameworks for better driver monitoring and tracking

- **Mitigating Outage**
  - Disabled BGCs checks in NYC
  - Silently re-ran BGCs for existing drivers while BGCs were disabled
  - Sent CRM comms and Make it Right payments to impacted drivers
  - Reinstated BGC requirement this week with minimal SH impact
- **Going Forward**
  - Building tracking around key population metrics (currently there are various internal definitions of driver status based on BGC, compliance profiles, vehicles, flows and submitted documents)
  - Space out NYC reruns going forward to remove August cohort
  - Monitor Support and Social Media to better understand platform access problems in real time
  - Collective data sharing with CommOps to identify trends earlier

- **8/19 - 3:18 PM:** NYC compliance issue was first noticed by the Safety Team
- **8/19 - 6:57 PM:** JIRA ticket was created by Safety Ops stating 4.2k NYC drivers have had their automated BGC rerun submissions blocked
- **8/20 - 8:27 PM:** Backfill of BGC reruns for initial 4.2k drivers impacted and pushed to Asgard and driver population should be back online
- *8/21-22: Hurricane Henri hit the northeast, resulting in marketplace impact to surrounding states*
- **8/23 - 9:36 AM:** Driver feedback around BGC re-run issues was escalated from CommOps and received by City Ops
- **8/23 - 9:47 AM:** City Ops diagnosed and troubleshooted the issue, escalating it to the Safety Operations team
- **8/23 - 10:22 AM:** City Ops and Safety Ops team escalated to Screenings product and engineering teams

- **8/23 - 11:41 AM:** Background Checks were disabled as a Go Online blocker in NYC
- **8/23 - 4:43 PM:** Issue was mitigated and, BGCs disabled and all drivers re-evaluated for Go-online
- **8/27 - 6:00 PM:** Driver CRM sent for Make it Right payment to drivers impacted and comms to drivers who had not gone online since

# Helping the Asad family

@Carrol

## Last weekend & this weekend, employees in the DC office are helping Mr. Asad and his family

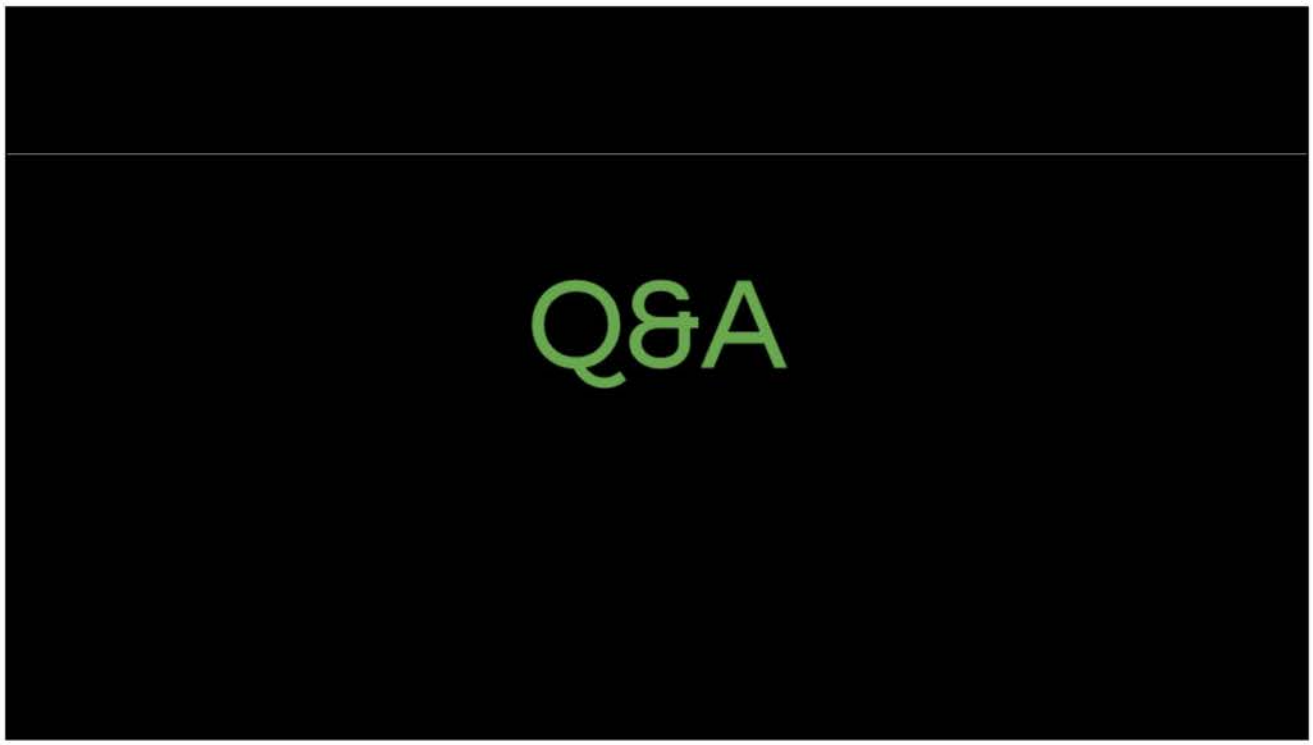
**Mr. Asad is a DC driver and longtime Uber supporter. He is a former U.S. Army interpreter whose wife and four young children (ages 2-10) were living in Afghanistan**

**Mr. Asad and his family when they were reunited in Texas**

The Asad family is currently in Fort Bliss, Texas and will soon be in Alexandria, VA. We have been working hard gathering donations and getting their 2BR apartment set up for when they arrive.

**How you can help:**

→ Send donations via Venmo to **@Jen-Caffrey** (last four digits of phone are 4891) for household items and anything else the family needs. We'll give any leftover funds as a cash gift to the family.


Q&A

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