

# Mobility US&C Safety Committee: Safety Priorities for Discussion

October 6, 2021

[August Discussion](#)

Uber

**ATTORNEY CLIENT PRIVILEGED & CONFIDENTIAL**

Advised by: Scott Binnings, Amos Davis, Jennifer Handley, and Yasi Sedghani

**NGRV** NIGH GOLDENBERG  
RASO & VAUGHN

Trial Exhibit No.

**P-00285**

# Agenda

Topic	Time
<b>01 Hot Issues</b>	<b>40 mins</b>
- <b>Screenings Update</b> <b>Inform:</b> Share updates on projects to improve reliability, adjudication efficiency and BGC communication	20 mins
- <b>Update on Safety Programs that Address Platform Incident Reduction</b> <b>Inform:</b> Review controls live and coming soon to address incident rates in the US6C	20 mins
<b>02 KPI and Deactivation Review</b>	<b>[Time Permitting]</b>
- On Trip Safety	
- Access Safety	
- Safety Related Deactivations	
<b>Appendix:</b>	
- Updated Org Chart	
- Als from Last Meeting and Status	

# 01 | Hot Issues

*40 mins*

# Screenings Update

*20min*

# BGC Workstreams

## Reliability

*Address product reliability issues by implementing short term fixes and fixing root cause issues*

### Projects

- Redesign key feature
- Automate manual sweeps
- Additional issues flagged by City Ops

## Adjudication

*Improve adjudication operation to build more sustainable and efficient processes*

### Projects

- Accenture Adjudication Operations Improvement project
- Assess implementation

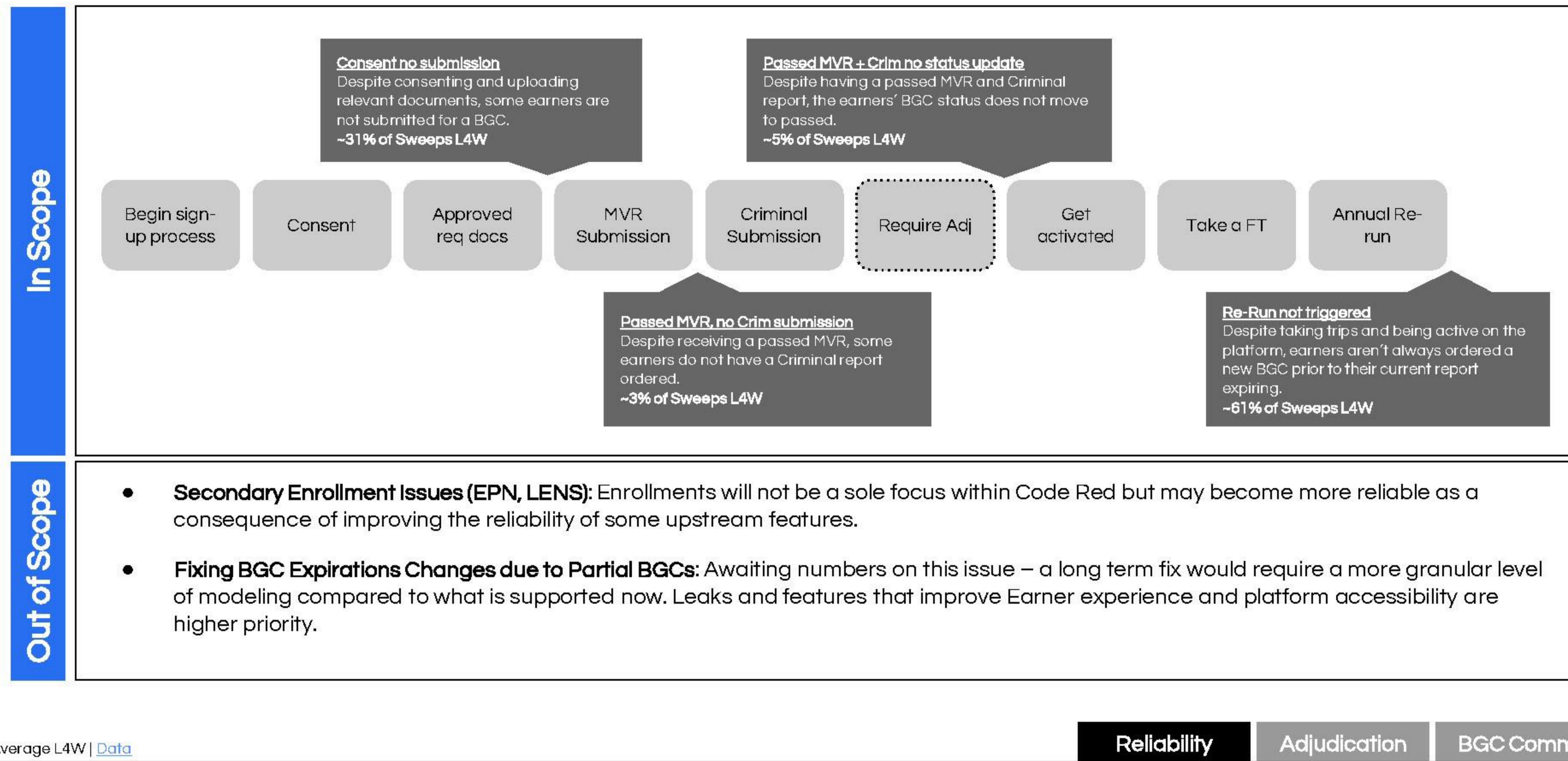
## BGC Comms

*Review and improve existing background check related comms to improve earner experience*

### Projects

- Revamp BGC Comms

# Code Red will tackle root cause of the main reliability issues



Issues stem from prolonged migration timelines (old Tech), foundational and modeling decisions that don't support the current scale of the business and key concepts that are part of Screenings lifecycle (rerun / expiration).

Note: not all problems are listed here, only those that are swept for on a weekly basis between Tech and Ops.

10/01		<span style="background-color: yellow;"> </span> Started <span style="background-color: lightgreen;"> </span> Complete <span style="background-color: lightcoral;"> </span> At Risk <span style="background-color: lightgrey;"> </span> Not Started <span style="background-color: lightblue;"> </span> Paused <span style="border: 1px dashed red;"> </span> Code Red Priority						
Big Rock x Theme	Jul	Aug	Sep	Oct	Nov	Dec	H1	
Reliability x Foundations	Modular Onboarding x One Earner Deliverables							
		Go Monorepo Migration		Portability + UP				
		Morpheus Deprecation		Consent Migration	Portability Migration	ELM Migration		
		Vault -> Tokenizer Migration			Rerun Migration	Checkr CM Migration		
		Decouple Consent		CORI Consent x Migration		BGC -> CPP Migration		
		Disable Prog NYS	Automated Sweeps	Trigger Migration		Remaining Asgard Migration		
Coverage [Integrations x Features]		ISB Integration - Canada Earners			uSights + Public API	Sterling - UKI Couriers		
		LENS w/SambaSafety - NYS Drivers			Samba ILH - US			
		Authbridge Webhooks - India Earners						
		Blacktrust Integration - MX Earners						
Transparency x Processing [Support, Adjudication, Tooling]		Bliss Widget - Global Support	Comms Audit + Revamp			AMS: Adjudication Portal MVP		
		BGC Tools UI Updates						
Cut Items x Rationale	<b>Rerun + Expiration Expansion:</b> Hard cut resulting from headcount allocation and current timelines							
	<b>NCC Australia:</b> Hard cut resulting from headcount allocation and current timelines							
	<b>Recoverable Submissions:</b> Sherlock actioning queue being stood up by Ops to address current gap, primary leakages will be addressed via feature migration and rewrites.							
	<b>Auto Report-Adjudication for US Rerun and Re-onboarding:</b> New ask, awaiting data from DS on opportunity sizing							
<b>Multi-Vendor Concurrence + Redundancy:</b> Traffic splitting isn't supportable re: HireRight adjudication experience and current cost compared to Checkr.								

Disabling Progressive Checks, Automated Sweeps are new asks.

Use requirements sheet from Ops to place owners / actioning etc. :

<https://docs.google.com/spreadsheets/d/1NelIpaNmAVDPOAxQ9V0Apbe8WLdIMqkoBPsG7rKHvY/edit#gid=0>

Use table for leakages to explain where items are being addressed:

<https://docs.google.com/document/d/1WzuEFyaEgpyzKgmcIWCGLSUkERKj9i3WasMwVAdGe9Y/edit#>

# Addressing Additional Issues Flagged by City Ops

Issue	Description	Next Steps to Address Root Cause of Issues	
<b>Product Reliability Issues</b> - NYC BGC Rerun - BGC Halting after Consent or MVR	Leakages due to product reliability issues caused BGCs resulting in negative earner experience.	In Progress	<ul style="list-style-type: none"> <li>Redesign of key BGC features expect by end of November at the earliest (code red).</li> </ul>
<b>Compliance Risks from Partial BGCs</b>	Partial BGCs were launched in the US to address closed courts due to Covid-19. County searches in places with closed courts are skipped and, when reopened, a follow-up report is ordered. However, the follow-up report is unintentionally extending BGC expirations and impacting the rerun cadence in high risk geos.	In Progress	<ul style="list-style-type: none"> <li>Collaborate with City Ops by mid Oct to identify resources to help:                             <ol style="list-style-type: none"> <li>Define the right cadence and ownership of manual process to mitigate risks for the short term.</li> <li>Evaluate the risk and value of having partial BGCs and provide recommendations for the long term (ie: does it make sense to disable partial checks in high risk markets?).</li> </ol> </li> </ul>
<b>Communication Challenges</b> - Reporting Changes - New Package - BGC Status Changes	City Ops was not informed about decoupling of MVR and Criminal reports which impacted reporting processes.	Ongoing	<ul style="list-style-type: none"> <li>Improve communication between Safety and City Ops via email updated and Biweekly Compliance Ops Leads</li> </ul>
<b>Recoverable Fails</b>	There is a lack of support logic / internal policy for earners that request a BGC rerun after they have failed an initial report even if the changes have now prescribed. Currently, we are addressing each case individually.	Not Started	<ul style="list-style-type: none"> <li>Continue to address individual escalations identified by Teamsters</li> <li>Collaborate with Driver Ops, Central Safety Ops, Legal, and CommOps to create internal policy and support logic for recoverable fails [2022]</li> </ul>

Reliability | Adjudication | BGC Comms

# Improving the Adjudication Process

We are partnering with Accenture on a 7-week project (~Oct 11 - Nov 22) to identify potential opportunities and solutions to improve the background check adjudication process

Phase	Objective	Deliverables
Discover	Discover existing process to identify pain points that should be addressed	<ul style="list-style-type: none"> <li><b>Agent Workflow:</b> visual representation of the end-to-end process that agents complete for the background check adjudication process</li> <li><b>Current State Pain Points:</b> inventory of current pain points based on the agent workflow</li> <li><b>Tools &amp; Data Landscape:</b> listing of the current data sources tools used to support adjudication process</li> </ul>
Envision	Co-create the "North Star" future state vision for adjudication process	<ul style="list-style-type: none"> <li><b>Future State North Star:</b> future state vision and guiding principles for Uber's background check adjudication process</li> </ul>
Formulate	Re-imagine the end-to-end background check adjudication process	<ul style="list-style-type: none"> <li><b>Future State Process Map:</b> end-to-end future state background check adjudication process</li> <li><b>Adjudication Portal Business Requirements Document:</b> characteristics that the adjudication portal needs to have from a business objective and end-user perspective</li> <li><b>Future State Technology Architecture:</b> future technology landscape, tools, and data that are required for the future state process and automation opportunities</li> </ul>
Advance	Create roadmap outlining quick wins, mid-term and long-term initiatives	<ul style="list-style-type: none"> <li><b>Roadmap:</b> recommended and prioritized solutions to and enable new processes, technology, and capabilities.</li> </ul>

Reliability

Adjudication

BGC Comms

## Reducing the Adjudication Inflow with Assess

We are in a trial period to test the auto-adjudication capabilities of Assess with a discounted price. The trial period will expire on Dec 31 and we have until Nov 30 to terminate the service, if needed.

Current State	Next Steps
<ul style="list-style-type: none"><li>• Assess is <b>live in 4 Special criteria</b> markets (CA, DC, MD, VA) and <b>all Standard</b> markets.</li><li>• <b>100% of eligible reports are QA'ed</b> because of nuances that are not yet captured by Assess.</li><li>• <b>Expansion is paused</b> while Checkr builds new features. Existing product does not provide the level of granularity needed for Special criteria markets.</li></ul>	<ul style="list-style-type: none"><li>• <b>Evaluate new features</b> launched by Checkr on Sep 30 to determine if the additional granularity provided will allow us to:<ul style="list-style-type: none"><li>○ Ramp down QA</li><li>○ Resume expansion</li></ul></li><li>• We need to determine the <b>value of using Assess</b> by mid-November. By Nov 30, we need to either terminate or commit to the service for ~18 months @\$166k/month</li></ul>

Reliability

Adjudication

BGC Comms

# Improving Background Check Related Comms

	01 Current state Inventory & Gap Analysis	02 Future State Experience	03 Comms Refresh	04 P1 Checkr Comms Future State Experience	05 2022 Comms planning
<b>Timing</b>	Sep 6 - Sep 24	Sep 24 - Oct 1	Oct 2021 - Nov 2021	Oct 2021 - Dec 2021	Nov 2021 - H2 2022
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Comms process map (@ddegado)</li> <li>BGC Comms inventory (@ddegado)</li> <li>Gap assessment of missing comms (@ddegado; @jess.donald)</li> </ul>	<ul style="list-style-type: none"> <li>Future state process map (@ddegado)</li> <li>Finalize list of net new P0 rerun comms (@shrikala)</li> <li>Confirm product triggers exist - AT RISK</li> </ul>	<ul style="list-style-type: none"> <li>Implement quick fixes to Checkr comms (@ddegado)</li> <li>Build net new BGC comms for reruns (@bhaas)</li> </ul>	<ul style="list-style-type: none"> <li>Future state proposal and implementation plan to improve existing comms sent by Checkr (@ddegado; @shrikala; @enovak; @bgaucher)</li> </ul>	<ul style="list-style-type: none"> <li>Plan to continue developing BGC comms (@ddegado/@shrikala/@becca)</li> </ul>
<b>Status</b>	Completed	Completed	In Progress	Not Started	Not Started

Reliability    Adjudication    BGC Comms

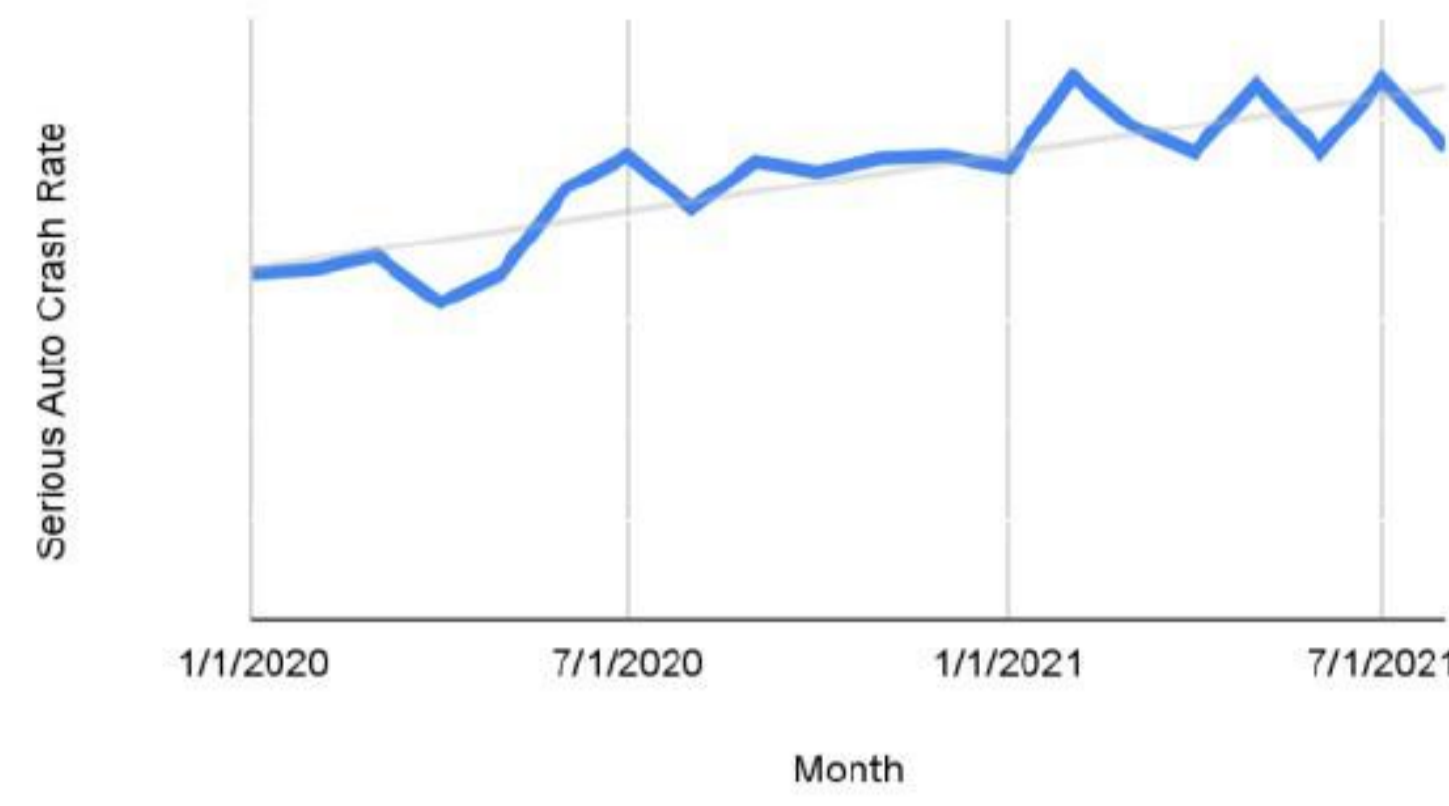
Waiting for confirmation from Product on comms triggers.

# Update on Safety Programs

*20min*

# In H2 we continue to see an elevated serious auto crash rate and serious physical assault rate

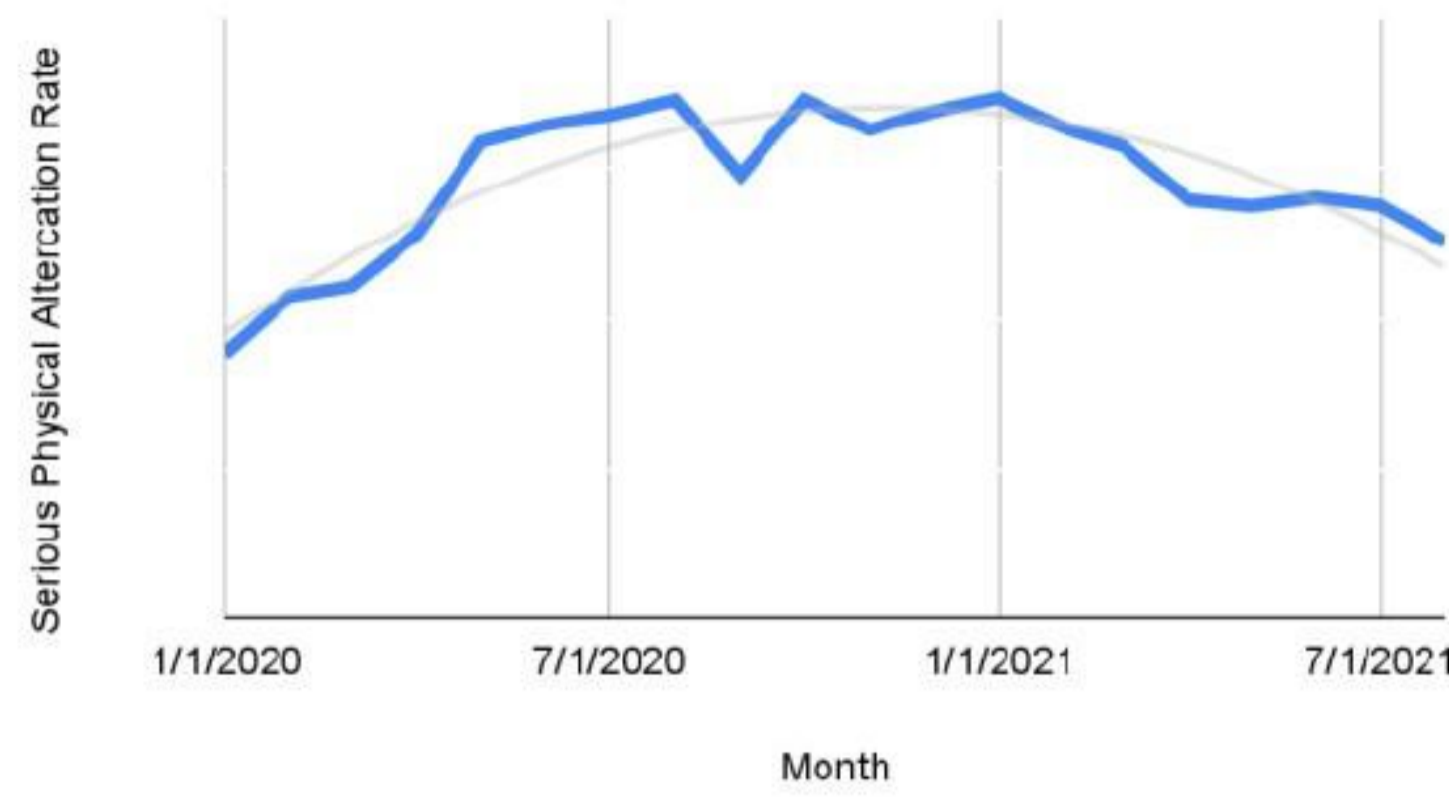
## Serious Auto Crashes



While the overall auto crash rate is slightly down year over year (-2%), the **serious auto crash sub-component has been increasing**

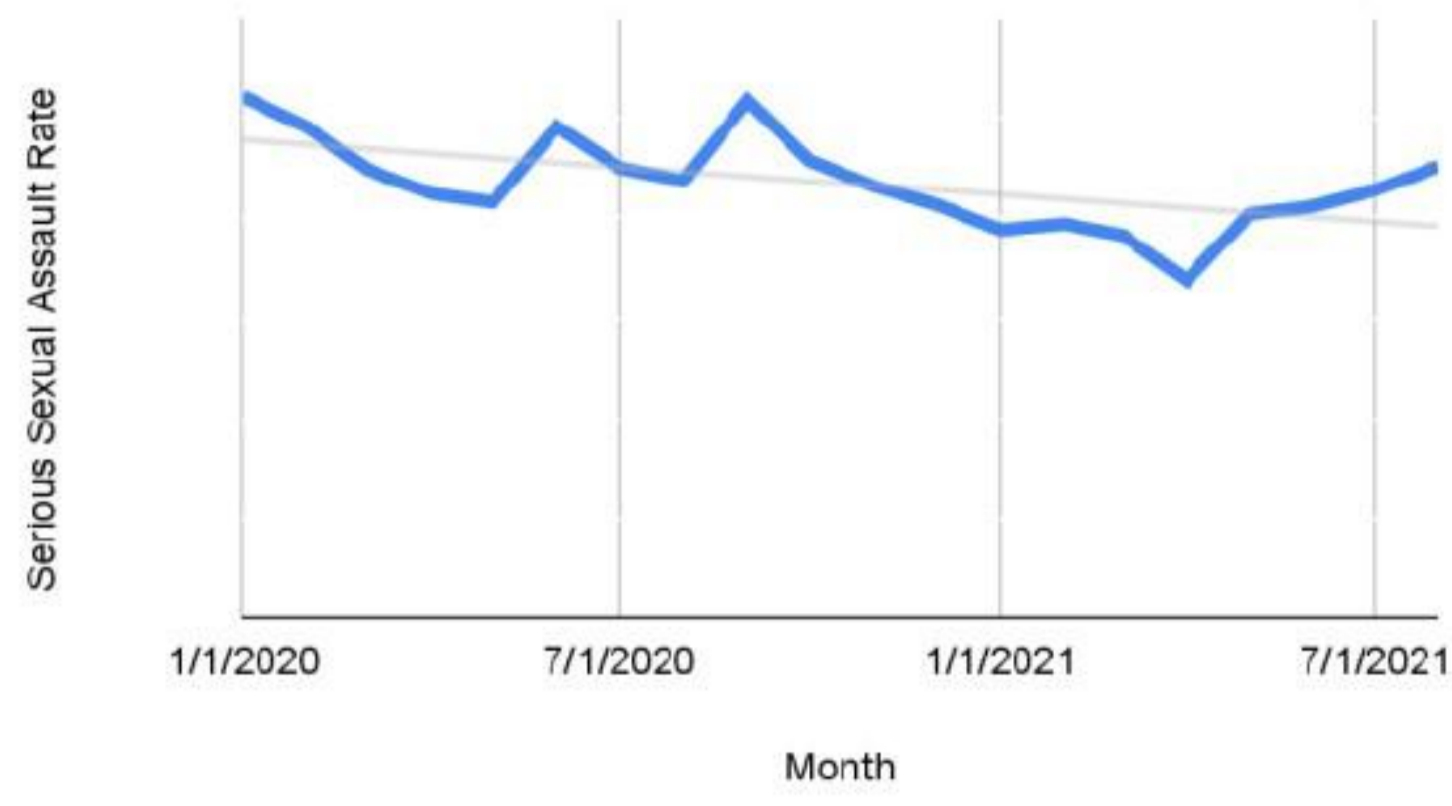
**93% of Mobility insurance costs are associated with auto accidents**

## Serious Physical Assaults



The serious physical assault rate continues to be elevated compared to the prior year - specifically **up 9% year over year** (although recently experienced a downwards trend)

## Serious SA/SM



While the serious SA/SM rate is **down 14% year over year** (including the critical SA sub-component) we must continue the positive trend into 2022 given recurring Safety Reports releases in the US

**Note:** Data are through August 2021. Serious sexual assault rate covers both critical sexual assaults (five most serious subcategories) and non-critical sexual assault and sexual misconduct incidents

Of the 45 tickets reviewed...

Question	Yes	Unknown	No
Did the crash occur at an intersection? *What type of intersection? 6% 3-way, 81% 4-way, 13% Other	36%	22%	42%
Did the crash occur on a highway or freeway?	31%	20%	49%
Was a third party vehicle reported to be speeding prior to the crash?	18%	33%	49%
Did the crash occur at or shortly before the drop-off location?	16%	4%	80%
Did the crash occur while the driver was turning left?	11%	11%	78%
More insights...			

...None of the audits stated that the third party was under the influence of alcohol or drugs. None stated of our driver's partner.

...There were a close amount of audits indicating incidents while turning left/right.  
Left 11% Right 9%

Link to data source:

[https://docs.google.com/spreadsheets/d/1AiPsZmNx652f5Q\\_nHlOkbkn9N6XmIr4PeZhXOF1K4Vw/edit#gid=2115302579](https://docs.google.com/spreadsheets/d/1AiPsZmNx652f5Q_nHlOkbkn9N6XmIr4PeZhXOF1K4Vw/edit#gid=2115302579)

## Historically we have approached incident reduction through deactivations but the opportunity has been shrinking

As a result, we are approaching incident reductions through **improving user behavior** and **instilling confidence when we have to deactivate**

<b>Improving User Behavior</b>	<ul style="list-style-type: none"><li>• Educational Courses (Road Safety, SA/SM, Anti-Discrimination)</li><li>• Driving Insights</li><li>• Dangerous Driving Notifications</li><li>• Dashcams / In-App Audio</li></ul>
<b>Instilling Confidence in Safety Actioning</b>	<ul style="list-style-type: none"><li>• Community Guidelines Commitment</li><li>• Pre-Deactivation Notifications</li><li>• DACT 3.0</li><li>• Deactivation Appeals</li></ul>

With these objectives we want to inspire trust on the Platform

# Safety Product Update

# Safety Products/XP live in US&C

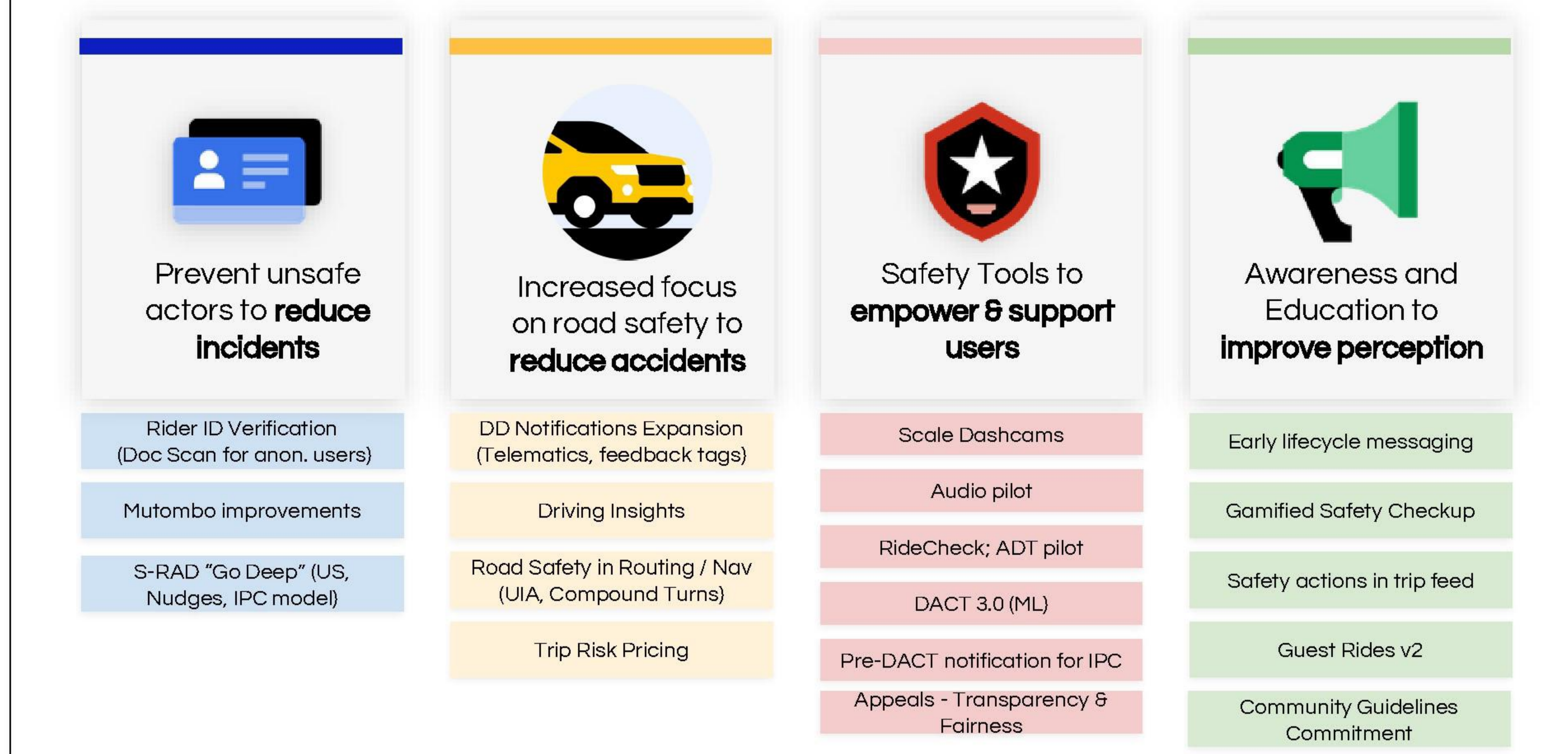
Learning & Engagement XP	Community Guidelines XP	Health Safety	Driver Checklist	Road Safety	Speed Limit Alerts	
	Safety Toolkit		PPE Redemption Hub		Driving Hour Limits	
	SAUSH Misconduct Driver Education		Rider Checklist		Bike Lane Alerts	
	Ambassadors Safety Tools	Guest Rides	Safe Actors	Mask Verification (upon reporting)	Data & Response Tools	GHSA Road Safety Education
		Share My Trip & Follow My Ride		Realtime ID check ("Mutombo")		Dangerous Driving Notifications
		Driver Emergency Contacts	Rider ID Verification (for non-CC)	Pre-DACT Notifications for DD		
		Rider Trusted Contacts	Safety Media	Audio Recording		Difficult Maneuvers Penalization
		Check Your Ride		Dashcam pilots		DACT
	Verify Your Ride	BYOD		Safety Data Platform		
	Ambassadors Safety Tools	Safety Cancels	Privacy	Phone Anonymization	Remove DP Personal Data Post-trip	
In-App Survey						
Safety Agents pilot (ADT)						
Emergency Assistance						
	RideCheck (using location, speed, time, etc.)					
	On-Trip Reporting					

Top Rated Feature

★★ By drivers  
 ★ By riders

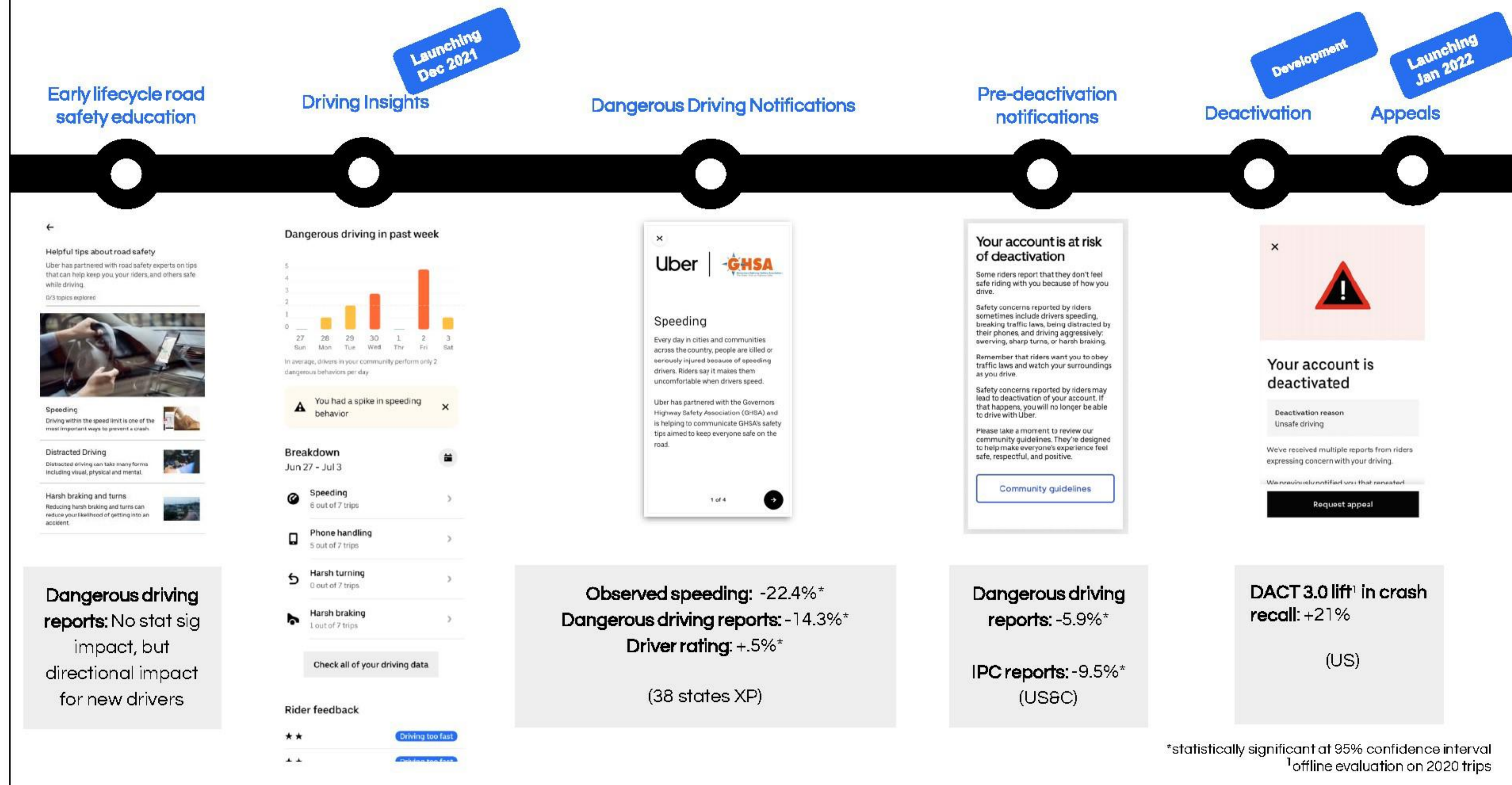
Top rated feature: Source

## Safety | Strategic Pillars in H2 2021



Speaker notes

# Driver Interventions



-Partnered with US&C Safety Ops, Global Safety Ops, and Policy team to create educational modules that support our telematics product. Previously, drivers received generic messages / linking to Community Guidelines, but not actionable or informative. With the modules (speeding, harsh braking/turn, distracted driving), Uber can be more informative about which specific behaviors drivers have been observed.

-Early lifecycle (post first trip after 10 days): the US&C team ran an experiment to test the efficacy of early lifecycle non-mandatory education. No stat sig impact on dangerous driving reports (only directional) and no stat sig impact to marketplace metrics. In 2022, we will be looking to surface video-based educational modules in early lifecycle. Our hypothesis with DDN is that is with targeted messaging around specific observed behaviors, we can drive more behavior change.

- IPC Pre-DACT notifications: We want to help drivers avoid reaching the deactivation threshold for our safety policies. In order to do this, we're sending a carbon inbox message when a driver has reached 50% of the dangerous driving and IPC policy deactivation thresholds and providing him/her with details on unwanted behavior on the platform and a links for further resources.

- DACT 3.0: We believe we can more accurately predict a driver's safety risk by increasing the number of safety signals we consider. To do this, we've built an ML model that we can onboard to our safety incident policy system, which will lead to a decrease in safety incident rates while deactivating fewer, riskier drivers. The team is currently finalizing our performance results and XP plan to determine if we will roll this out first in the US.

- Appeals: When deactivate drivers, we want to offer more transparency and a remediation channel for certain deactivation types. As a first step, in August we started surfacing additional information to deactivated earners in california, specifically an approved rejection reason and past communication dates (2 most recent). Now we are working towards providing an end-to-end appeals experience that will speed up the appeals process and provide visibility to earners into their appeals application status. We'll be launching this in Jan 2022.

## Road Safety, Insurance, Data, and Privacy | H2 2021 US&C Roadmap

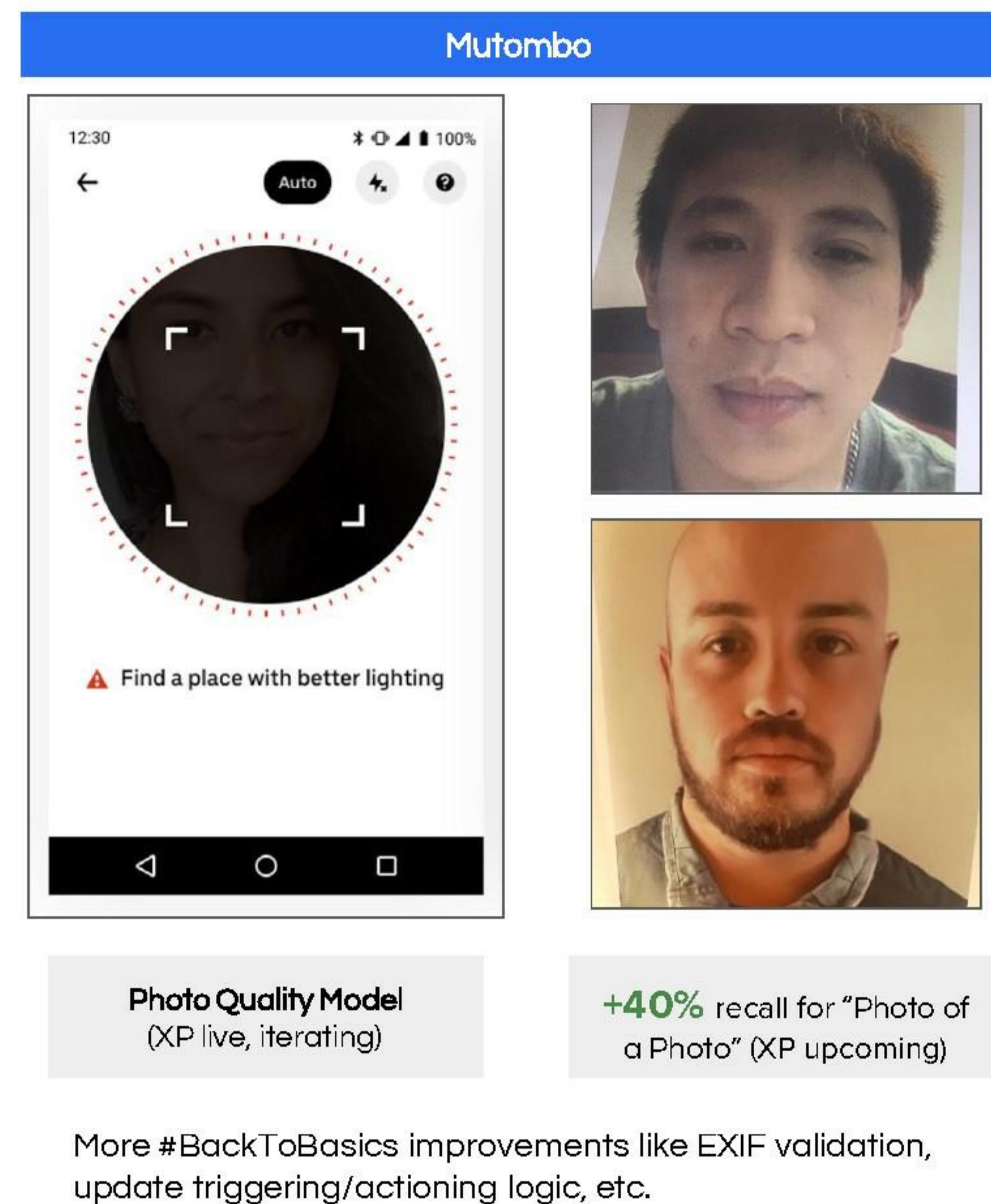
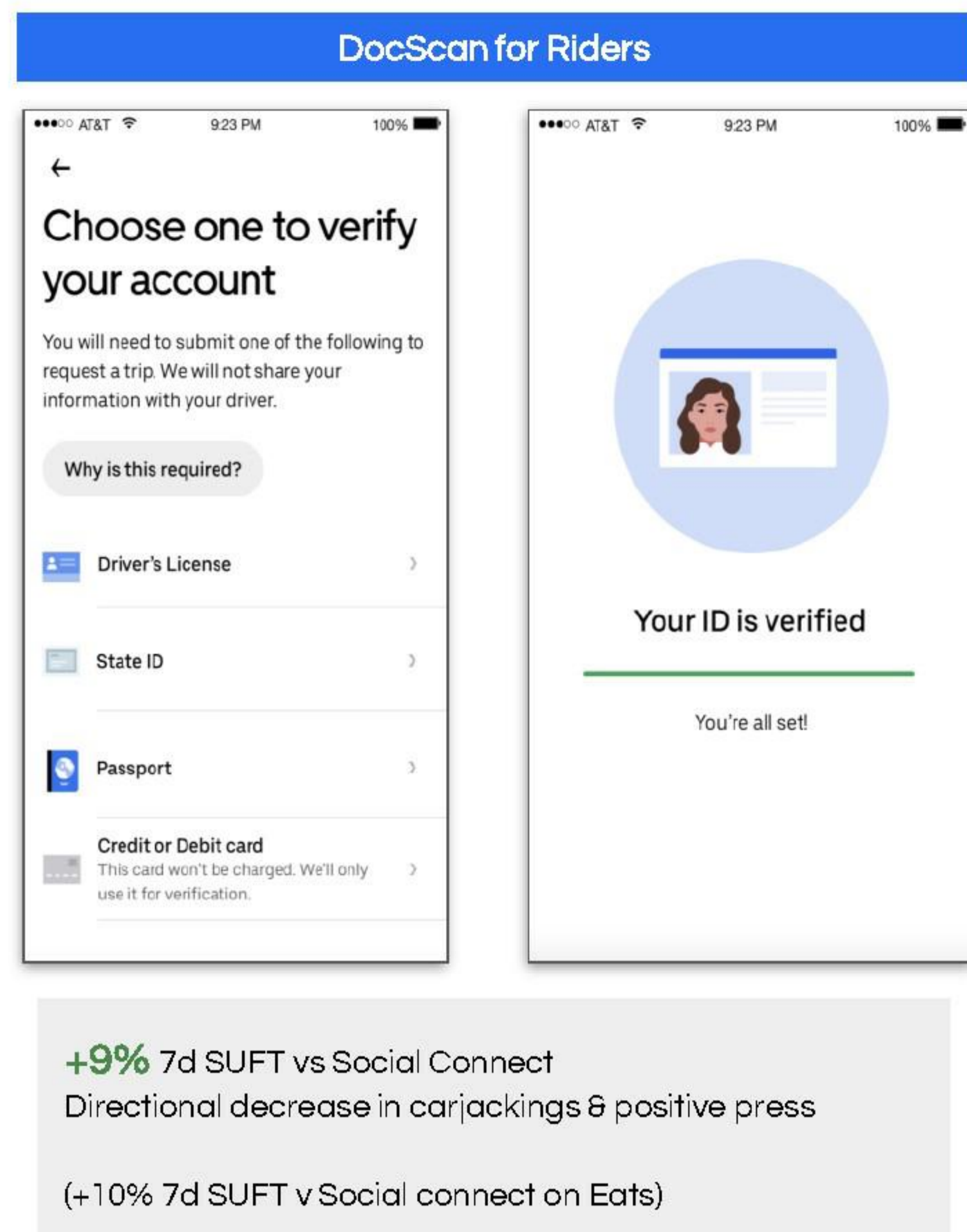
	July	August	September	October	November	December
Road Safety			Reduce Compound Turns XP	Feedback on Early Tenured Drivers	DDN - Feedback Tags	Driving Insights
					Rider Audio Seat Belt Reminders	
Insurance						
	Auto Claims Submission XP	Inquiry Response Auto Resolution XP	Crash experience flow w/litigation	Driver Crash Center: Fundamental Infrastructure	Auto Assignment v2	Reverse Flow: Real Time Claim Events
	Farmers Deductible Buy down		Insurance Hub Renewals	Fraud Signals	Guided submission workflow	Unified Insurance Marketplace
	Rider Crash Report XP		Loss Pin Location			
S&I Data						
	Pre-Deactivation Notification IPC	Safety Deactivation Appeals - Surface Deactivation Reason	Self-service questionnaire / Insights generation program	Driver Deactivation Dashboard	DACT Explainability Tooling	
					Roll Out Crash-Only DACT Policy	
Privacy						
				Privacy Center	Self-Service Driver Account Deletion	

### Observations

1. In October, getting more rider feedback earlier in a driver's tenure, so we can provide products to help drivers improve.
2. Rider audio seat belt reminder: currently validating our approach via UXR.
3. In November, for dangerous driving notifications (DDN), extension of DDN triggers to rider feedback tags.
4. Insurance - faster claim handling through auto submission

Project type	Status
Global Launch	Completed
Staged Launch	On track
	Delayed

## Safe Actors



### Rider ID

#### Mutombo

We also the AS rate trend up in the US by 30% since beginning of yr. The team did a review of 500+ tickets to understand risk factors and working on a number of updates

#### Plans

Deploy the POAP model to catch bad actors

Iterate on PQM to reduce friction - improve internal quality thresholds

Establish a manual process for reviewing accounts with multiple "tech fails - human pass". Eng solution medium term.

Product changes on the triggering and actioning logic based on the identified risk factors

#### FAQ

US metrics - 20 -> 27 tickets per million trips (Jan'21) to 27 (Aug'21). Historically driven down from high of 24 (Jan'18) to 17 pre-pandemic (Feb'21)

What were the most common issues? POAP/Photoshop, errors in human review process (MSFT fails the photo, human auditor passes it), and bounce behaviour for bypassing RTID checks.

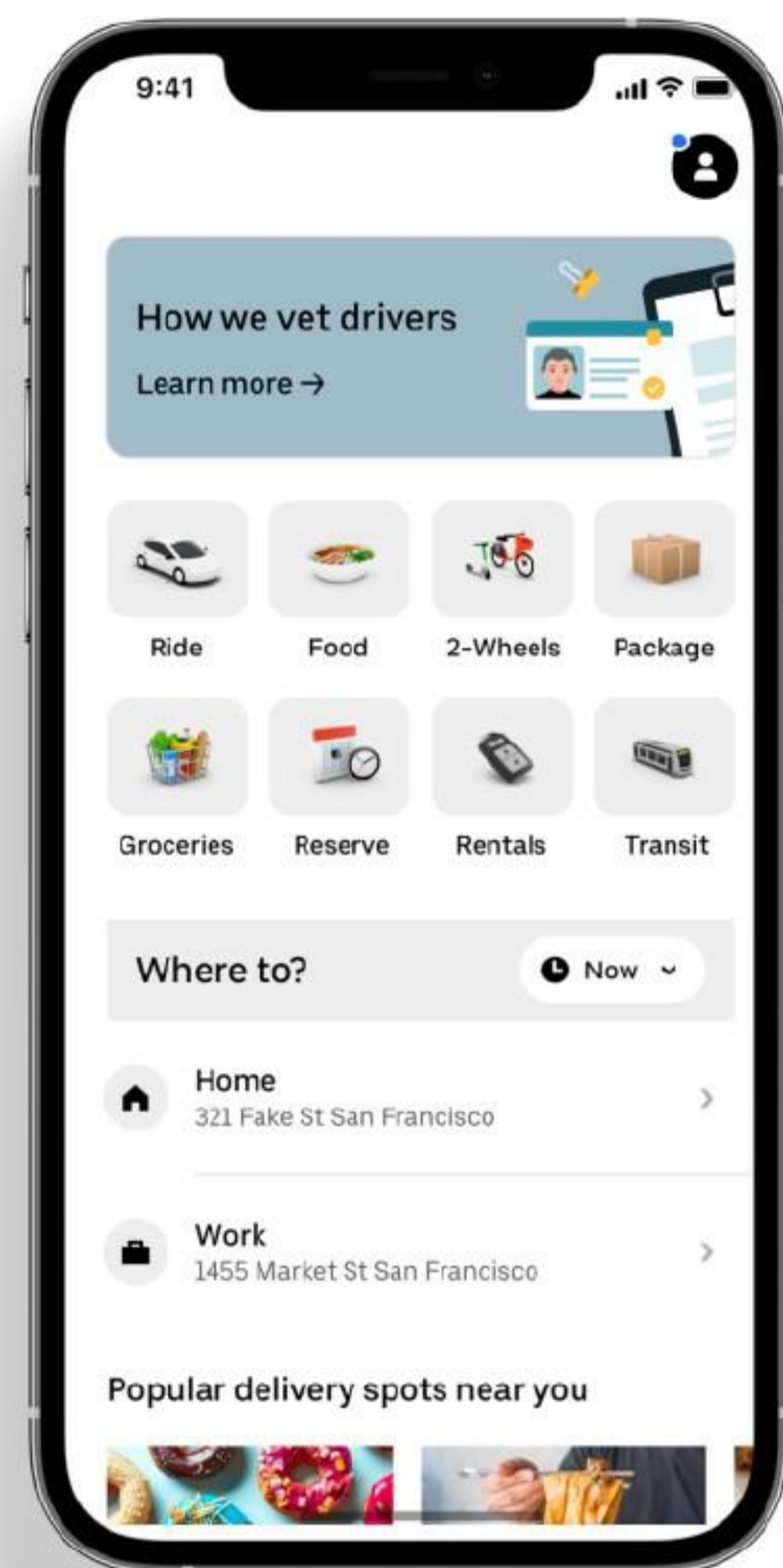
Graph: <https://tableau.uberinternal.com/#/site/SafetyandInsurance/views/IncidentDetailDashboard/Geography?iid=1>

Carjackings deck:

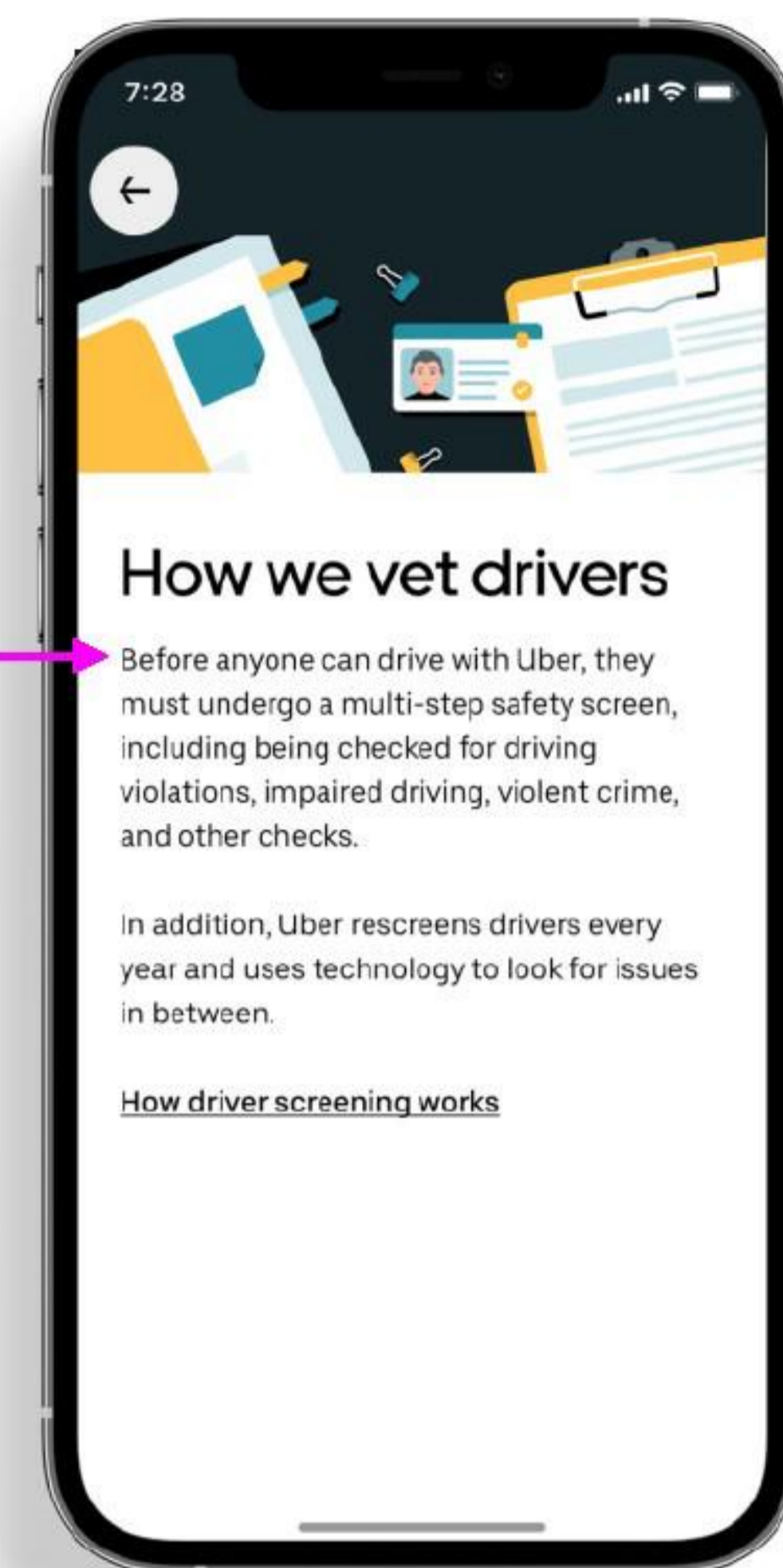
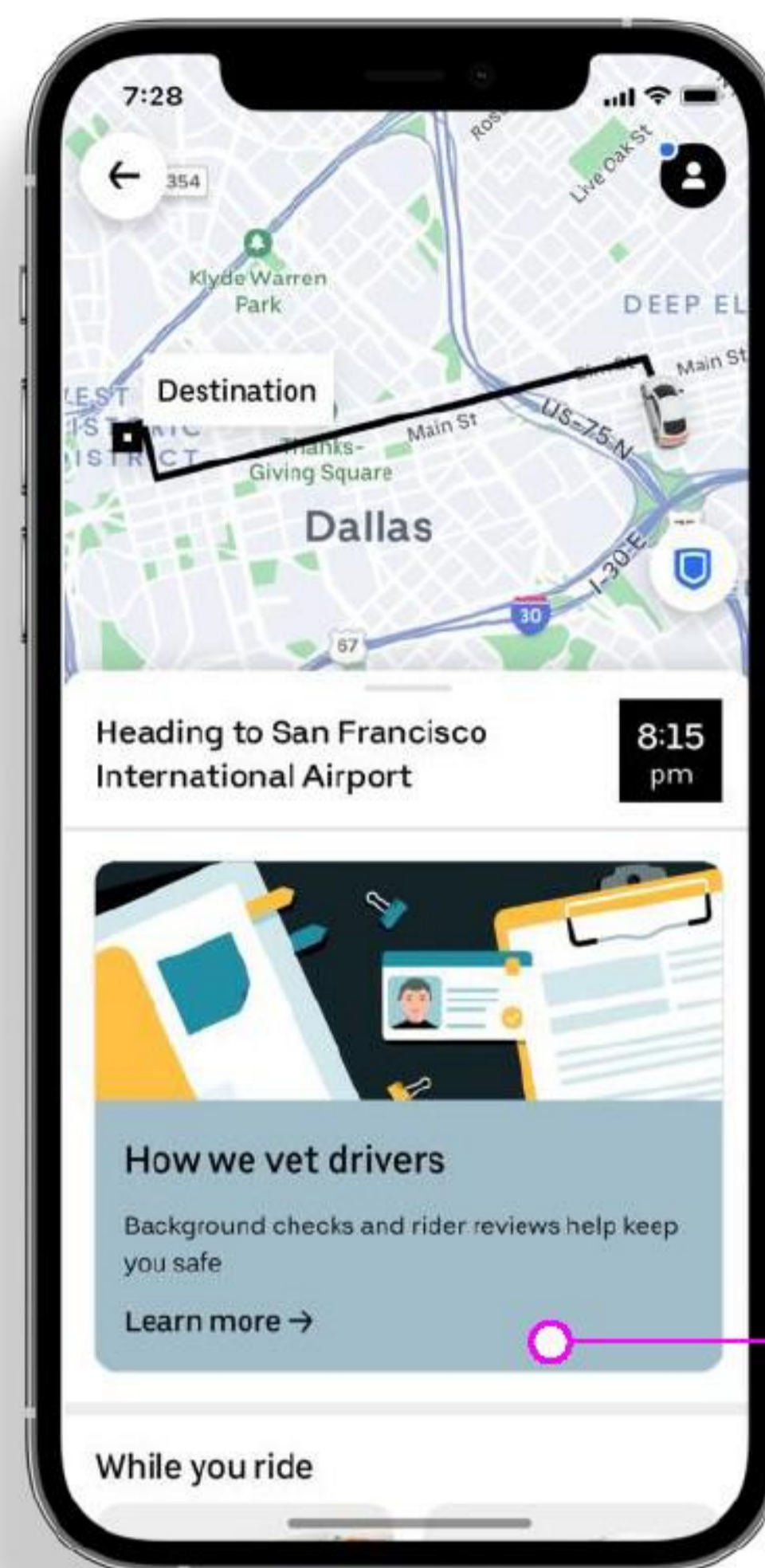
[https://docs.google.com/presentation/d/1dnNaESbxZGzYSJlW3sU5cRQjr5dNVMOhmrVNMq\\_OZRU/edit#slide=id.gbb277ce983\\_0\\_79](https://docs.google.com/presentation/d/1dnNaESbxZGzYSJlW3sU5cRQjr5dNVMOhmrVNMq_OZRU/edit#slide=id.gbb277ce983_0_79)

# Rider early lifecycle messaging

Launching: next ~2 weeks



OR



A/C Privileged & Confidential

We build a lot of tools to keep our users safe, and riders tell us they're very valuable in our surveys... but we also know that awareness & usage is low.

In H2 - we're going to make a major push to increase awareness and engagement with our safety features.

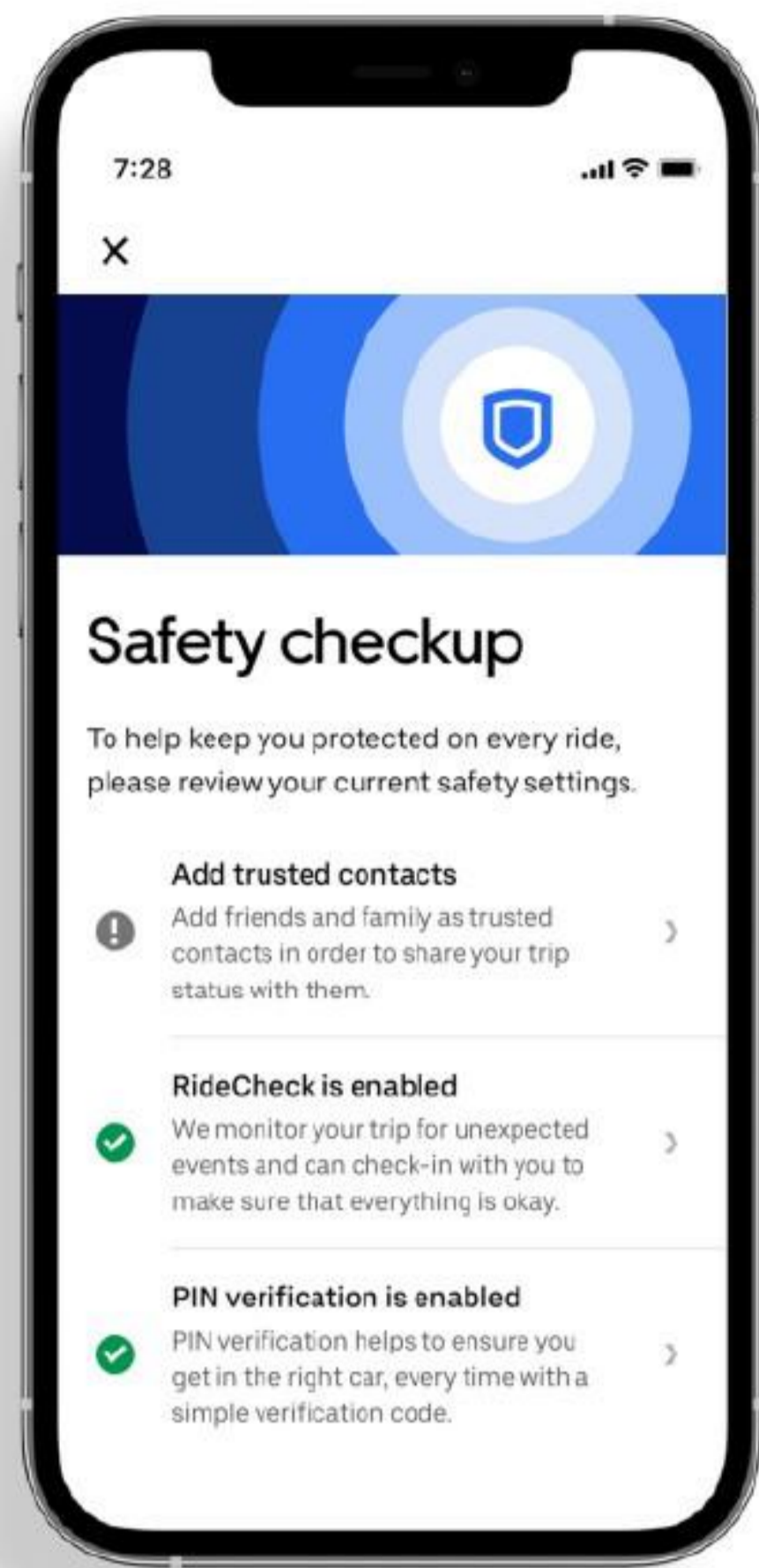
First up is Ring campaign in the rider's early lifecycle.

A sequence of three messages will be presented on a combination of home screens and on-trip screens (depending on trip conversion).

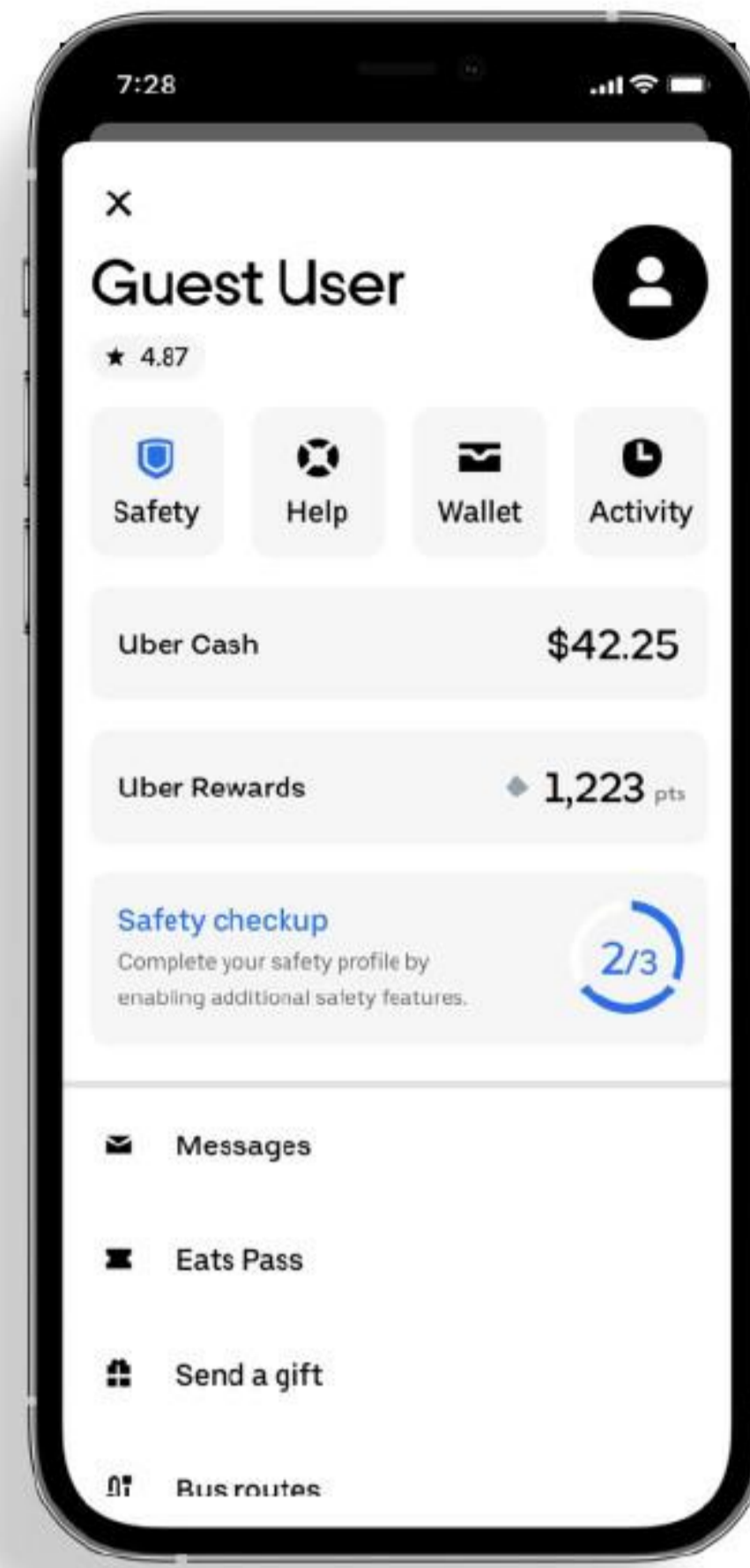
They will link to a microsite with content drawn from our existing marketing materials.

Testing 3 different messaging strategies to compare performance

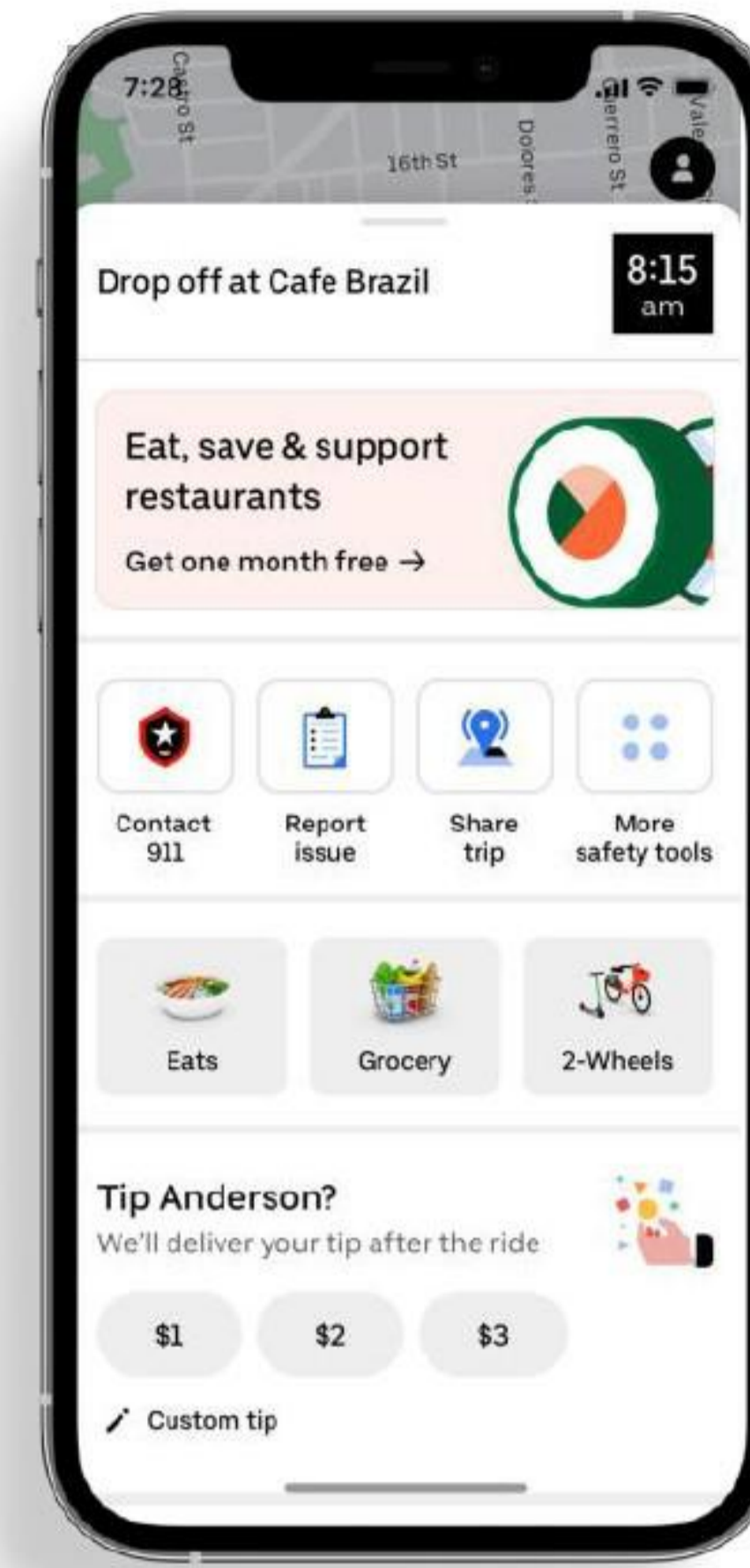
# Up next...



**Safety Checkup [Oct]**  
Gamifying the experience of setting up safety tools



**Identity Hub Entry [Nov]**  
Access to our checkup from the new profile home



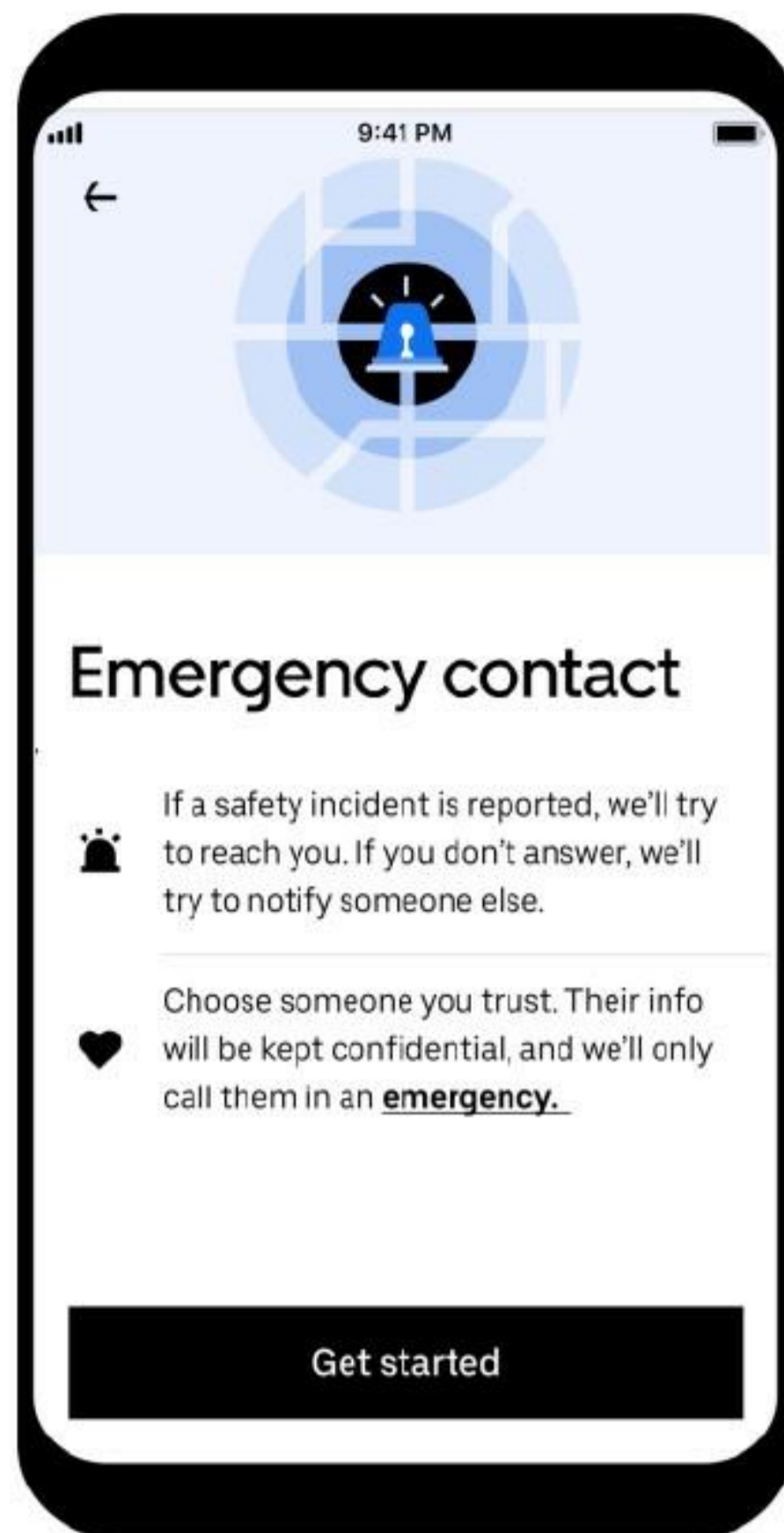
**Quick actions [Nov]**  
Bringing safety tools outside of the Toolkit for awareness and easy access during an incident

A/C Privileged & Confidential

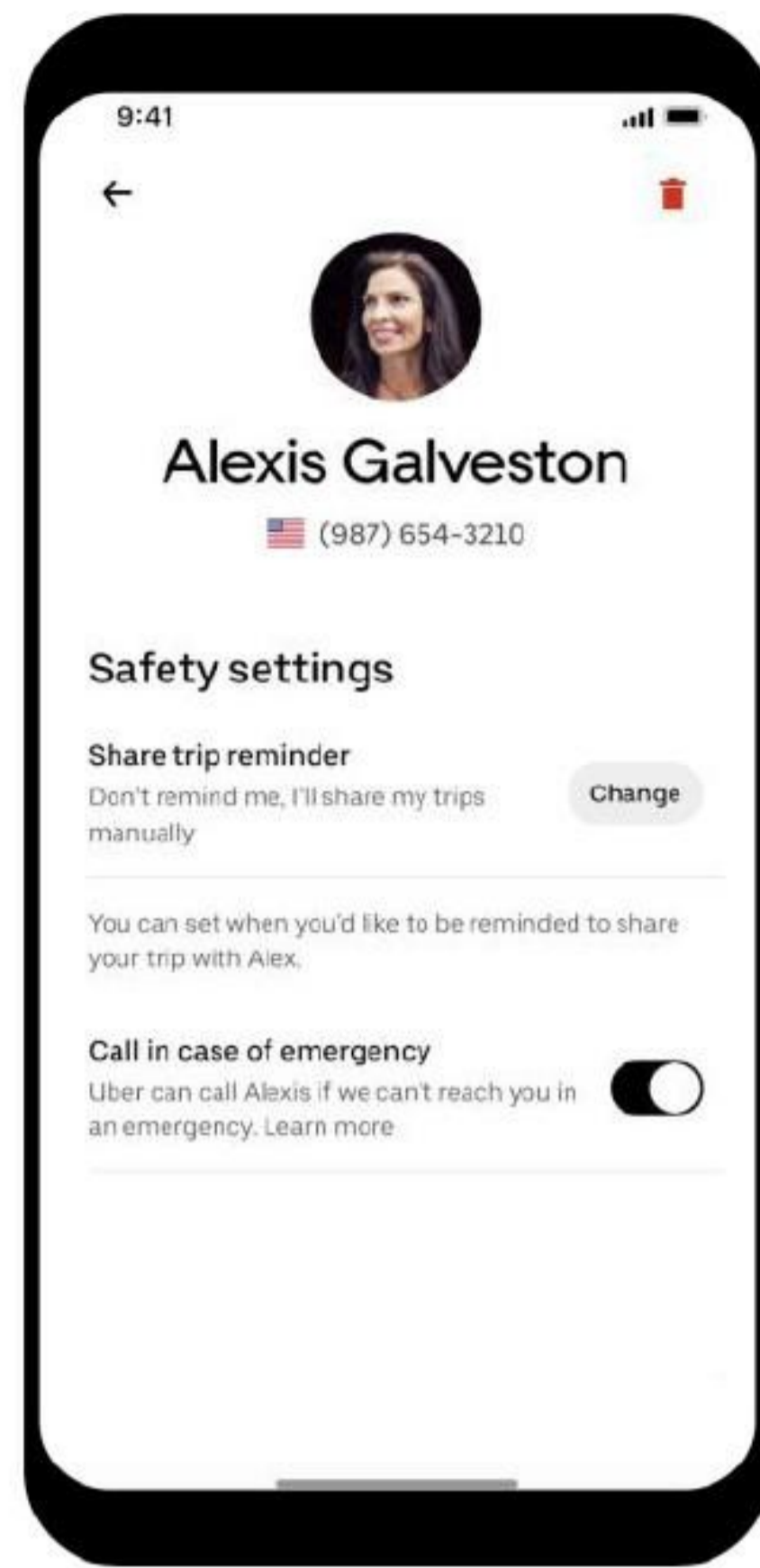
Note: Toolkit redesign- we've seen good feedback from UXR, but resourcing comes next year - then doing all of this for drivers

# Prepare for safe trips (Ambient Safety)

## Emergency Contacts

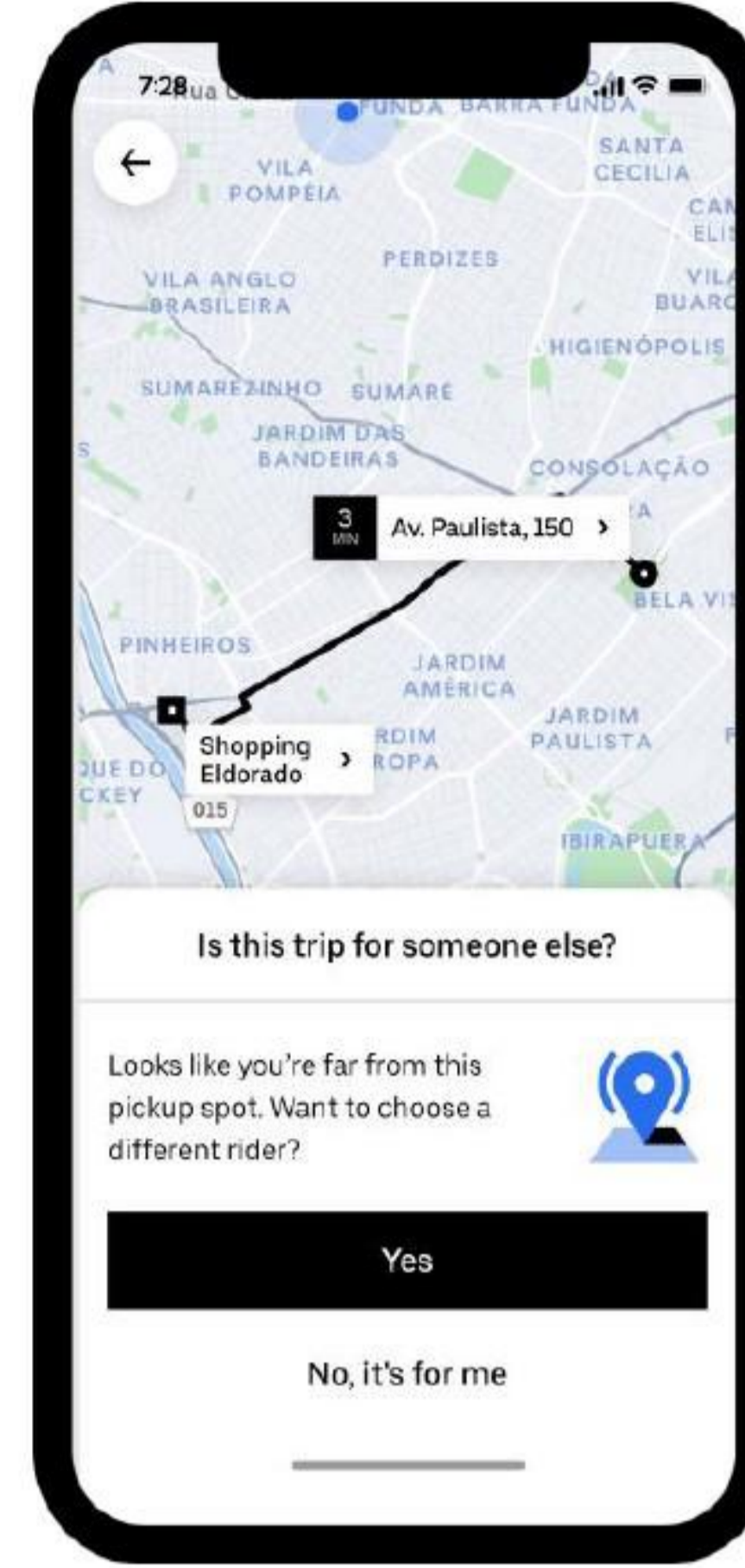


**Driver: 21% Rides**  
WAU that have EC globally

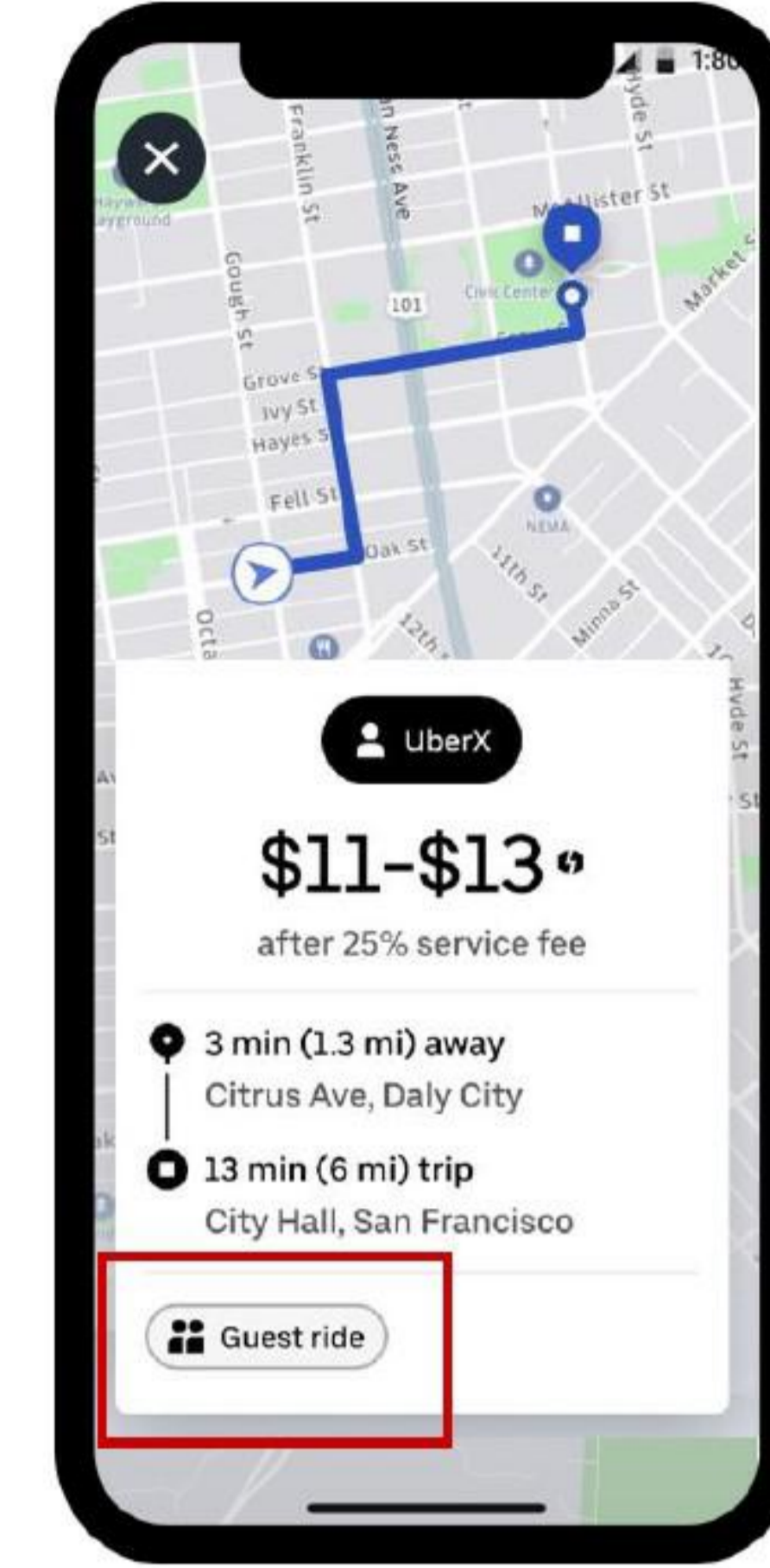


**Rider: Launching in Oct**

## Guest Rides



**Pickup prompt: 5x**  
increase in formal flow



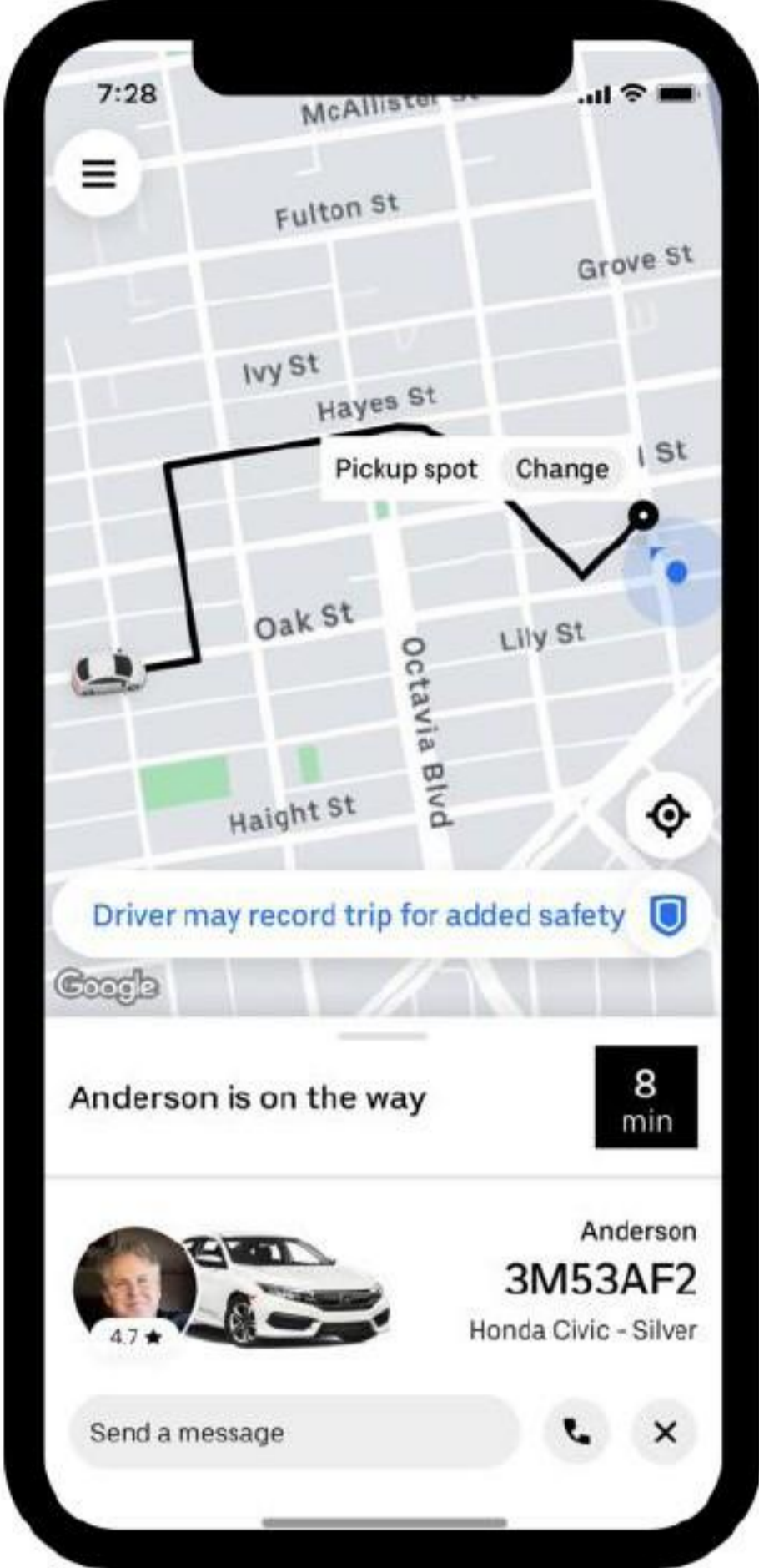

**Driver awareness (Oct)**

Upcoming: Rider verification, Adoption nudges, etc in Nov

Audio launch markets

# Dashcams & Audio recording


### Dashcam launches

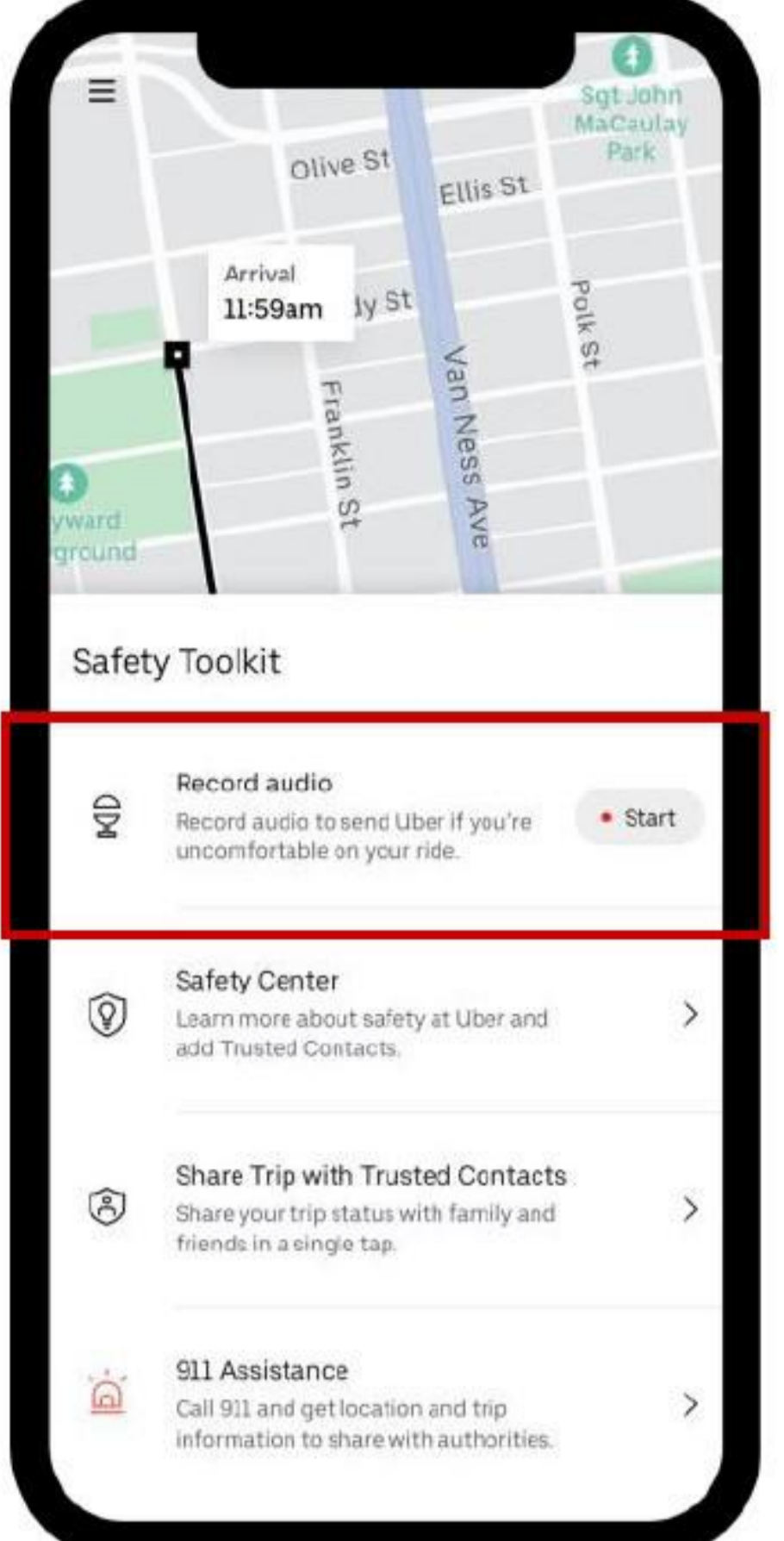
**BYOD: 8%** drivers registered in US&C (IR analysis in progress)

**"Phone as dashcam"** Positive results from Latam pilot. Build vs. buy decision in Oct

**Vendor integration:** Distribute ~12.5k dashcams by Q1'21



### Audio



**Audio pilot:** Launching in Oct

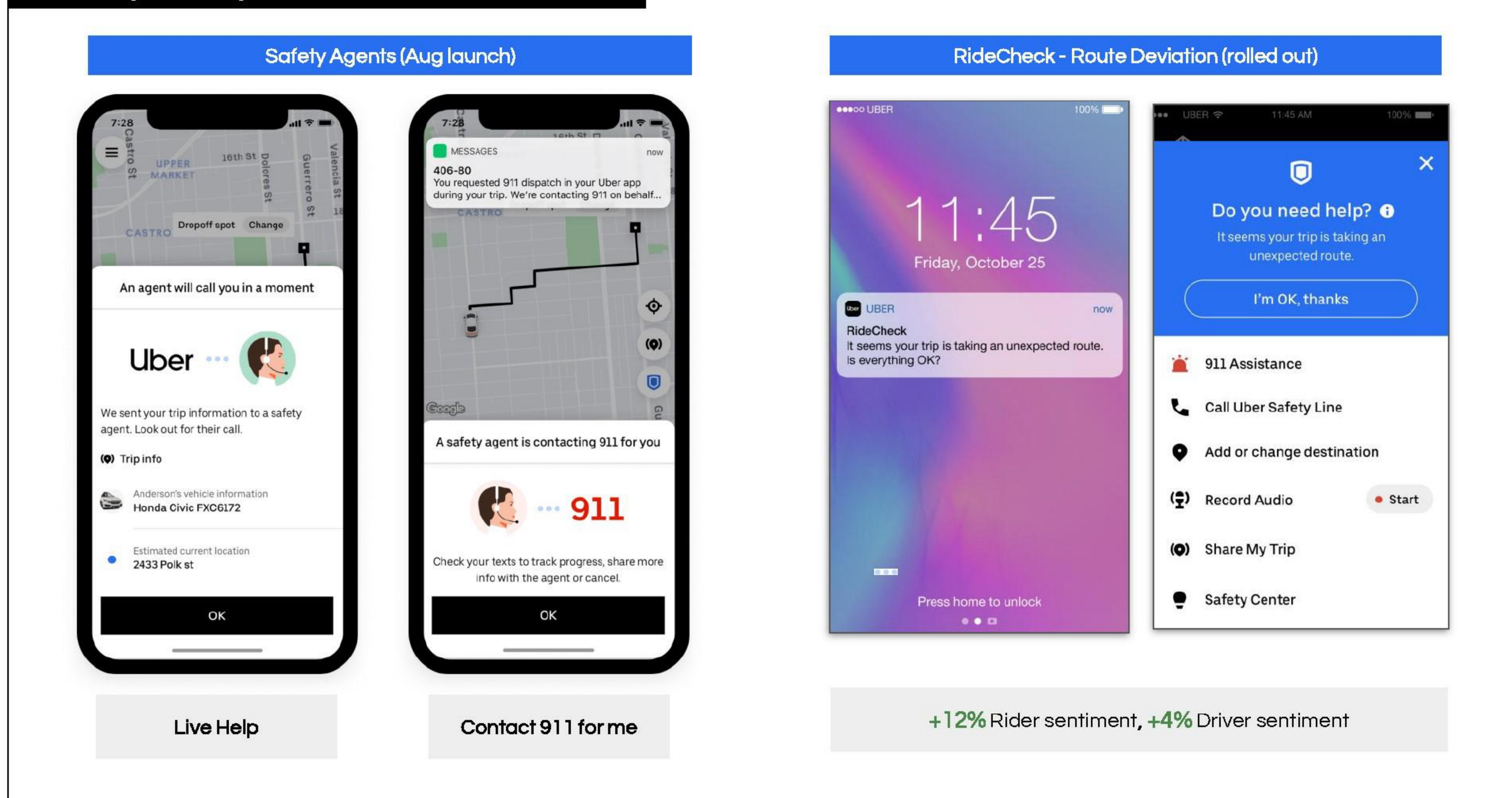
Dashcams & Audio are the most powerful tools we have to prevent incidents + have ground truth on what happened. Our initial dashcam & audio pilots had encouraging results on safety & sentiment, so we're investing further.

## Dashcams

BYOD - Live in US & CAN BYODascham functionality to CAN in Aug, which allows drivers to register their dashcam with Uber, and to upload video when filing a safety report.

Vendor pilot -

## On-Trip Safety



### ADT

In Aug, we launched the Safety Agents pilot in 9 US cities to allow users to connect with a trained safety agent in real-time via our safety toolkit. By partnering with ADT, we introduced the following features:

We are seeing many uncomfortable situations, which don't arise to emergencies, where the feature helped as intended.

Rider - feels uncomfortable because the driver was going in the wrong direction, was driving dangerously, or it was a night trip.

ADT stayed on the line to reassure them.

Driver - safety agent would stay on the line as the driver resolves a mask-related conflict where the rider initially refused to get out of the car, but eventually did.

### Metrics

Usage rate of 0.4% of trips (initial projection of 0.5%)

Inbound breakdown: 60% Rider / 40% Driver

### Next steps

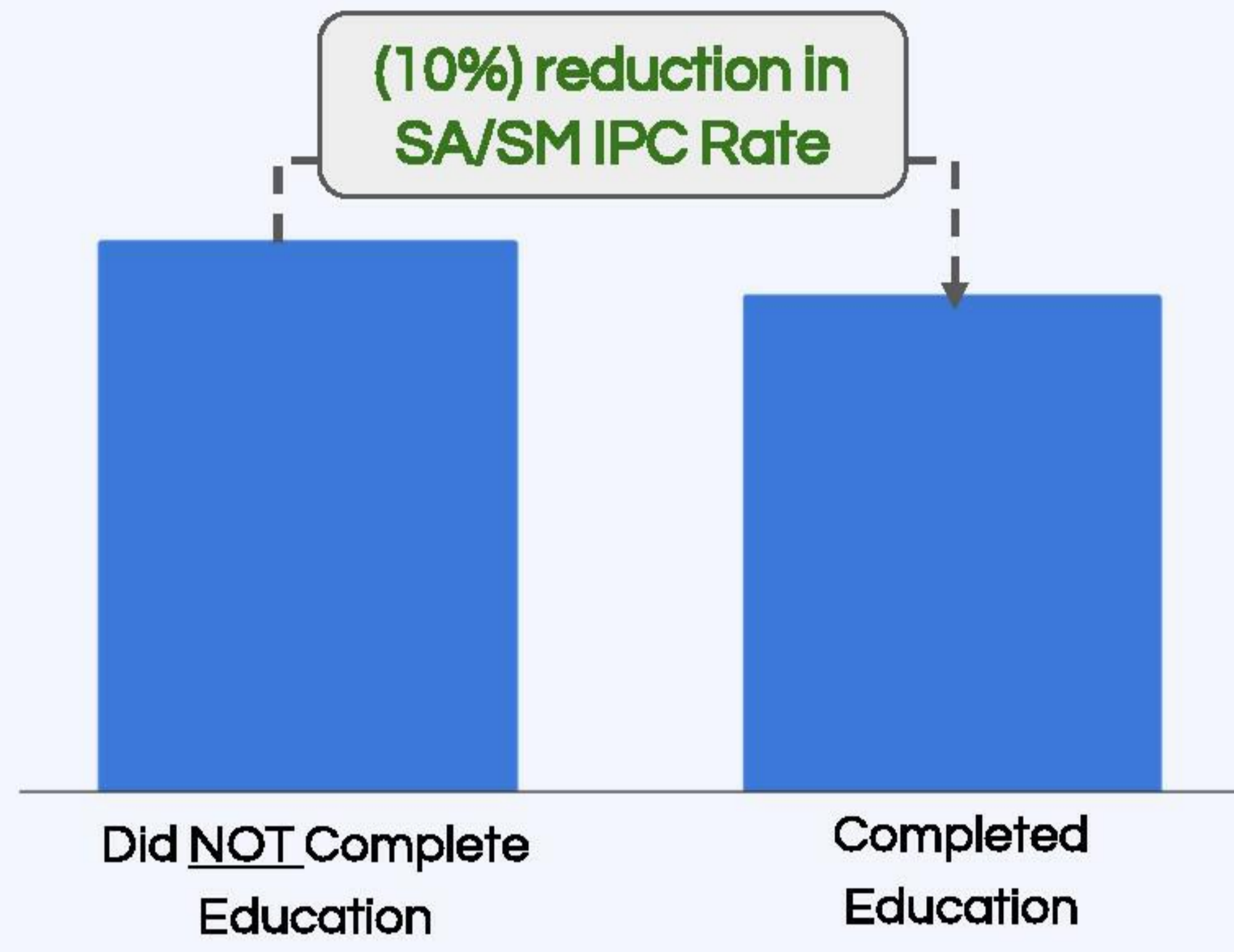
Product improvements like removing access to the tool during P2 (pick-up) state, and internal process improvements

Discussions with Ops/BD on next steps

# SA/SM Education impact on SA/SM IPC Rate

(observational analysis\*, not full A/B test)

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



Pre-Experiment Period  
SA/SM Incident Rate Observation  
10/1/2019 - 10/4/2020

Experiment Period  
10/5/2020 - 12/31/2020

**Treatment Group:** Drivers who completed SA/SM education before 1/1/2021.  
**Control Group:** Drivers who did not complete SA/SM education before 1/1/2021.

Post-Experiment Period  
SA/SM Incident Rate Observation  
1/1/2021 - 5/1/2021

\*A causal analysis was conducted to control for certain factors (tenure, activeness, safety history), but it has limitations

Treatment (SA/SM education completed) has seen ~10% lower in SA/SM incident rate, while no significant impact on other IPC (PA,VA,Thero, post trip inappropriate contact) rates. Source We did not conduct an A/B test due to the long 6 month period for initial completion that would have put us at risk leading up to the Safety Report.

## Personal Safety (Safe Actors) | H2 2021 US&C Roadmap

	July	August	September	October	November	December
Marketplace			Safety Intervention Controller 🟢	SRAD USA - Phase 7 🟡	SRAD IPC model 🟡	
Spender Identity						
	DocScan reclamation for Rides 🟢					Re-evaluate DocScan verification vendors 🟡
Earner Identity						
		Photo Quality Verification On Mobile 🟢	Account sharing ticket review 🟢	Mutombo offline review (Tech fail - Human Pass) 🟡	Mutombo HITL SOP Update 🟡	Mutombo Copy Changes 🟡
		Client-side Photo Quality Model for Profile Photos 🟢	Baltimore Manual Mutombo 🟢	POAP model retraining 🟡	EXIF validation of Mutombo selfies 🟡	Mutombo Platformization 🟡
				Mutombo Copy Changes 🟢		

Project type	Status
Global Launch 🟢	Completed
Staged Launch 🟡	On track
In XP 🟠	Delayed

### Observations

- Account sharing:** Trends continue to increase in the US. (~27% increase in L3M). Key actions to tackle AS increase are listed below.
- Mutombo POAP:** New model XP to be launched on Oct 11th. Shadow mode results showed 50% increase in recall and 10% precision.
- Offline review for tech fail-human pass:** Additional human review process put in place with ~60% true positive rate for accounts with previous tech fails. ([Doc](#))
- Coming next:**
  - Detecting photoshopped Mutombo submissions using [EXIF data](#);
  - Account sharing deep dive & product recommendations.
  - Mutombo risk based triggering and actioning.

# Personal Safety | H2 2021 US&C Roadmap

	July	August	September	October	November	December
<b>Media</b>		Dashcam VIP: Nextbase pilot 🚗	Agent Tooling 🚗	Earnings Deduction 🚗	Audio Recording Pilot 🚗	
		BYOD Canada	Dashcam VIP: Nexar pilot 🚗	Dashcam VIP: CMT pilot 🚗		In-App Video Recording 🚗
<b>L&amp;E</b>				Community Guidelines re-launch XP	Quick actions in trip feed XP	
				Safety Checkup XP	ID Hub entry XP	
				Rider Early Lifecycle XP	Anti Racism Education for Earners	
<b>Ambient Safety</b>						
	Guest Rides - Phase 2 XP	Safety Cancellations 🚗	Driver awareness of Guest Rides XP	Emergency Contacts - Rider 🚗	Funnel improvements to increase Ultrasound trip verification rate from 30% to 50% 🚗	Auto Share Trip 🚗
			Ultrasound Verification XP	Earners Card 🚗	Goodbye guest rides heuristic XP	
				Guest Rides - Guest verification for risky trips XP	Driver reporting ability for Guest Rides XP	
				Guest Rides - Host verification for high risk trips XP	Formal bounce adoption nudges XP	
<b>Active Safety</b>						
		Safety Agents (Anxious Moments) Pilot 🚗	RideCheck Route US XP		RideCheck "Auto-tune" detection 🚗	RideCheck Off-trip Destination Linger XP
			RideCheck UI Changes 🚗			RideCheck Return-to-Normal detection 🚗
<b>Project type</b>	<b>Status</b>					
Global Launch	🚗	Completed				
Staged Launch	🚗	On track				
		Delayed				

Observations
1. EC for Riders in the US - expected to be rolled out on the second week of October.

# 02 | KPIs

# 02 | KPIs - On Trip Safety

## US&C Mobility Safety Incident Rate Breakdown

Metric	Mobility (Incidents per 1MM trips)				2021 Target
	2020	2021 YTD*	YoY Change	L3M Trend**	
Serious Sexual Assault***	8.45	7.30	-14%	●	-10%
Serious Physical Assault	2.41	2.63	+9%	●	-10%
All Auto Crash	88.12	86.79	-2%	●	-5%

\*YTD data are through the end of August given audit SLA.

\*\*Directional trend over last three months; **Yellow**: rate is flat, **Red**: rate is increasing; **Green**: rate is decreasing

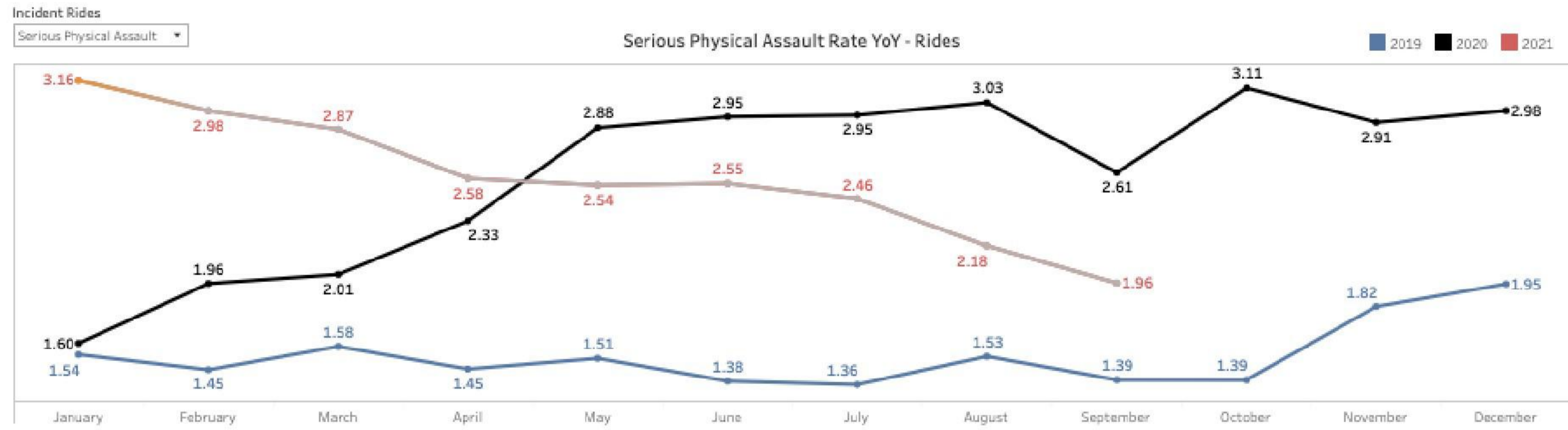
\*\*\*Serious sexual assault rate covers both critical sexual assaults (five most serious subcategories) and non-critical sexual assault and sexual misconduct incidents

### Key Callouts

- **Serious Sexual Assaults:** Rate has been relatively flat between May and September but is elevated when compared to the beginning of the year (up 4% from January 2021 figure). As mentioned previously, upticks in summer months have occurred in prior years and are suspected to be due to increased social activity (21 of the 35 flagged Sev1 SA/SM tickets - 60% - mentioned rider intoxication in July and August)
- **Serious Physical Assault:** Since August Safety Committee meeting, the YTD figure has dropped by 5 percentage points. Downwards trend on the incident rate continued between July and September (September figure down 38% from January 2021 peak - see next slide)
- **All Auto Crashes:** Downwards trend in incident rate between May and September (down 11% in September 2021 from May 2021 figure), but trend is similar to the trend observed in 2020.

# Serious PA Rate is trending downwards in recent months

**\*CONFIDENTIAL: DO NOT SHARE\***



## Mobility Safety Incident Rate Regional Breakdown by Country

United States					
	Mobility (Incidents per 1MM trips)				
Metric	2020	2021 YTD*	YoY Change	L3M Trend**	2021 Target
Serious Sexual Assault	8.68	7.53	-13%	●	-10%
Serious Physical Assault	2.50	2.74	+10%	●	-10%
All Auto Crash	89.79	89.37	-0%	●	-5%

Canada					
	Mobility (Incidents per 1MM trips)				
Metric	2020	2021 YTD*	YoY Change	L3M Trend**	2021 Target
Serious Sexual Assault	6.38	4.98	-22%	●	-10%
Serious Physical Assault	1.67	1.43	-14%	●	-10%
All Auto Crash	73.09	60.28	-18%	●	-5%

\*YTD data are through the end of August given audit SLA.

\*\*Directional trend over last three months; **Yellow**: rate is flat, **Red**: rate is increasing; **Green**: rate is decreasing

## High Severity Ticket Review - July and August Results

*Comprised of L4 and high-risk L3 tickets as identified by Legal\**

Of the 35 SA/SM incidents, 13 incidents involved guest riders (37%). Of the 13 incidents, 4 bounce trip incidents involved female guest riders that occurred on Male rider accounts

21 incidents mentioned rider intoxication (60%)

3 incidents involved third party physical altercations: one in which a third-party tried to jump into an Uber to 'escape' from other third parties but was assaulted; one in which a third party shot into an Uber vehicle killing the rider; and another one involving a third party fighting a driver after an auto crash occurred.

1 carjacking incident took place in Miami in which the account holder added a stop to pick up a guest rider. The guest rider subsequently physically assaulted the driver and stole the vehicle

General Classification	July 2021	August 2021	Count
Serious Sexual Assault Incidents (NCSP)	14	21	35
Crash-related incident	10	10	20
Physical Altercation / Theft-related incident	4	4	8
Healthy Fatality	3	0	3
<b>Total</b>	<b>31</b>	<b>35</b>	<b>66</b>

**\*Note:** Identified reports include NCSP, fatalities, and incidents that result in life-altering injuries

# US&C Mobility: High Severity Incident Read-Out

<i>July and August</i>	# of Incidents	Key Themes + Observations	What opportunities does Uber have?
<b>Motor</b>	20	<p>In <a href="#">1 incident</a>, the third party reporter mentioned that the auto crash occurred at a known dangerous intersection in Indianapolis</p> <p>In 3 incidents, the drivers provided not-at-fault documentation and are active on the platform (<a href="#">incident 1</a>, <a href="#">incident 2</a>, <a href="#">incident 3</a>). In 6 other incidents, reported allegations include mentions of third party vehicles losing control, including one that mentioned suspected third party intoxication while driving (<a href="#">incident 1</a>, <a href="#">incident 2</a>, <a href="#">incident 3</a>, <a href="#">incident 4</a>, <a href="#">incident 5</a>, <a href="#">incident 6</a>)</p> <p><a href="#">1 carjacking incident</a> took place in Miami in which the account holder added a stop to pick up a guest rider. The guest rider subsequently physically assaulted the driver and stole the vehicle which fatally hit a third party (account holder rider claims he did not realize the incident would take place and is still active)</p>	<p>Should we try to do more education/intervention on known dangerous intersections?</p> <p>Should we action account holders if guest riders commit serious incidents on the platform?</p>
<b>Physical Assault</b>	8	<p><a href="#">1 incident</a> was an offline fatality not associated with an Uber trip (although media reports that the driver was doing a delivery)</p> <p>3 incidents involved third party physical altercations: <a href="#">one</a> in which a third-party tried to jump into an Uber to 'escape' from other third parties but was assaulted; <a href="#">one</a> in which a third party shot into an Uber vehicle killing the rider; and another <a href="#">one</a> involving a third party fighting a driver after an auto crash occurred.</p>	n.a.
<b>Critical Sexual Assault</b>	35	<p>13 incidents involved guest riders (37%). Of the 13 incidents, 4 bounce trip incidents involved female guest riders that occurred on Male rider accounts (<a href="#">incident 1</a>, <a href="#">incident 2</a>, <a href="#">incident 3</a>, <a href="#">incident 4</a>)</p> <p>21 incidents mentioned rider intoxication (60%)</p> <p>5 incidents mention the reported rider sitting in the driver vehicle's front seat prior to the incident occurring (<a href="#">incident 1</a>, <a href="#">incident 2</a>, <a href="#">incident 3</a>, <a href="#">incident 4</a>, <a href="#">incident 5</a>)</p>	Should we double down on education around front seat restrictions in COVID environment?

*\*Comprised of L4s and high-risk L3s. Three other incidents were identified to our team that falls under the 'Healthy Fatality' category.*

# 02 | KPIs - Access Safety

# Screenings Operational Health Scorecard

KPI	Target	Actual (Sep'21 - MTD)		Commentary
<b>Screenings Efficiency and Quality</b>				
Crim. End-to-end TaT (days)	p50: 1.0 p75: 1.5 p90: 4.0	<b>p50: 0.52</b> <b>p75: 3.27</b> <b>p90: 7.19</b>	●	<ul style="list-style-type: none"> <li>Significant decrease in E2E TaT due to progress on adjudication TaT</li> <li>P50 for basic report TaT (unlocks access to the platform) lower than target; need to continue to work with Checkr to continue to bring down TaT to achieve P75 and P90</li> </ul>
Crim. Checkr TaT (days)	p50: 0.4 p75: 1.3 p90: 3.8	<b>p50: 0.38</b> <b>p75: 3.19</b> <b>p90: 7.00</b>	●	<ul style="list-style-type: none"> <li>While TaT for report completion has significantly decreased since beginning of 2021, desired p75 and p90 TaTs are not being met. BD (Buck) is having conversations with Checkr to set explicit SLA expectations</li> <li>Better regional insights needed to manage TaTs; dashboard is scoped for November / December with GSS</li> </ul>
Crim. Adjudication TaT (days)	p50: 0.5 p75: 0.75 p90: 1.0	<b>p50: 0.31</b> <b>p75: 0.74</b> <b>p90: 1.02</b>	●	<ul style="list-style-type: none"> <li>TaT has decreased significantly and it is below target after the adjudication operation returned to health.</li> <li>Adjudication team is fully staffed so we expect that the TaT will continue below target in the next month</li> </ul>

Turnaround times are based on the month in which the report completes  
TaT data source

# Screenings Operational Health Scorecard

KPI	Target	Actual (Sep'21 - MTD)		Commentary
<b>Reliability</b>				
Submissions due to manual sweeps / Total Submissions (Mobility + Delivery)	<1%	8.8%	●	<ul style="list-style-type: none"> <li>The manual sweeps managed by Ops have a significant impact on the number of total background check submissions (50.8k submissions).</li> <li>Tech is working to (1) automate sweeps, increasing the cadence from twice a week to hourly/daily - 10/4 and (2) addressing root causes of reliability issues - end of Nov.</li> </ul>
<b>Safety User Experience</b>				
Regrettable Expirations	TBD	5,313 earners (0.77% of monthly active)	●	<ul style="list-style-type: none"> <li>Sep'21 regrettable expirations decreased relative to the prior two months. However, July and August had high regrettable expiration rates due to the lack of rerun adjudication prioritization and the NYC outage, respectively.</li> <li>Sep'21 regrettable expiration is still below the 2020 average</li> </ul>
BGC Jira Inbounds (Mobility + Delivery)	1,500 / week 0.1 per BGC contact	12,397 / week 0.32 per BGC contact	●	<ul style="list-style-type: none"> <li>~70% of the JIRA volume is caused by a tech reliability issue.</li> <li>The main issue type is "all documents approved; no submission" which will be addressed as tech fixes the reliability issues by the end of Nov.</li> <li>Estimated RTH is 11/1; potential to accelerate with additional analytical support.</li> </ul>
BGC Contact Rate (tickets / deliveries)	0.07%	0.24%	●	<ul style="list-style-type: none"> <li>The number of BGC related contacts has been slightly trending down for the last three months.</li> </ul>
<b>Spend</b>				
Checkr Transactional BGC Spend* <small>May evolve to CPT or \$/BGC</small>	Q3'21 (forecast): \$21.9M	Q3'21 (projection): \$21.9M	●	<ul style="list-style-type: none"> <li>Q3'21 actual still need to be confirmed as we are waiting for the September invoice from Checkr and it is contingent on MOB cost split.</li> </ul>
Avg. Cost per Adjudication	Under development with shared services finance			
Avg. Cost per JIRA				

Submissions due to manual sweeps (submits)  
 Total submissions (count\_submissions)  
 Regrettable expirations  
 BGC JIRA Inbounds  
 BGC contact rate

# Identity KPIs

Metric	Latest Value	Change	North Star	Status
<b>Earners Identity</b>				
<b>Driver Identity Baseline:</b> US L28 Identity Fraud Rate (P2P, NYC Uber Black) <a href="#">source</a>	0.17% (Q1 - Mobility)	+07pp since H2 2020	0.08%	
<b>Fraud Deactivations Pre-First Trip:</b> % of earner document fraud deactivations pre-first trip <a href="#">source</a>	64% (Aug - Mobility & Delivery)	-4pp since June	100%	
<b>SSN Validation:</b> % of active earners with validated SSN/Last Name <a href="#">source</a>	98% (Sept - Mobility & Delivery)	+22pp since Aug	100%	
<b>Spender Identity</b>				
<b>Spender Identity Verification for Anonymous Payments:</b> % of Spenders with anonymous payment methods with a verified identity via Social Connect or DocScan <a href="#">source</a>	97% (July - Mobility & Delivery)	+19pp since Apr	100%	

**Key Callouts:**

- 1) Driver ID Baseline L28 Fraud Rate for Q2 coming soon - audit is 99% complete
- 2) SSN Validation Backfill resumed in September with legal's approval given the ongoing DOJ investigation, resulting in a 22 pp increase.

We will stop reporting the anonymous payment one since it has reached goal (francisco can tell you about the 3%) and will be monitoring but only report if it falls behind (like why we are reporting ssn)

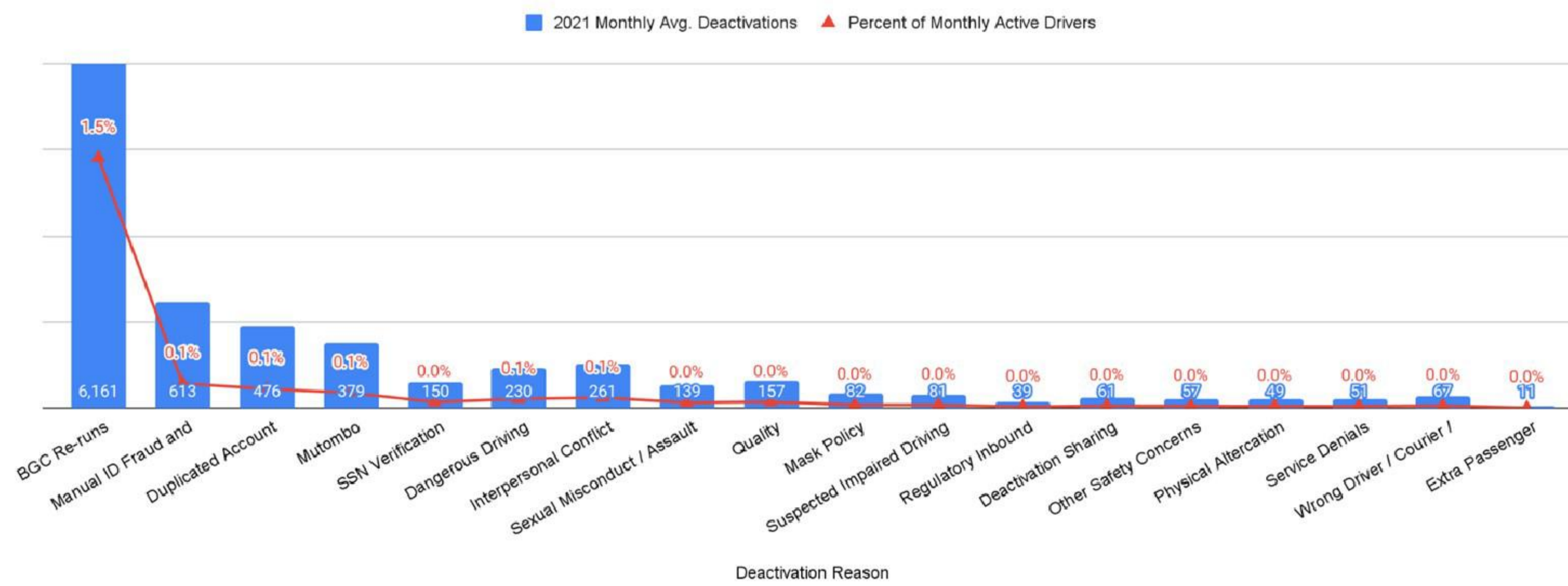
Docscan:

Rides - 100% docscan

Eats - 100% docscan for iOS; 100% social connect for android (but launching an XP soon to test docscan against social connect)

# 02 | KPIs - Deactivations

## BGC reruns continue to be the largest reason for drivers to lose access to the mobility platform in 2021



BGC, identity, and safety report-related deactivations represent ~1.7% of monthly active drivers (~72,500 deactivated drivers YTD, through August)

>90% of deactivated drivers were in the the Blue loyalty tier and less than 5% in Platinum & Diamond loyalty tiers

**Note:** Data are through the end of August 2021. The following deactivation reasons are excluded given that they are out-of-scope for the US&C safety team: quality, financial fraud, other fraud, and food theft.

# Appendix

# US&C Safety Ops - Org Update

RSM  
Jess Donald

Platform Access

Platform Safety

Platform Access Lead  
TBH - L6

Earners Screenings  
Livia Natsumeda

Program Team  
Cory Freivogel

Insights & Planning  
Joe Mani

Blake Pierce

Natalie Flecklin  
Interim Manager

Margalit Kluger  
Tamir

Kat Gaspar

Seong Yoon  
Platform Safety

Daniel Delgado  
Roybal

Francisco Gabitan

Brian Johnson

Yao Chan

TBH L3  
Platform Safety

TBH - L3

Phil De Coning

TBH - L3

TBH - L4  
Platform Access

TBH - L4

TBH - L4

Susan Muehrcke

TBH L3 -  
Platform Access

## Als from Last Meeting and Status

Topic	Action Item / Key Decision	POC	Status
On-trip Safety KPIs	<ul style="list-style-type: none"> <li>• <b>AI:</b> Share prior deep dives on SA/SM with Ashu Manohar; share plan for insight generation to inform 2022 planning</li> </ul>	Joe	Done
	<ul style="list-style-type: none"> <li>• <b>AI:</b> Schedule brainstorming session with product to ideate on bold bets to address issues surfaced through insight generation</li> </ul>	Joe / Ashu / Katy / Karina	In Progress - meetings scheduled for this week 10/4
Screenings KPIs	<ul style="list-style-type: none"> <li>• <b>AI:</b> work with Caitlyn &amp; Ben to align on SLA targets for BGC report processing (Checkr) and adjudication (Uber); Dennis shared prelim goal of 4 day P75 goal for end to end BGC process</li> </ul>	Livia	Done
	<ul style="list-style-type: none"> <li>• <b>AI:</b> Establish clear SLA expectations with Checkr</li> </ul>	Livia / Buck	In Progress
	<ul style="list-style-type: none"> <li>• <b>AI: Regrettable expiration-</b>            (1) share proposal with Danielle on how MIR system to put in place for future looking issue            (2) Determine if we want to issue MIR for earners who lost access because their BGC expired before rerun completed            (3) Meet with Danielle &amp; Caitlyn to discuss ways City Ops &amp; Central Ops can help manage the regrettable expiration experience            (4) Follow up with Poorva to confirm that BGC expiration is a use case in the onboarding proactive experience management project scope (i.e., sending earners comms if their BGC is expiring)</li> </ul>	Livia / Daniel	Done

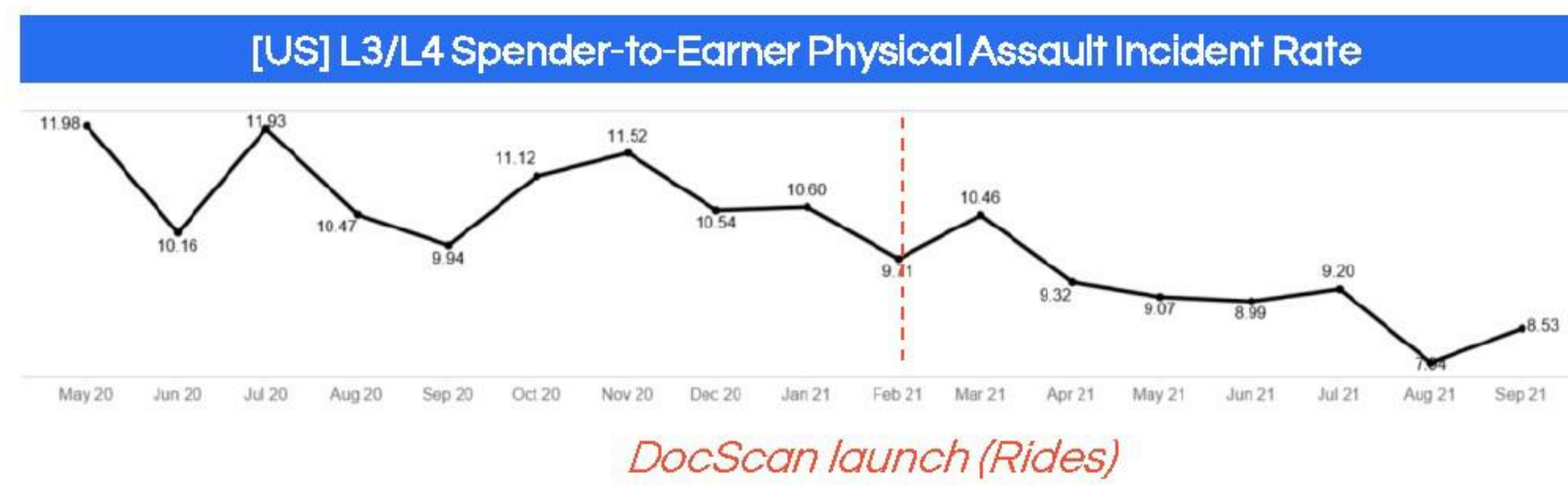
## Als from Last Meeting and Status (Cont.)

Topic	Action Item / Key Decision	POC	Status
Identity	<ul style="list-style-type: none"> <li>• <b>AI:</b> Audit and share learnings on Lyft's RTID process</li> </ul>	Natalie	Full audit deprioritized given resources. Lyft has a more manual version of RTID.
	<ul style="list-style-type: none"> <li>• <b>AI:</b> Breakdown the SSN validation KPI into mobility &amp; delivery and share data with Danielle</li> </ul>	Natalie	Complete
Safety Education	<ul style="list-style-type: none"> <li>• <b>Decision:</b> Alignment to move forward with XP to understand impact of moving Prop 22 education to the funnel</li> <li>• <b>AI:</b> Share XP PRD for Dennis/Danielle signoff</li> </ul>	Cory	Done
	<ul style="list-style-type: none"> <li>• <b>AI:</b> Set up meeting with Danielle, Adam, Emilie (or delegate) to discuss broader education strategy for IC+ regulatory approach</li> </ul>	Jess / Cory	Meeting in progress of being scheduled
	<ul style="list-style-type: none"> <li>• <b>AI:</b> Set up meeting with Danielle to do deep dive on SA/SM approach and learnings to date on SH impact</li> </ul>	Cory / Margalit	Done

# Thank You!

## Rider ID (update)

In 2020, the US carjacking incident rate increased on both Rides and Eats, particularly in Chicago. Opportunity analysis showed that spenders with anonymous payment methods (gift cards, Venmo, prepaid cards) were the most likely to commit these incidents. To address this, in February 2021 we launched DocScan verification for new Venmo, gift card, or prepaid card users, and also for existing prepaid card users with a new device login (likely to be an account takeover).



### Impact

+10% rider-to-driver 7-day SUFT rate compared to Social Connect (previous verification method for anonymous payments)

Directional decrease in carjackings (and positive press)

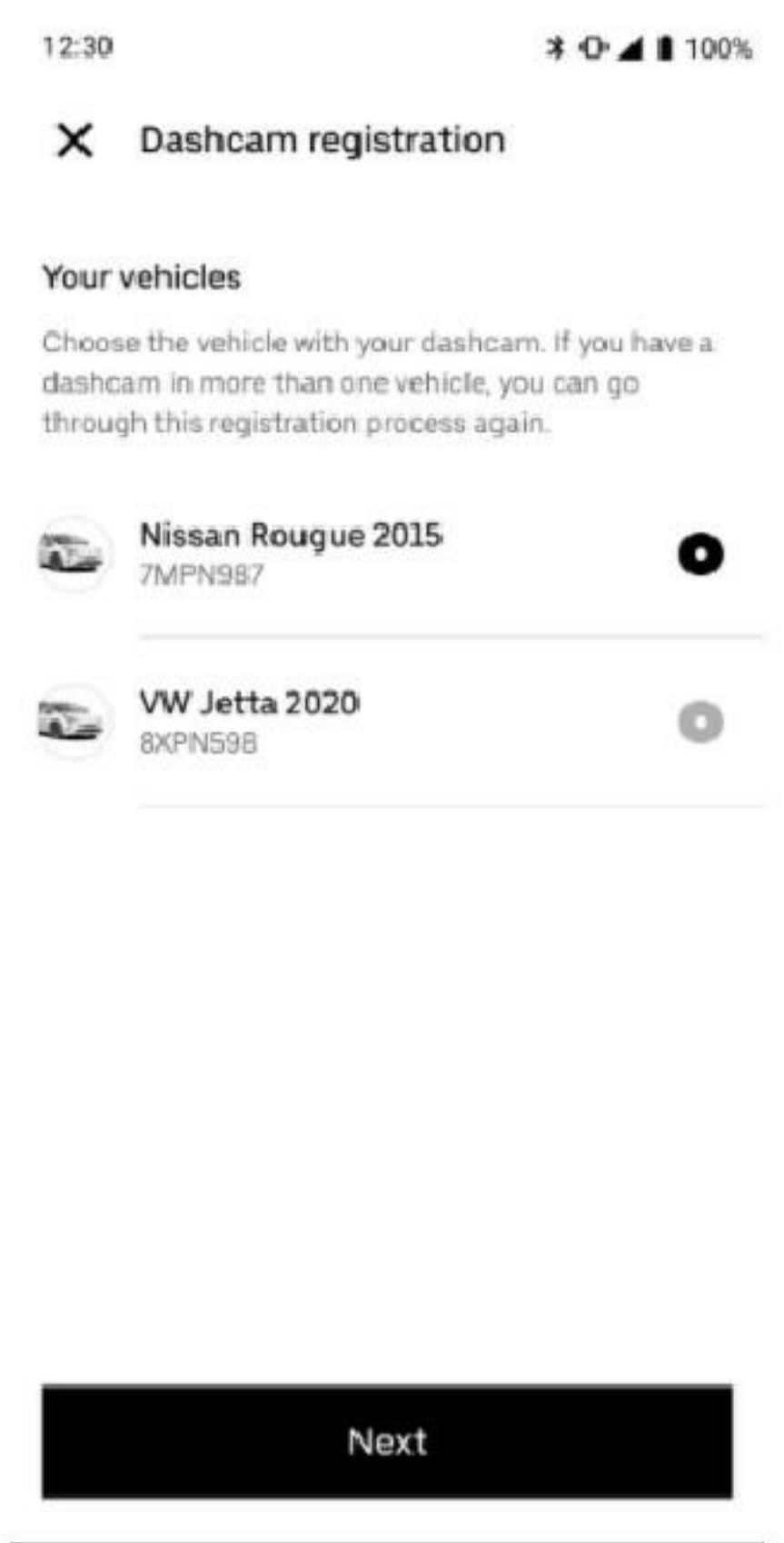
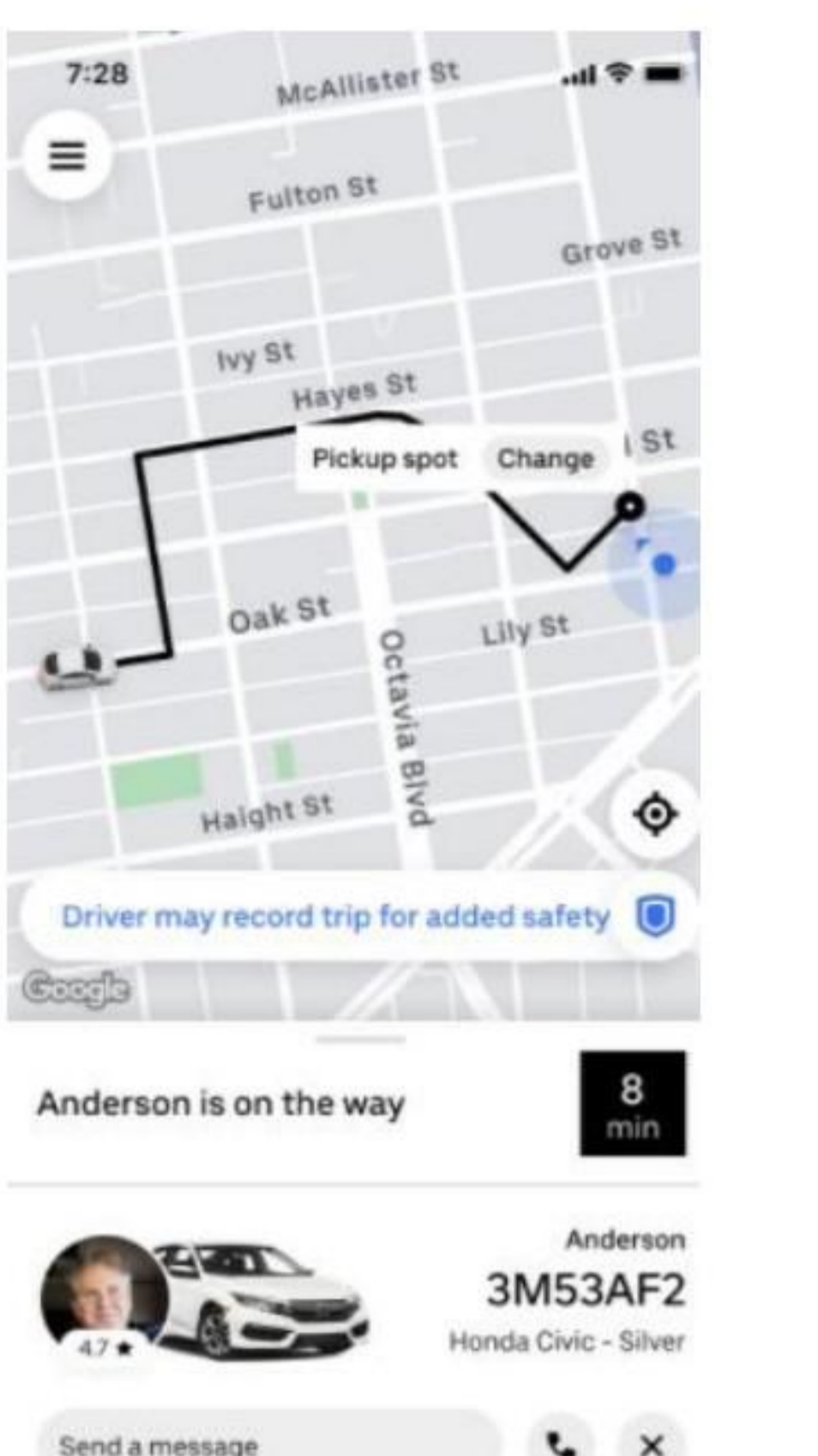
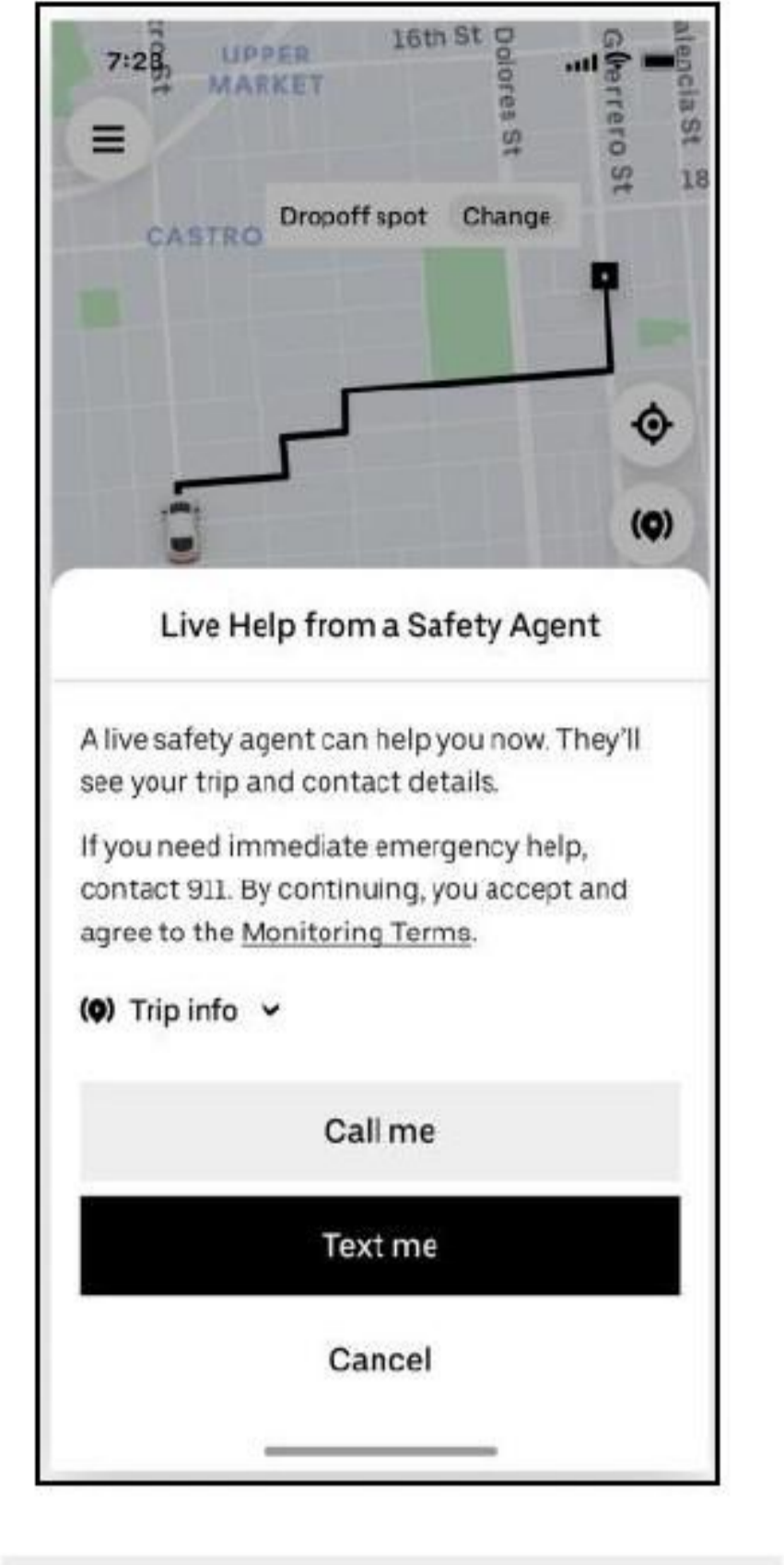
### Next steps

Following a successful 3-month funnel XP on Eats, this week we rolled out to 100% on Eats (+9% 7-day SUFT compared to Social Connect)

Graph: <https://tableau.uberinternal.com/#/site/SafetyandInsurance/views/IncidentDetailDashboard/Geography?:iid=1>

Carjackings deck:

[https://docs.google.com/presentation/d/1dnNaESbxZGzYSJlW3sU5cRQjr5dNVMOhmrVNMq\\_OZRU/edit#slide=id.gbb277ce983\\_0\\_79](https://docs.google.com/presentation/d/1dnNaESbxZGzYSJlW3sU5cRQjr5dNVMOhmrVNMq_OZRU/edit#slide=id.gbb277ce983_0_79)

<p><b>Dashcam launches (BYOD and Vendor Integrated)</b></p>	<p><b>Safety Agents (ADT)</b></p>	<p><b>DocScan for Venmo, gift cards, and prepaid cards</b></p>	<p>Owner: Ashu, Rebecca, Aarti</p>
			<p>xxxxx</p>
<p><b>8% (BYOD)</b> conversion rate (Safety IR analysis in progress)</p>	<p><b>200+</b> dashcams distributed with Nexar &amp; Nextbase.</p>	<p><b>0.38%</b> trigger rate (Aug'21, ANZ)</p>	<p><b>-x%</b> Xxx xxx</p>

OOA (H1)

Uber nav is designed for cars & can recommend unsafe routes like tunnels. This features pushes you to a 3rd party nav app which supports 2w nav  
iOS rollout last year, Android rollout in Q2 this year

EC (H1)

We launched this on the Earner side in H1 and 46% of WACouriers & 21% WADrivers had added one set (Data)  
Rider side starting rollout in Oct

RideCheck - Courier long stop (deck)

A streamlined and systematic process to detect road incidents  
Notify regulators + check in with couriers

Live in ANZ

DTAD (Q3, prd)

Uber app notifications can be distracting for couriers and can be the cause of dangerous situations (validated via surveys). This feature gives you an educational prompt when the courier tries to access intercom chat that reminds you to "don't type and drive"

We've a whole project around reducing distractions

Mutombo

Huge hustle to make # of changes around frequency, detection & actioning more strict.

Liveness shown here is one example (applicable for iOS only)

33% reduction since May and Sept is trending down further