

Metadata

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All Custodians	Akamine, Mike;Anderson, Brooke;Brown, Greg;Chang, Frank;Fuldner, Gus;Hasbun, Andrew;Kaiser, Roger;Kansal, Sachin;Khosrowshahi, Dara;McDonald, Katy;	SEMANTIC
All Paths	Akamine, Mike: \REFRESH_Drive_Set1\REFRESH_Drive_Set1_10.zip; Akamine, Mike: \REFRESH_Drive_Set1\REFRESH_Drive_Set1_10.zip; Anderson, Brooke: \REFRESH_Drive_Set1\REFRESH_Drive_Set1_10.zip; Anderson, Brooke: \REFRESH_Drive_Set1\REFRESH_Drive_Set1_10.zip; Brown, Greg: \REFRESH_Drive_Set3\REFRESH_Drive_Set3_13.zip; Brown, Greg: \REFRESH_Drive_Set3\REFRESH_Drive_Set3_13.zip; Chang, Frank: \REFRESH_Drive_Set4\REFRESH_Drive_Set4_17.zip; Chang, Frank: \REFRESH_Drive_Set4\REFRESH_Drive_Set4_17.zip; Fuldner, Gus: \REFRESH_Drive_Set8\REFRESH_Drive_Set8_46.zip; Fuldner, Gus: \REFRESH_Drive_Set8\REFRESH_Drive_Set8_46.zip; Hasbun, Andrew: \REFRESH_Drive_Set11\REFRESH_Drive_Set11_3.zip; Hasbun, Andrew: \REFRESH_Drive_Set11\REFRESH_Drive_Set11_3.zip; Kaiser, Roger: \REFRESH_Drive_Set12\REFRESH_Drive_Set12_19.zip; Kaiser, Roger: \REFRESH_Drive_Set12\REFRESH_Drive_Set12_19.zip; Kansal, Sachin: \REFRESH_Drive_Set12\REFRESH_Drive_Set12_19.zip; Kansal, Sachin: \REFRESH_Drive_Set12\REFRESH_Drive_Set12_19.zip; Khosrowshahi, Dara: \REFRESH_Drive_Set13\REFRESH_Drive_Set13_10.zip; Khosrowshahi, Dara: \REFRESH_Drive_Set13\REFRESH_Drive_Set13_10.zip; McDonald, Katy: \REFRESH_Drive_Set14\REFRESH_Drive_Set14_18.zip; McDonald, Katy: \REFRESH_Drive_Set14\REFRESH_Drive_Set14_18.zip	SEMANTIC
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Women Preferences

June 20, 2024

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Story on a slide

- Women's Safety sentiment in ridesharing is still a big challenge
- Ask for woman-woman matching has remained consistent and loud over the years
- We decided to not launch driver-facing feature in the US, due to legal concerns
- Lyft launched both a rider and driver facing feature: while incomplete, it has generated positive reception and no legal challenges so far
- Updated Legal and Policy analysis
- Today we would like to discuss:
 - ◆ Driver-side product approaches
 - ◆ Rider-side product approaches
 - ◆ **Approval for a US pilot**

Slide 2 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

Story on a slide

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 - ◆ Driver-side product approaches
 - ◆ Rider-side product approaches
 - ◆ **Approval for a US pilot**

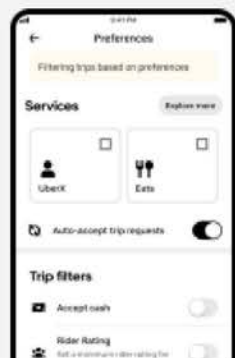
Slide 3 Notes

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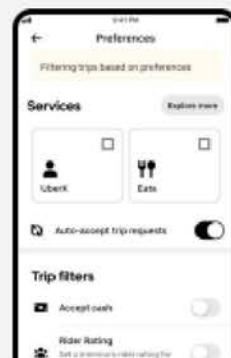
Driver options

Driver experience

We recommend launching the Hard filter for the pilot



Woman Rider Preference
Match with only women and non-binary riders on your trips



Woman Rider Preference
Prioritize matching with women and non-binary riders on trips

Hard filter

1

Existing Product: Have built this tech already and launched

Safety: High impact - drivers asking for a 'guaranteed' match

Marketplace: Low impact as 50% riders are women

Earnings: Possibly lower earnings but we will be transparent

Lyft: Differentiated from Lyft

Soft filter

Marketplace: Impact would depend on how much we want to uprank women supply plans

- More marketplace flexibility from Uber's perspective
- Higher opt-in and 'constant' MP boosting could be challenging

✗ **Safety:** Lower impact - no guarantee of a match

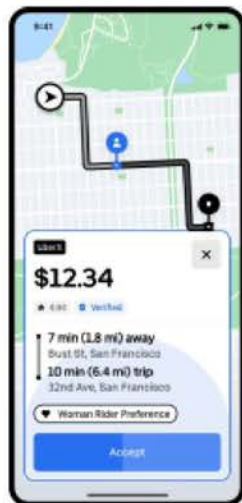
✗ **Lyft:** Similar to Lyft

Slide 5 Comments

- 1 This feels soft. Earnings impact is large without boosting. We know this # from brazil
Gus Fuldner, 6/20/2024 09:22 PM

Driver experience

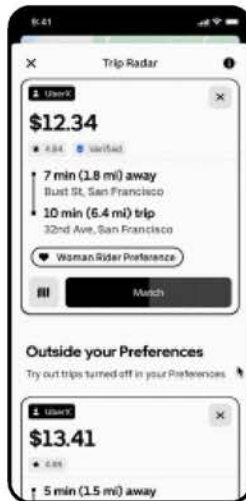
Ideas to make Hard filter and Soft filter a better experience



Hard filter

Soft filter

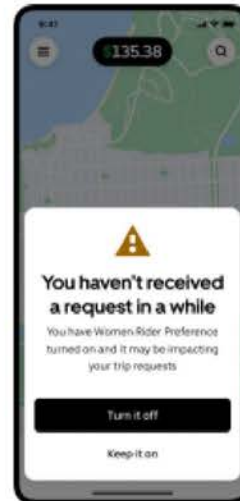
Show **tags on offers** and **enroute screen** that match their preference



Hard filter

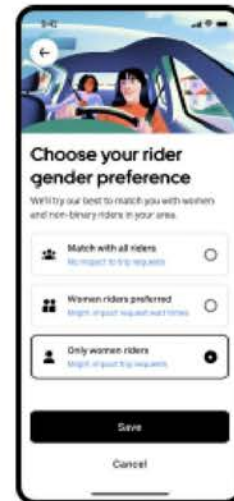
Soft filter

Signal WRP offer on the Trip Radar and include trips that are **out of preferences**



Hard filter

Prompt drivers if they have waited for > 10 mins

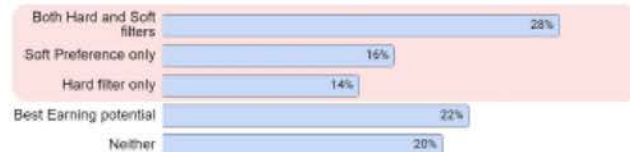


All options combined

Give drivers the option to choose between hard/soft/no filter - calling out the **earnings tradeoffs**

For drivers, **Hard filter** directly addresses safety concerns, turned on when needed. **Soft filter** has perceived lower impact on earnings.

Lyft drivers | Unmet user need lies in offering both soft filters and hard filters



Question : "Choose the option you would prefer to use"

Drivers felt that a **hard filter** provided more safety guarantees use without the ambiguity of the soft filter

17% would have it most of the times.

80% drivers would turn the feature on when needed

Soft filter would be used more often due to Earnings sensitivity

40% drivers would have **soft filter** on all the time

60% would turn it on/off

Surveyed Lyft Woman Driver

- "It's a must have! Men riders are 80% of the time asking for a number or giving me inappropriate comments and **that's why I do mostly Uber eats and do riders with Lyft**"

Surveyed Uber Woman Driver

- "Sometimes it's a recent passenger. Sometimes it's all in my head. But the **option to just pick up women would be great. I could just turn it on and off.**"
- "It makes me feel safer as a driver and my female riders feel safer. **I could drive at night if I was guaranteed female riders**"
- "We should **have had this option years ago** to keep our women safe. As a female driver who has been affected by unwanted male attention I applaud you looking into this.!"

Rider options

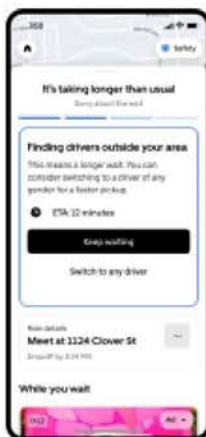
An ideal solution offers options for all scenarios

1. On-demand hard filter:

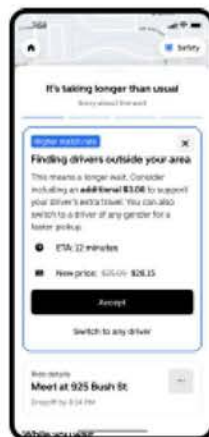
Find a woman driver now



Home



Option 1: Extra wait time and no extra fee



Option 2: Extra wait time and extra fee

2. Reserve:

Book a women driver trip for later



First time education

3. Soft filter:

Increase chances of matching with a woman driver



Settings page

Only **launched** where supply is favorable. Confirm extra wait time and possible additional Fee.

Reserve option can be always available, allowing rider to book up to 30 mins in advance. Same pricing as reserve.

Preference setting that can be always on. **Unprank women supply plans** in existing matching logic.

Rider experience

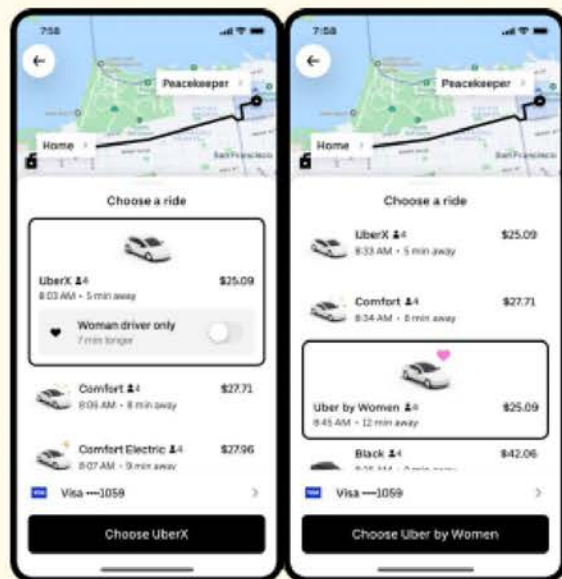
(Hard filter) On-demand walkthrough

Entry point

Success match

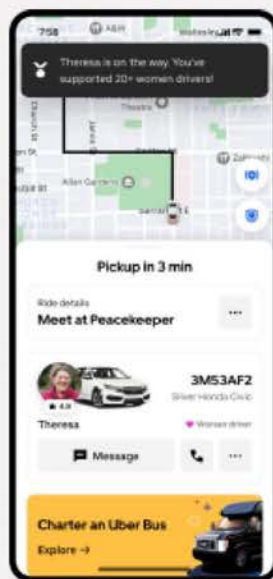
Fallback scenarios

Driver UX

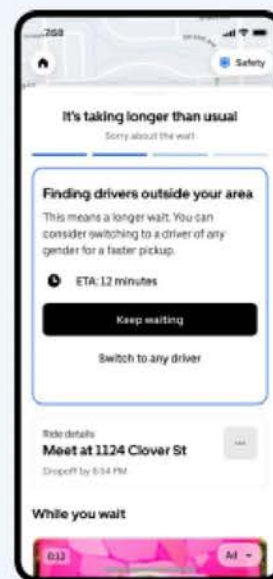


Option 1: Product selector with Woman driver only filter

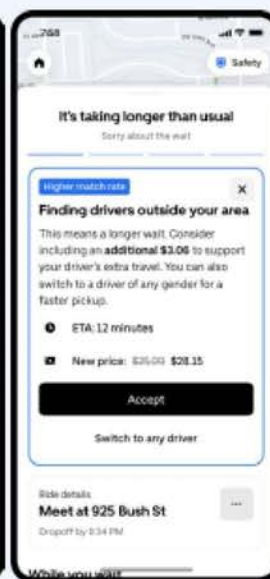
Option 2: Product selector with a separate VVID



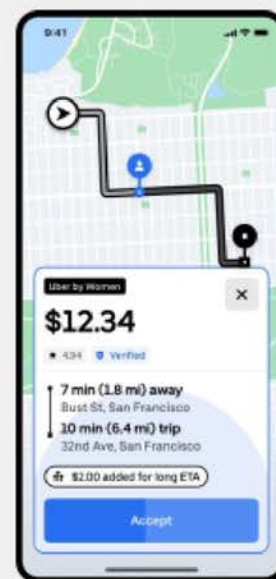
Up-ranking women drivers in regular supply plans



Scenario 1: Confirm extra wait time



Scenario 2: Confirm extra wait and extra fee



Uber by Women + added P2 earnings tags

10

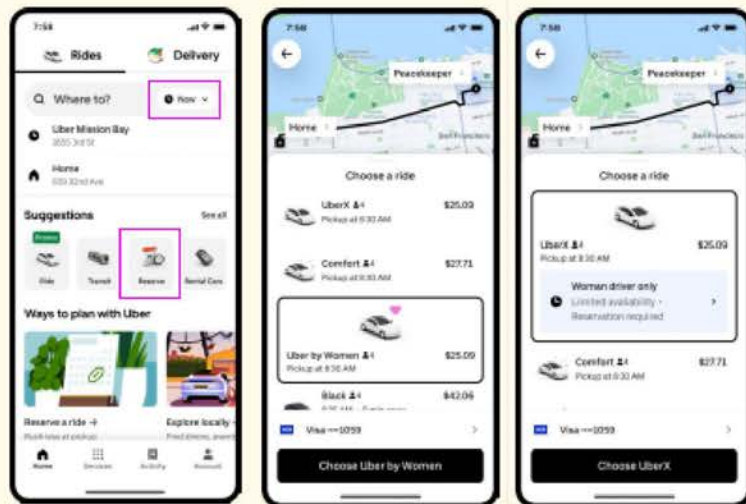
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(Reserve) High success rate but costs more with a higher ETA

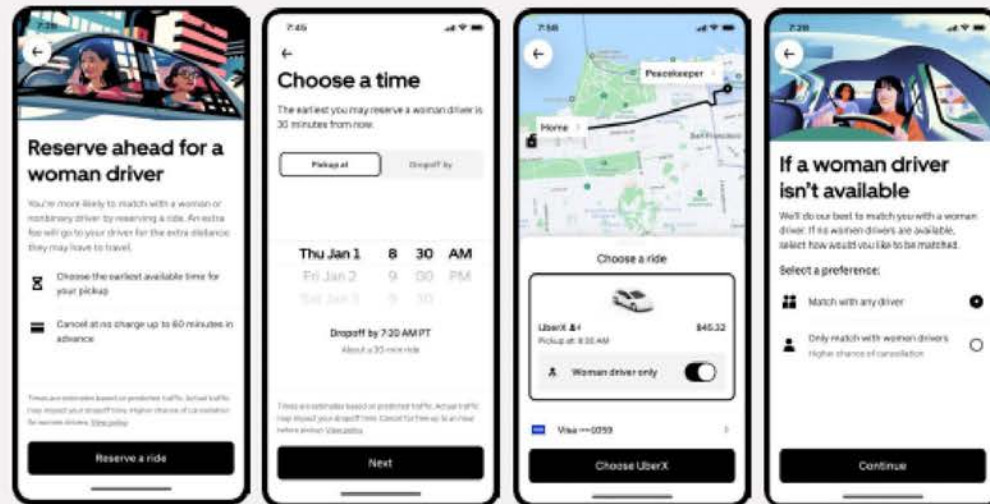
Entry points



Option 1: Reserve traditional entry points

Option 2: Reserve entry through on-demand flow

Booking flow



First-time education

Date/time picker

Woman driver only toggle for Reserve

Get fallback preference

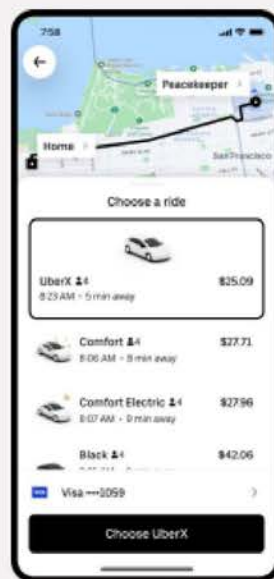
(Soft filter) On-demand walkthrough

Settings - Turn on WDP for selected trips

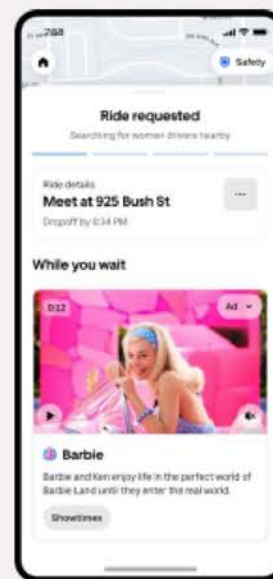


Toggle on/off WDP

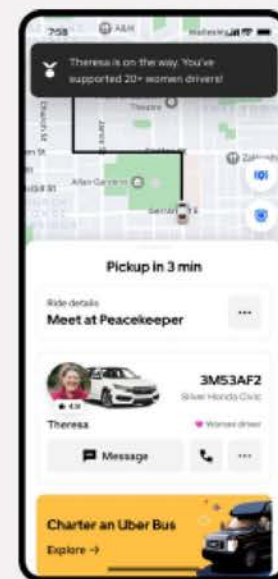
Booking flow



Product Selector

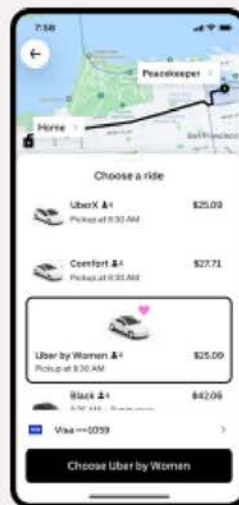
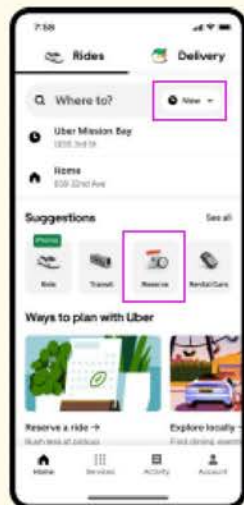


"Searching for women drivers nearby"

Success Match:
Up-ranking women drivers in
regular supply plans

(Reserve) High success rate but costs more with a higher ETA

Entry points



Booking flow

Option 1: Reserve traditional entry points

Option 2: Reserve entry through on-demand flow

First-time education

Date/time picker

Get fallback preference

Rider UXR | Hard filter vs Soft filter

Lyft riders | Unmet user need lies in offering both soft filters and hard filters



For riders, hard filter addresses the safety concern around interactions with male drivers

Late night (87%), dark evenings (74%), unknown areas (72%) are the most common use cases for hard filter

72% riders are willing to wait extra minutes for a woman driver match

52% rider are willing to pay more for a guaranteed woman driver

Uber Teens: Parents are willing to wait and pay more for their teenage daughters to have women drivers.

For riders, soft filter would be always "on"; expectation of increased matching is > 1 in 3 trips

It is seen as an improvement on current matching, no expected additional wait time or fee

When riders are more concerned about their surroundings they want fast matching, they don't want to wait for a woman.

Lyft Rider, US - Reddit

- "Ever since I had a male driver tell me "I knew you'd be hot from your picture but wow, you look even better in person, I have **wanted a female-only option.**"

Surveyed Lyft Woman Rider

- "I was assaulted by a male driver, I can't be guaranteed a female or nonbinary driver, so **I don't use this service anymore.**"
- "I have **only used Lyft when I've been by myself** since they have released their feature."

Surveyed Uber Woman Rider

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Recommendation

We recommend piloting Hard filter for drivers and Hard+Soft+Reserve for riders

For **drivers**, we recommend going for an improved and differentiated product from Lyft

Rationale

- Given it is a pilot, we could have a more bold safety-forward product. If it does not work out, we could adjust it to a soft filter.
- Addresses core drivers safety concerns.
- Lower marketplace impact vs soft filter.
- Lower time to market (already built)

For **riders**, we need to be mindful of women drivers supply levels

US Cities by Women Demand/Supply Ratio

Group 1 cities 50% of US trips Supply is favorable Atlanta, Houston, Phoenix, Dallas, LV, Miami	Group 2 cities 35% of US trips Supply is lower San Francisco, Boston, Philadelphia, Seattle, DC	Group 3 cities 15% of US trips Supply is unfavorable NYC + long tail cities
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Product Viability	Group 1 cities	Group 2 cities	Group 3 cities
On-demand hard filter	Yes	Probably yes	Probably No
Reserve hard filter	Yes	Yes	Yes
Soft filter	Yes	Yes	Yes

Pilot plan | Start with cities that optimize for Legal & Policy, and with good women driver supply

Phase 1 - **Hard filter** for **drivers** only

- **Goal:** Measure marketplace impact of driver hard filter only
- **Cities:** few treatment cities + comparable cities for synthetic control

Phase 2 - **Hard filter** for **drivers**; **Hard+ Soft+Reserve** for **riders**

- **Goal:** Strong launch from safety perspective as well as measure overall marketplace impact of all products together
- **Cities:** Few cities with high women driver supply + comparable cities for synthetic control

Questions to be answered

- **User experience and marketplace impact**
ETA, C/R, Driver AR and Rider CR, VC margins
- Test the product perception and Safety sentiment impact.
- Test reception regarding gender inclusivity policies.
- Test the waters on Policy and Legal risk.

Slide 17 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

Next steps

01 **Product development**

- Define user flows & requirements
- User test on product flows
- Start building

02 **Get alignment on marketplace/matching approach**

03 **Gender identification for product access**

04 **Build comms / policy strategy**

June 11th slides

Story on a Slide

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- Ask for woman-woman matching has remained consistent and loud over the years
- We decided to not launch driver-facing feature in the US, due to legal concerns
- Lyft launched both a rider and driver facing feature: while incomplete, it has generated positive reception and no legal challenges so far
- Today we would like to discuss:
 - ◆ Updated legal and policy analysis
 - ◆ Multiple product approaches
 - ◆ **Ask for approval for a US pilot**

Slide 20 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

Agenda

01 Women's Safety Challenges

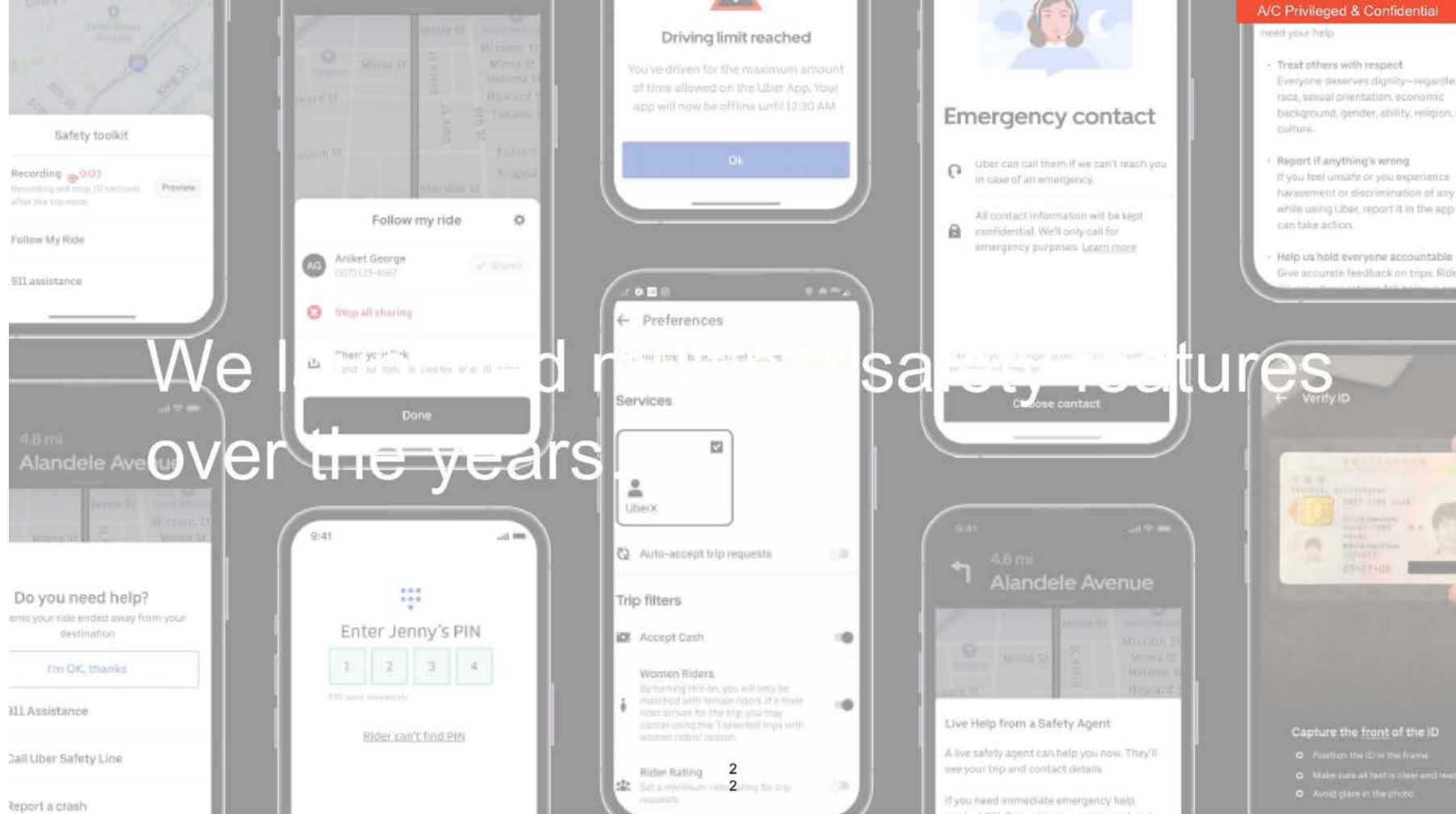
02 What Lyft and competitors are doing

03 What we learned from User Insights

04 Risks

05 Pilot Proposal for discussion & next steps

We added new safety features over the years



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Slide 22 Notes

Changes still to be made

- Himer to animate as P2

Despite significant efforts, women safety user sentiment remains a challenge

Current Drivers, US

*"He said; 'Do you want to have sex with me?' And I said 'No, I don't want to have sex with you.' Luckily, he got out of my car and I didn't have any issues, but **what if he had not taken no for an answer?**"*

*"**Driving at night in bad neighborhoods is scary in itself then picking up a man and being a woman driver is even scarier**"*

Current Riders, US

*"The number of probing questions I have gotten as a woman by men often makes me **not want to set my home as a destination. Instead I often set a place nearby, just in case.**"*

*"I'm much more hypersensitive of who my driver is. **My gut instinct is like, 'I hope that he's actually taking me where he says he's taking me.'**"*

User Research 2022

23

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Slide 23 Notes

https://www.tiktok.com/@legendhouck/video/7179830794192571694?_r=1&_t=8n5wPdTYr8x

Despite significant efforts, women safety user sentiment remains a challenge

Current Drivers, US

"He said; 'Do you want to have sex with me?' And I said 'No, I don't want to have sex with you.' Luckily, he got out of my car and I didn't have any issues, but **what if he had not taken no for an answer?**"

"Driving at night in bad neighborhoods is scary in itself then picking up a man and being a woman driver is even scarier"

User Research 2022

Current Riders, US

"The number of probing questions I have gotten as a woman by men often makes me **not want to set my home as a destination. Instead I often set a place nearby, just in case.**"

"I'm much more hypersensitive of who my driver is. **My gut instinct is like, 'I hope that he's actually taking me where he says he's taking me.'**"

...As a result, women are taking safety into their own hands

Woman Leaving "Hair and Fingerprints" in every Uber trend sparks Safety Debate



Users have created fake phone calls to help women in sketchy Ubers



Slide 24 Notes

https://www.tiktok.com/@legendhouck/video/7179830794192571694?_r=1&_t=8n5wPdTYr8x

Interactions with Rider / Drivers continues to be a key concern on women's minds

Prospective Women Drivers Concerns

For prospective Women Drivers (US), 4 out of 5 top concerns are related to riders, in particular being sexually/physically harassed

Q. When driving with ridesharing services, how concerned are you/ would you be about the following?	Women	Delta vs men 95% conf
Riders not being thoroughly verified	80%	
Being sexually assaulted	75%	+43pp
The rider making me feel unsafe	74%	+17pp
Being physically assaulted or threatened	73%	+19pp
Being sexually harassed	72%	+43pp
Experiencing a theft or robbery	71%	
Lack of support from ridesharing service	67%	
Being verbally harassed	64%	+19pp

Women Riders Concerns

Women Riders are more likely than men to be concerned about driver's behavior, in particular being sexually/physically harassed

Q. When taking a trip with Uber, how concerned are you about the following?	Women n=7104	Delta vs men 95% conf
Discomfort from behavior of the driver	53%	+5pp
Lack of support from ride sharing platforms	52%	
Drivers driving dangerously	50%	
Being sexually harassed	50%	+20pp
Insufficiently screened or dangerous drivers	43%	+4pp
Being physically assaulted	43%	+10pp
Getting into a car accident	42%	
Being verbally harassed	41%	+9pp

Nearly all Riders and Drivers we spoke with strongly desire a women-only feature.

90% of Women Riders and Drivers said they want a feature that allows them to select or prefer a woman match

85% agree that the feature has the potential to make them **feel safer using rideshare** and signal that a company is **committed to safety**

User Research April 2024

“

I would **feel so much safer**, I would do more rides I would be able to **drive all night**.

Woman Driver, US

It would **make me feel better** especially when it comes to **sexual harassment**

Prospective Woman Driver, US

If it was late at night, I felt a little scared, I live at home alone... **it would make me feel safer to have a woman take me home**, I would like that option.

User, Pros Rider, US

Ever since I had a male driver tell me “I knew you’d be hot from your picture but wow, you look even better in person, **I have wanted a female-only option**.”

26

Uber Internal anecdotes

"I won't do employee driving as a woman, I would if I could only drive women"

Uber Employee, Safety Ops

"My sister just told me she is now using Lyft because of the new Women Preference"

Niti, Earner Product

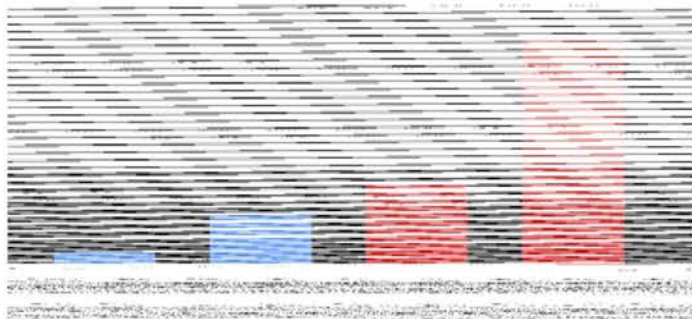
"I would want a woman driver for my teenage daughter to use Uber Teens"

Multiple Parents, during PTA convention in California.

Safety incident rates are higher on trips where women are paired with men. Women are more likely to be the victim.

Serious Sexual Assault women reports are **~4x higher*** when matched with men

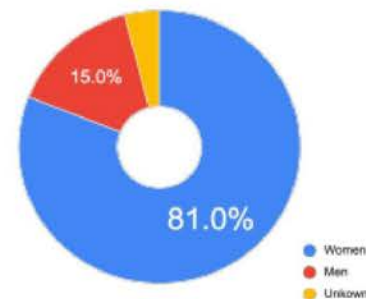
Women reported Serious Sexual Assault Incident Rate (L12M - US only)



*Observational analysis without controlling for covariates. It is not possible to guarantee causality and the effect mentioned

Women are 81% of the victims of Critical Sexual Assaults at Uber

Critical SA Victims split by gender (2019-20 US only*)



*2019-20 US Safety Report

Slide 28 Notes

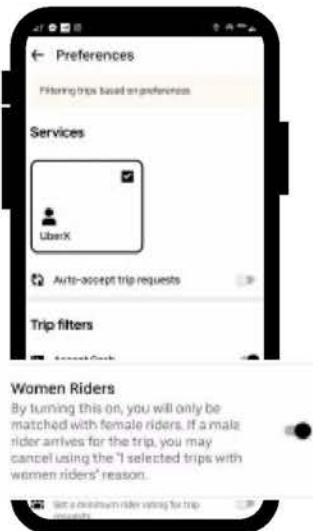
Stat source: RAINN: <https://rainn.org/statistics/scope-problem>

Agenda

- 01 Women's Safety Challenges
- 02 What Lyft and competitors are doing**
- 03 What we learned from User Insights
- 04 Risks
- 05 Pilot Proposal for discussion & next steps

Since Uber entered this problem space back in 2018, all the biggest competitors in each mega-region have made a move into this space

Hard Filter - Drivers
Latam, CAN, AUS, IN,
EMEA



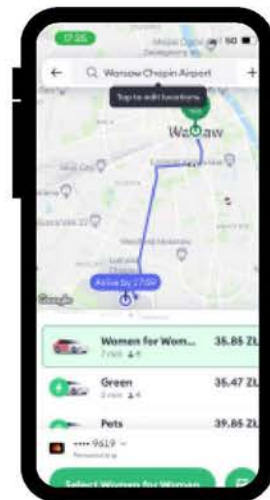
Uber

Hard Filter - Drivers
Latam, AUS



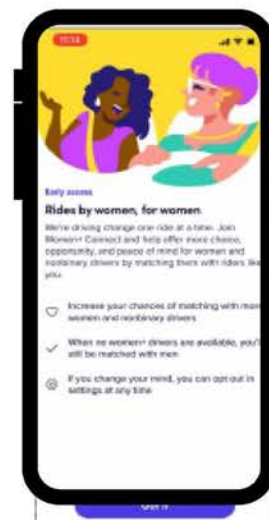
DiDi

Hard Filter - Riders &
Drivers
Poland, Romania, SA*



Bolt

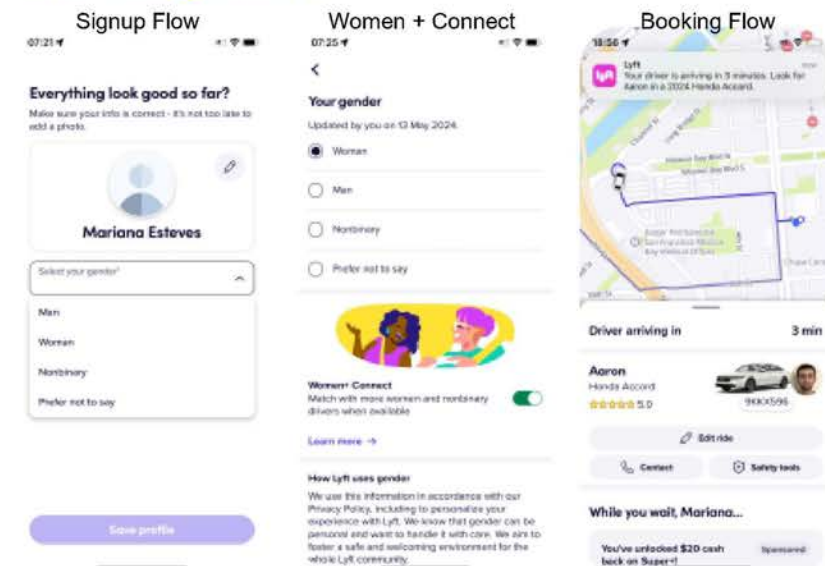
Soft Preference - Drivers and Riders
Live in the US



30

Lyft | Women + Connect consists of a Soft Preference. Is default ON for new Riders; needs to be toggled on for Drivers.

Rider-facing feature

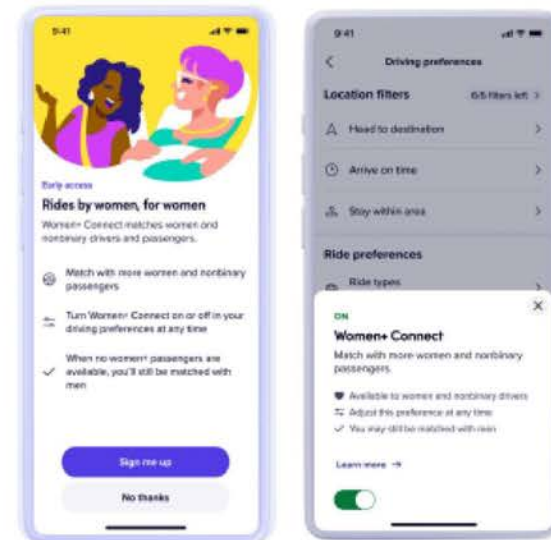


Gender gets collected at account creation flow as a **mandatory step** for new users

Default ON for new Women and NB Riders. Gender can be changed in settings

No change, no mention to Women or higher ETAs

Driver-facing feature



Preference needs to be manually turned on, and will keep on until toggled off, gender inferred from license

Lyft | Reception has been positive, with some raising concerns with gender discrimination or trans inclusion

High amount of media coverage

Including [Today Show](#), with 33% of online mentions occurring on news & media sites

Positive sentiment, with some reservations

Women expressed enthusiasm, though some raised concerns with the lack of gender verification controls. Other detractors viewed it as discriminatory or paternalistic.

Backlash over trans/non-binary driver campaign

Negative backlash when Lyft partnered with trans/non-binary driver for a social campaign



Nytimes
New Lyft Feature Allows Women to Match Rides With Other Women
The company said it hoped to improve safety and encourage more female drivers.

Forbes
Lyft Expands Feature That Pairs Women And Non-Binary Riders And Drivers

Women's Social Media reaction was positive

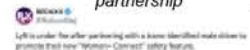


FINALLY we can choose women drivers 🙌🏻 #Lyft #rideshare



The Lyft women connect is my fav! The only time I truly feel safe whenever in using them

Backlash over trans-woman partnership



Lyft is under fire after partnering with a trans woman to promote their new "Women Connect" safety feature.

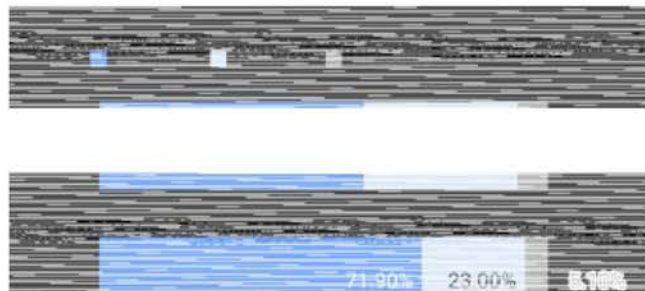


9:42 AM · May 16, 2022 · 24K views

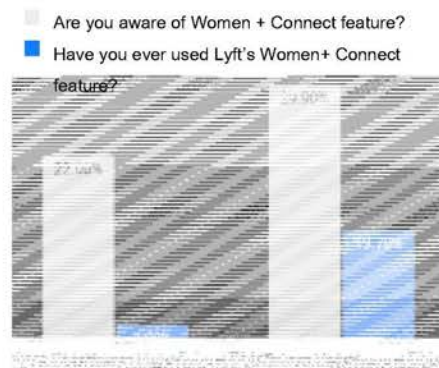
Lyft Users | Sentiment is positive, however awareness & usage are relatively low, which can indicate a lower perceived impact.

Lyft's User Positive Perception

Positive Perception is higher amongst Riders



Awareness & Usage is relative low, which can indicate lower perceived impact



Methodology: 600 Women Lyft Drivers & 600 Lyft Women Riders survey responses. All declared they do not use Uber (Including dual app).

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UBER_JCCP_MDL_003045522

Lyft Users | There is still unmet need in getting a guarantee woman match. Users are willing to use Uber if options are available.

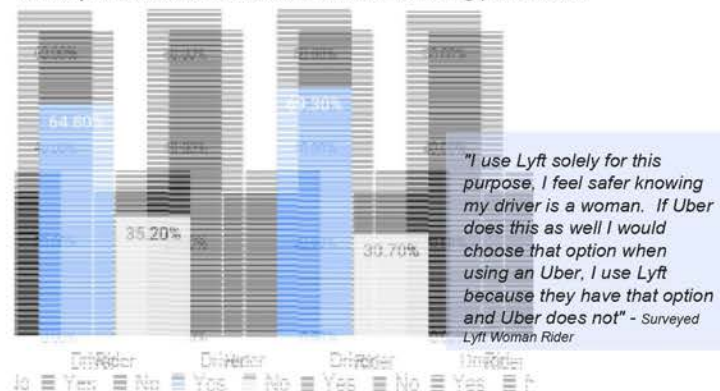
Unmet user need lies in offering both soft filters and hard filters



"I was assaulted by a male driver, I can't be guaranteed a female or nonbinary driver, so I don't use this service anymore." - Surveyed Lyft Woman Rider

Over 60% users would be willing to use Uber if we had this feature

Would you use Uber if it offered a Women Matching preference?



Methodology: 600 Women Lyft Drivers & 600 Lyft Women Riders survey responses. All declared they do not use Uber (Including dual app).

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Agenda

01 Women's Safety Challenges

02 What Lyft and competitors are doing

03 What we learned from User Insights

04 Risks

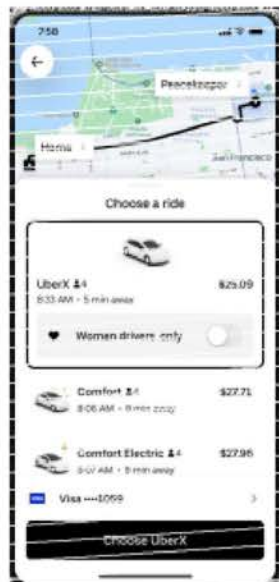
05 Pilot Proposal for discussion & next steps

There are multiple ways to approach it on rider side

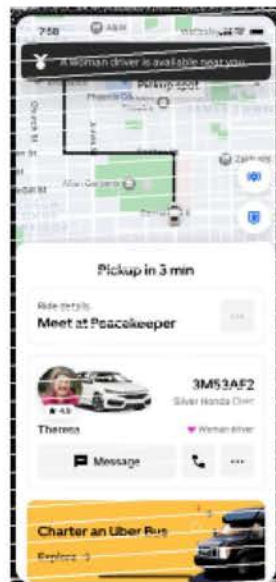
	Soft Preference	Hard Filter On-demand	Hard Filter through Reserve
How it works	Try to match women with other women when "possible"; if not, match with any gender.	Will force a guaranteed match or provide other options	Get a guarantee match, by booking in advance and paying the Reserve fee.
Pros	✓ Lower ETA impact (TBD) ✓ Same price ✓ Scalable (launch broadly)	✓ Safety ✓ Clear user ask ✓ Comms Impact	✓ Safety ✓ Comms Impact ✓ Scalable (launch broadly)
Cons	⚠ Safety ⚠ Same as Lyft	⚠ Higher ETA; lower C/R ⚠ Pricing ? ⚠ Scalability (not everywhere)	⚠ Price: Expensive option ⚠ ETA: Not on-demand

On-Demand Hard Filter | Only available in cities where supply is favorable.

Select Women
Driver



Success Match by up-ranking Women
Drivers in regular Supply Plans



If drivers are outside of the supply plans or they don't
accept a trip, give option to wait more, or wait & pay more



Option 1
Confirm extra wait time



Option 2
Confirm extra Fee

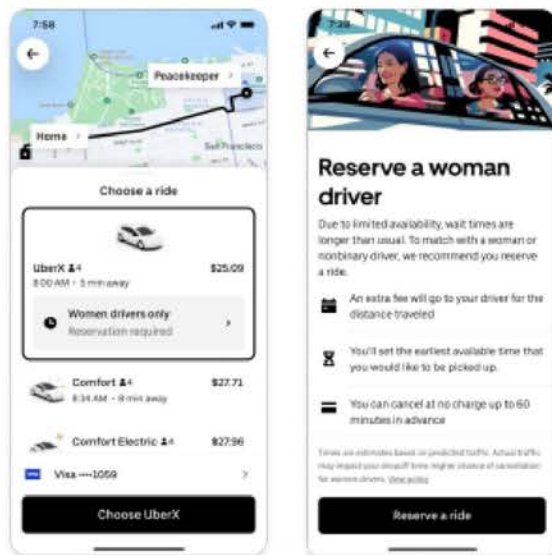
Reserve Hard Filter and Soft Preference | Available for all cities

A/C Privileged & Confidential

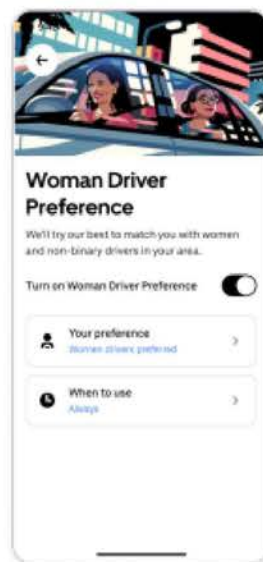
Reserve Hard-filter | Reserve can be always available, allowing to book up to 30-45 min in advance. Same Reserve pricing.

Soft Preference | Preference setting that can be always on. Uprank women driver supply plans in existing matching logic.

Entrypoint in Product Selector to capture user intent



User Ride Preferences



User Research Insights - Women Riders

US

For Riders, **Hard filter** addresses the Safety Concern around interactions with male drivers

Late nights, dark evenings & unknown areas

Late Night (87%),

Dark Evenings (74%)

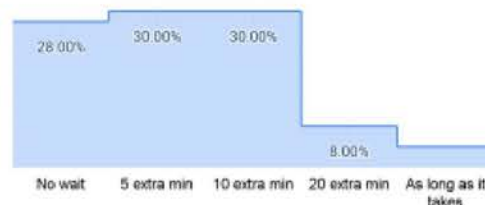
Unknown areas (72%)

Weekend Trips (37%)

Airport (36%)

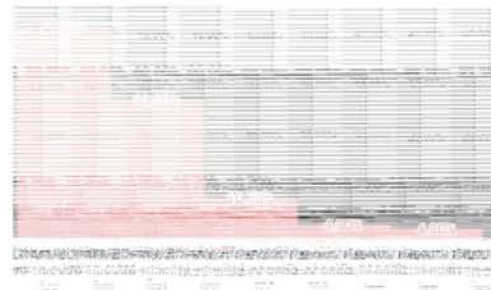
Most riders (72%) are willing to wait extra minutes for a Woman Driver Match

How much more are you willing to wait for a
Woman Driver Match?



Fewer riders (52%) are willing to pay more for a guaranteed Woman Driver, with lower price elasticity

How much more are you willing to pay for a
Woman Driver Match?



User Research Insights - Women Riders

US

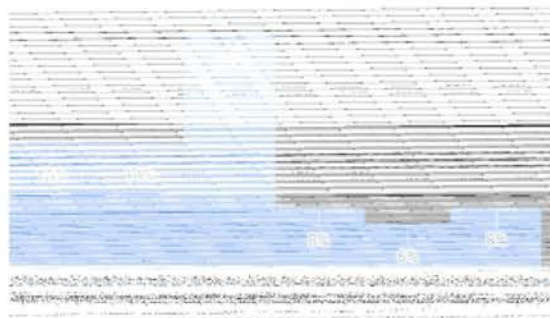
For Riders, **Soft Preference** would be always "on"; expectation of increased matching is > 1 in 3 trips

There's still demand for Soft Preference among Riders



Most Riders said they would expect an W2W **match rate of higher than 30%** of their total trips (our current avg is 13%).

How much do you expect to be matched with a woman driver to see Soft Preference as effective?



Why is Soft Preference valuable?

"Always On": It is seen as an **improvement on current matching**, no expected additional wait time or fee;

When Riders are more concerned about the surroundings they want **fast matching**, don't want to wait for a Woman.

For Drivers, **Hard Filter** directly addresses Safety Concerns, turned on when needed. **Soft Preference** has perceived lower impact on earnings.

Drivers felt that a hard filter provided more safety guarantees use without the ambiguity of the soft filter

17% would have it most of the times.

80% drivers would turn the feature on when needed

"It makes me feel safer as a driver and my female riders feel safer. I could drive at night if I was guaranteed female riders"

Surveyed Uber Woman Driver, May 2024

"There are many points in time when I question my safety. Sometimes it's an area that provokes this, sometimes it's a recent passenger. The option to just pick up women would be great. I could just turn it on and off."

Surveyed Uber Woman Driver, May 2024

Soft Preference would be used more often due to Earnings sensitivity

40% drivers would have Soft Preference on all the time

60% would turn it on/off

Agenda

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Legal

REDACTED - PRIVILEGED**REDACTED - PRIVILEGED**

Policy & Comms | Risks are real but manageable with right product solutions, strategic pilot cities, and partnerships

Key Risk	Possible Outcomes	Mitigations
Low Trans & non-binary inclusion and male exclusion could prompt “culture wars” leading to political blowback	→ Political opposition could lead to retaliatory actions jeopardizing legislation → Despite Lyft leaning into the inclusive nature of their feature, conservative political and chattering class may treat Uber differently → Executive Rulemaking/Legislation requiring TNCs to match drivers/riders based on sex assigned at birth	→ Carefully select politically friendly pilot cities for hard filters (reserve) → Anchor messaging in user feedback and tailor CRM/comms to local market sensitivities → Mobilize existing partners (NCTE) and explore new partnerships (GLAAD) → Lean on the pilot and opt-in nature of the feature to deflect criticism
High (If we charge women riders more) “Pink tax” risk due to perception of increased \$\$ for women’s safety	→ Screenshot risk. Extra charges or long wait times for riders wanting women drivers could spark backlash that women have to “pay for safety” or that the product doesn’t work. → Any blowback from women will take away from our efforts. → Potential criticism from male drivers that women earn more and raise pay issues	→ Ensure in-app language clearly explains the “why” behind the price or wait time, if there is a difference → Develop public facing language for press and social teams to explain any \$\$ or wait time variations. → <i>(recommendation)</i> do not charge riders more for women drivers on demand

Agenda

01 Women's Safety Challenges

02 What Lyft and competitors are doing

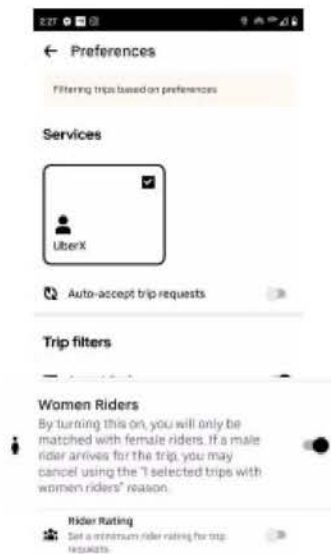
03 What we learned from User Insights

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For Earners, we recommend piloting the existing Hard Filter option

For Drivers, Pilot Women Rider Preference



Rationale

- ✓ Addresses Core Drivers Safety Concerns for guarantee match when in uncomfortable situations;
- ✓ Lower marketplace impact vs soft filter due to adoption in specific situations;
- ✓ No-Fault Safety Cancellation for gender mismatch or Guest Rider;
- ✓ Time to market; Already built;
- ✓ Better solution than Lyft's, from a Safety Perspective.

For Riders, uneven women driver supply distribution makes it difficult to build a single solution that scales

Women Supply Varies by city and time of day and is highly correlated with our ability to fulfill trips (C/R)

US Cities	% Trips by Women Drivers
Atlanta	25%
Houston	19%
Phoenix	17%
Dallas	16%
Las Vegas	18%
Miami	14%
Philadelphia	12%
San Francisco	9%
Boston	9%
NYC	4%

US Cities by Women Demand/Supply Ratio

Group 1

50% of US Trip

Supply is favorable

Atlanta, Houston,
Phoenix, Dallas, LV,
Miami

✓ Soft Preference

✓ Hard Filter
Reserve

✓ Hard Filter On
Demand

Group 2

35% of US Trips

Supply is lower

San Francisco, Boston,
Philadelphia, Seattle,
DC

✓ Soft Preference

✓ Hard Filter
Reserve

? Hard Filter On
Demand

Group 3

15% of US trips

Supply is
unfavorable

NYC + long tail cities

✓ Soft Preference

✓ Hard Filter
Reserve

✗ Hard Filter On
Demand

Slide 48 Notes

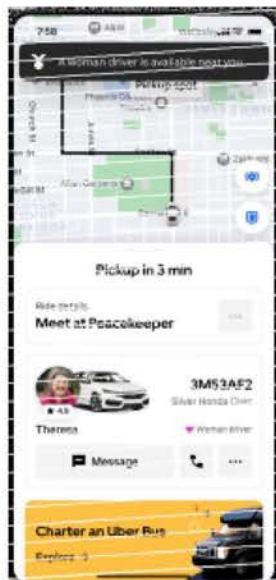
Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

On-Demand Hard Filter | Only available in cities where supply is favorable.

Select Women
Driver



Success Match by up-ranking Women
Drivers in regular Supply Plans



If drivers are outside of the supply plans or they don't
accept a trip, give option to wait more, or wait & pay more



Option 1
Confirm extra wait time



Option 2
Confirm extra Fee

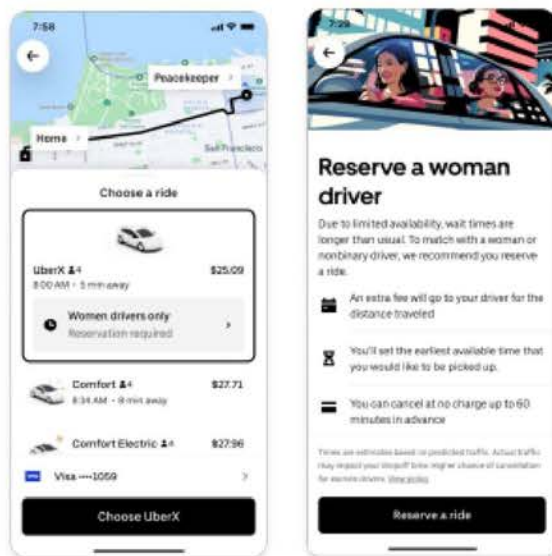
Reserve Hard Filter and Soft Preference | Available for all cities

A/C Privileged & Confidential

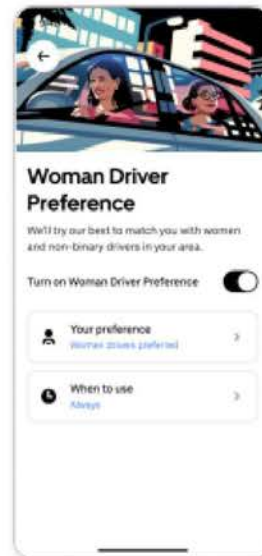
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Soft Preference | Preference setting that can be always on. Uprank women driver supply plans in existing matching logic.

Entrypoint in Product Selector to capture user intent



User Ride Preferences



Pilot Approach | Start with cities that optimize for Legal / Policy / Comms considerations and with good women demand / supply ratios

Pilot Cities: Choose within Group 1

Atlanta, Las Vegas, Houston, Phoenix, Dallas, Miami.

Questions to be answered

- **User experience and marketplace impact** (ETA, C/R, Driver AR and Rider CR, VC margins)
- Test the product approach and Safety sentiment impact.
- Test reception regarding gender inclusivity policies.
- Test the waters on Policy and Legal risk.

Hard Filter On demand marketplace simulation*, for 5% Women Trips adoption

City	% Women Driver	P50 ETA (seconds) for 5% Women Trips Adoption				AVG C/R for 5% Women Trips Adoption			
		ETA Baseline	WDP abs diff	WDP % diff	All Trips abs diff	C/R Baseline	WDP abs diff	WDP % diff	All Trips abs diff
1. Atlanta	20%	457	+234s	+51%	+4s	90%	-4%	-4%	-0.1%
2. Las Vegas	17%	316	+229s	+72%	+4s	92%	-4%	-4%	-0.1%
3. Houston	16%	392	+262s	+67%	+4s	94%	-4%	-4%	-0.1%
4. Phoenix	15%	405	+297s	+73%	+3s	88%	-4%	-4%	-0.3%
5. Dallas	14%	388	+345s	+89%	+6s	91%	-4%	-5%	0.0%
6. Miami	11%	265	+351s	+132%	+2s	95%	-5%	-5%	-0.2%

* 8pm-9pm ; 12am-1am / Fridays and Saturday Nights

The simulation results should be trusted only for directional signals. The magnitude of changes may differ. An experiment should be conducted to measure actual impact.

Slide 51 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

Next Steps

→ **Product Development**

- ◆ Define user flows & requirements
- ◆ User Test on product flows
- ◆ Start Building

- Get alignment on Matching approach
- Gender identification for product access
- Build Comms / Policy strategy

Slide 52 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>

Appendix

Our experience with hard filter in other markets

2-22% of women driver trips are with WRP turned

WRP Adoption (Apr'24)	BR	MX	CA	AU
% of Active Drivers are Women	6%	6%	3%	5%
% of Women Drivers Used WRP in the month	34%	35%	12%	4%
% Women Drivers who used WRP have it on for 90+% of trips	55%	51%	32%	30%
% of Women Driver Trips	5%	5%	3%	3%
% of Women Driver Trips with WRP on	22%	20%	4%	2%

"I love this feature. I only drive with WRP for **safety reasons**. Previously I drove all the users but I had to cancel several trips. I felt very exposed and vulnerable driving men."
LatAm Women Driver

Higher usage of the WRP feature with earners that are starting their journey with Uber



"I started to work for Uber when you had this **service**. It is the best of Uber. I work for having this excellent benefit."
LatAm Women Driver

Directionally, no MP impact

Synthetic control xp in Brazil showed WRP had no directional negative marketplace impact*

MP impact due to higher **adoption** is unknown and we need to run XPs to measure that
* XP cut short due to COVID

+7.9%

Increase in Trip Rate for Churned Women Drivers, after WRP Comms*

* Stat-sig XP Result in markets where WRP is live (30 markets in total) [XP Readout](#)

Rider Hard filter marketplace simulations

Assuming 5% WDP adoption, Hard Filter On-Demand would:

- Increase P50 eta by 3-6 mins for WDP trips and 2-6 secs for all trips
- Reduce C/R by 4-5% for WDP trips and 0.0-0.3% for all trips

City	% Women Driver	P50 ETA (seconds) for 5% Women Trips Adoption				AVG C/R for 5% Women Trips Adoption			
		ETA Baseline	WDP abs diff	WDP % diff	All Trips abs diff	C/R Baseline	WDP abs diff	WDP % diff	All Trips abs diff
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Miami	11%	265	+351s	+132%	+2s	95%	-5%	-5%	-0.2%

Rider Hard Filter On demand marketplace simulation*, for 5% Women Trips adoption

* 8pm-9pm ; 12am-1am / Fridays and Saturday Nights

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Slide 55 Notes

Source: <https://docs.google.com/spreadsheets/d/1SwtpM-IMmzjW9fah3XoyEq4XxErBktR8q9VV0XmHiFk/edit#gid=0>