ESG Report 2020

An environmental, social, and governance report for investors

Uber

We are proud to share Uber's 2020 ESG Report, which highlights our perspective on the environmental, social, and governance (ESG) issues that matter most to our business and our stakeholders—including platform users (drivers, delivery people, merchants, and consumers), employees, cities, regulators, and investors. The report is intended to provide a high-level overview of Uber's views on, approach to, and performance on key ESG issues. Additional content regarding these issues, and more, can be found on Uber.com. Data is as of December 31, 2019, unless otherwise noted. Narrative may cover material through August 31, 2020.

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→ Uber's Purpose

Why we exist

To reimagine the way the world moves for the better

What we do

Make real life easier to navigate for everyone

Who we are

Fearless optimists: crazy enough to believe, tenacious enough to make it happen

→ Our cultural norms

Our 8 cultural norms reflect who we are and where we're going. They guide our decision-making, unite and define our culture, and tell a story to the world about Uber's corporate purpose.

We do the right thing. Period.

We build globally, we live locally. We harness the power and scale of our global operations to deeply connect with the cities, communities, drivers, and riders that we serve every day.

We are customer obsessed. We work tirelessly to earn our customers' trust and business by solving their problems, maximizing their earnings, or lowering their costs. We surprise and delight them. We make short-term sacrifices for a lifetime of loyalty.

We celebrate differences. We stand apart from the average. We ensure people of diverse backgrounds feel welcome. We encourage different opinions and approaches to be heard, and then we come together and build.

We act like owners. We seek out problems, and we solve them. We help each other and those who matter to us. We have a bias for action and accountability. We finish what we start, and we build Uber to last. And when we make mistakes, we'll own up to them.

We persevere. We believe in the power of grit. We don't seek the easy path. We look for the toughest challenges, and we push. Our collective resilience is our secret weapon.

We value ideas over hierarchy. We believe that the best ideas can come from anywhere, both inside and outside our company. Our job is to seek out those ideas, to shape and improve them through candid debate, and to take them from concept to action.

We make big bold bets. Sometimes we fail, but failure makes us smarter. We get back up, we make the next bet, and we go!

→ Letter from our CEO

At Uber, we believe that sustainability is integral to our business. We recognize that Uber's financial performance and prosperity can only be built alongside the prosperity of our key stakeholders. This includes investors, employees, cities, and the drivers, delivery people, merchants, and consumers who use our platform to connect with work, food, goods, families, and friends. These enduring relationships—based on integrity, accountability, and respect—empower Uber to reimagine the way the world moves for the better.

For 2020, Uber's material ESG issues include our response to the COVID-19 pandemic; the well-being of the drivers and delivery people who use our platform for work; safety in both the physical and digital worlds; diversity, inclusion, and culture; data privacy; impacts to the communities we serve; and climate change. You will read more about Uber's governance and approach to managing each of these issues in the pages of this report.

As we look to the future, we'll continue innovating to promote opportunity and mobility around the globe. We'll work with optimism and tenacity to help people go anywhere, get anything, and earn with freedom and flexibility. To help reach our goals, we'll measure our impact, behave ethically, and fiercely pursue industry leadership in safety, diversity, and transparency.

We will not be perfect, but we'll listen to and learn from our stakeholders and continually strive to improve our financial, environmental, and societal performance.

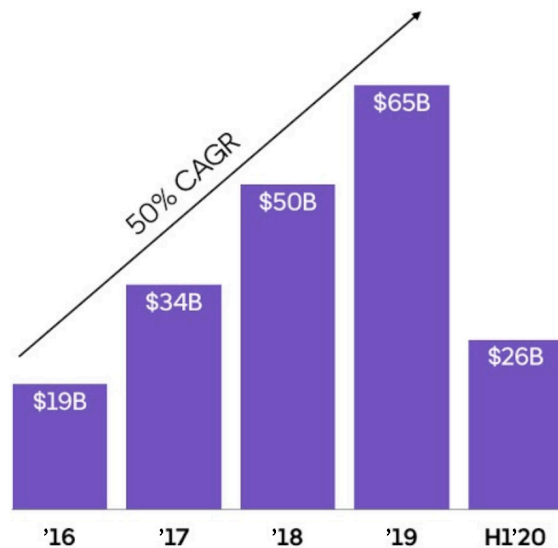Dara Khosrowshahi
Chief Executive Officer

→ Our business

Uber is a global tech platform operating at massive scale.

Uber serves multiple multi-trillion-dollar markets with products leveraging our core technology and infrastructure. We have experienced unparalleled growth at scale with significant, loyal monthly active users across multiple products and segments.

69 countries   ~10K cities[1]

Gross bookings

| | Mobility | Delivery | Freight | ATG |

FY 2019	**Q2 2020**	**Q2 2020 Delivery[4]**
$65B	**$10B**	**$7B**
Gross bookings	Gross bookings	Gross bookings
+$15B / 35% YoY growth[2]	−35%[2] YoY decline	+122%[2] YoY growth
7B	**740M**	**+101%**
Trips	Trips	YoY growth trips
+1.7B / 32% YoY growth	−56% YoY decline	
111M	**55M**	**+71%**
MAPCs[3]	MAPCs[3]	YoY growth MAPCs[3]
+20M / 22% YoY growth	−44% YoY decline	

[1]Based on our internal definition of cities.
[2]Gross booking YoY growth rates shown in constant currency.
[3]Monthly Active Platform Consumers.
[4]Metrics exclude the impact of Eats India and other market exits.

→ Our business

We leverage our unique assets to launch, scale, and optimize our businesses around the world. Through our work, we aim to make real life easier to navigate for everyone.

Leading technology

Differentiated, proprietary demand prediction, dispatching, matching, payments, pricing, routing, and safety technologies are utilized across all segments.

Product expertise

Set the standard for powering on-demand movement, and provide users with a safe, intuitive, and continuously improving experience.

Massive network

Massive, efficient, and intelligent; our network becomes smarter with every trip, utilizing data to power movement at the touch of a button.

Brand recognition

Named a top 100 brand; leverage brand and reach to launch and scale new businesses.

Operational excellence

Regional on-the-ground operations enable better support for platform users, enhance relationships with cities and regulators, and accelerate new product launches.

Scale efficiency

Our global scale provides significant operational cost and efficiency advantages.

2020 ESG materiality assessment

Uber performed a materiality assessment to inform the content of the report and will use the results of the assessment to further develop our ESG strategy. This assessment was completed in June 2020 amid the active COVID-19 pandemic, a divisive political environment, civil unrest regarding systemic racism and inequality, and a deeply recessed global economy. The assessment captured the ESG issues deemed to be of greatest relative importance to Uber as of that time. The report was informed by the reporting standards of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). As part of our corporate commitment to continual improvement, we expect to build on ESG content and analysis in future iterations of this report.

Our 2020 ESG materiality assessment involved the following steps:

→ **01**

Identified stakeholders
Identified the stakeholders who rely on Uber, and on whom Uber relies for its long-term business success. For 2020, we have focused our reporting on investors, employees, cities, platform users (drivers, delivery people, merchants, and consumers), and regulators.

→ **02**

Generated universe of ESG issues
Generated a universe of ESG issues that may be relevant to Uber or its stakeholders. To create this list, we considered emerging sustainability trends, global ESG reporting frameworks, stakeholder requests for information, rater/ranker evaluations, peer reporting, news articles, and Uber's regulatory filings.

→ **03**

Evaluated relevance to our business
Considered whether, and the degree to which, the identified ESG issues could potentially affect Uber's business, financial condition, operating results, prospects, or stock price. This included a review of Uber's SEC filings, enterprise risk list, earnings call transcripts, leadership agendas, and Board of Directors and Board Committee materials.

→ **04**

Evaluated importance to stakeholders
Considered whether, and the degree to which, the identified ESG issues may affect or be of interest to Uber's key stakeholders. This included interviews with internal stakeholder representatives and subject matter experts from Policy, People, Finance, Legal, Research and Insights, Operations, and Communications. We also leveraged insights gained from prior external stakeholder engagements and survey work.

→ **05**

Mapped issues on a matrix
Mapped each issue according to the scores generated in steps 3 and 4 to populate an initial ESG materiality matrix. Each stakeholder category was equally weighted.

→ **06**

Engaged external and internal stakeholders
Engaged a variety of stakeholders to refine. The draft materiality matrix was reviewed and refined through conversations with internal focus groups and external stakeholders, including sustainability experts, governance experts and institutional investors. Following refinement, the Board's Nominating and Governance Committee reviewed the final matrix.
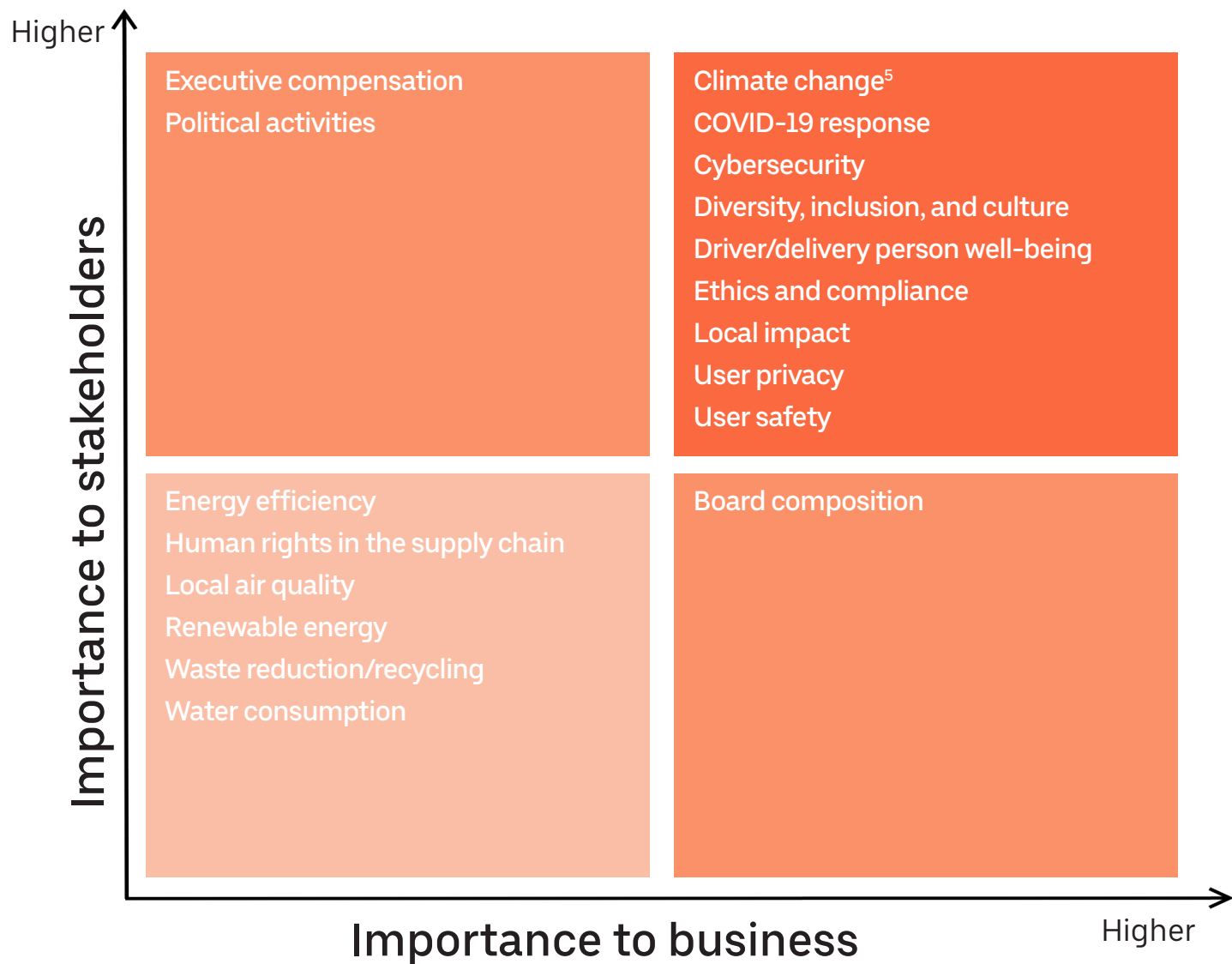
→ **07**

Established 2020 material issues
While all identified issues are important, the content of Uber's 2020 ESG Report focuses primarily on the issues in the upper right-hand quadrant—those determined to be the most material to our business and to our stakeholders. Other issues are included in our reporting as appropriate.

2020 ESG materiality matrix

Our ESG materiality assessment was designed to identify the most relevant, or material, issues from an ESG perspective, which is a broader standard than that used in our financial disclosures. The use of "material" when referring to ESG topics throughout this report is intended to flag the most important issues from our ESG assessment, and does not speak to the materiality of those issues to Uber as a whole. Within boxes, issues are depicted in alphabetical order.

Higher

Importance to stakeholders

Executive compensation
Political activities

Climate change[5]
COVID-19 response
Cybersecurity
Diversity, inclusion, and culture
Driver/delivery person well-being
Ethics and compliance
Local impact
User privacy
User safety

Energy efficiency
Human rights in the supply chain
Local air quality
Renewable energy
Waste reduction/recycling
Water consumption

Board composition

Importance to business   **Higher**

[5]Climate change refers to both climate risk and greenhouse gas emissions. This report includes a focus on climate change as Uber recognizes that it is a globally relevant, undiversifiable risk and important to key investors and regulators. We also believe that Uber should play a part in reducing global greenhouse gas emissions as we work in partnership with others to meet the goals of the Paris Agreement. However, our June 2020 ESG materiality assessment did not identify it as an enterprise-level material issue relative to other issues.

Oversight of ESG at Uber

Uber is committed to best-in-class corporate governance. We believe that when stockholders have a real voice and boards have real oversight, everyone benefits.

Board and committees

The ESG issues identified in our assessment are critical to the long-term success of our business and our business strategy. As such, and as appropriate, they are overseen by Uber's Board of Directors and the Board's independent Audit, Compensation, and Nominating and Governance Committees. Below is a high-level summary of how the Board and its committees have overseen these key issues. Visit **investor.uber.com/governance** for more information.

	Audit Committee	Compensation Committee	Nominating and Governance Committee	Full Board
Climate change				✔
COVID-19 response	✔	✔	✔	✔
Cybersecurity	✔			✔
Driver and delivery person well-being	✔	✔		✔
Employee diversity, inclusion, and culture		✔	✔	✔
Ethics and compliance	✔	✔	✔	✔
Local impact				✔
User privacy	✔			✔
User safety	✔	✔		✔

Board oversight

Below are examples of the Board's involvement in and oversight of key ESG issues in 2019 and 2020.

Climate change

Uber's Board of Directors periodically receives updates on policy and regulatory trends at the local, state, and national levels concerning climate- and emissions-related developments. The Board or its committees also receive reports on Uber's climate-change commitments. Uber's SVP of Mobility and Business Operations and the SVP of Marketing and Public Affairs share responsibility for climate change–related issues and policies within the company. These executives oversee the work of the Global Sustainability Policy Lead, who is responsible for measuring Uber's emissions footprint, evaluating potential related business and regulatory risks (such as limits on emissions), and assessing options for emissions reduction. Uber's executive leadership team reviews Uber's major climate commitments and endorses emissions-reduction programs.

COVID-19 response

Uber convened leadership from across the globe and established a dedicated Steering Committee led by Uber's SVP of Mobility and Business Operations to guide and coordinate Uber's response—quickly, responsibly, and empathetically. Uber's Board of Directors was closely involved, initially receiving daily—then weekly—updates from leadership as the company took decisive action focusing on the safety of employees and platform users and partnering with local communities to help slow the spread of the virus. The Board received updates from leadership regarding financial and operational impacts to the business in addition to comprehensive reports on safety efforts around the world. Uber also held a special update call for its investors to provide information about Uber's response to COVID-19 and provide an opportunity to ask Uber's leadership questions about business resilience and outlook during the global crisis.

Driver and delivery person well-being

Uber's Board of Directors considers the well-being and status of drivers and delivery people, in some form, at nearly every Board meeting. Driver and delivery person satisfaction, retention, and classification are among the issues considered by the Board when evaluating Uber's risk management processes and when guiding strategy or reviewing major plans of action. In 2020, the Compensation Committee of the Board tied executive compensation for our most senior executives to the achievement of driver and delivery person satisfaction and retention metrics.

Employee diversity, inclusion, and culture

The Board receives quarterly reports from the Office of Diversity and Inclusion regarding Uber's progress toward its diversity goals. There is also an annual organizational review that includes succession planning and a talent review. The Compensation Committee considers diversity and inclusion metrics when developing compensation plans and includes diversity metrics in the compensation for Uber's most senior executives. The Compensation Committee also receives summaries of employee engagement survey results and related matters.

Board oversight

Ethics and compliance
The Board and its committees play a critical role in overseeing how we develop and maintain the workplace culture that we want. Uber's Chief Compliance and Ethics Officer (CCEO) and our Chief Audit Executive meet with the Audit Committee on a quarterly basis regarding the state of compliance and ethics, internal investigations, and the operation of the company's Integrity Hotline. Aspects of the compliance and ethics program are incorporated into the performance evaluations of executive officers while company culture is overseen by the Compensation Committee and the Nominating and Governance Committee. The CCEO and the Chief Audit Executive report to the CLO and CFO, respectively, and work with the company's executive leadership team as part of our enterprise risk management program. Working with the executive leadership team and the Audit Committee, the CCEO is responsible for implementing an ethical culture throughout the business and ensuring the continuous enhancement of the global compliance program.

Local impact
Uber's Board of Directors periodically receives updates on emerging policies at the local, state, and national levels. The Board also receives reports from executive leadership on city-specific and regional commitments. The Board has regular discussions with senior management regarding media coverage and regulatory, legislative, and public sentiment involving Uber.

Privacy and cybersecurity
The Board oversees the senior management team's efforts to address cybersecurity and data privacy risks. Uber's Chief Information Security Officer provides quarterly reports to the Audit Committee and is responsible for a range of cybersecurity activities. In addition, the Audit Committee annually reviews Uber's risk profile with respect to cybersecurity matters. Our Chief Privacy Officer provides reports to the Board annually and as requested from time to time.

User safety
Uber's Board of Directors receives updates on user safety at least twice a year. The Board of Directors' Compensation Committee has tied executive compensation for our most senior executives to the achievement of safety metrics, including reducing safety incidents and increasing transparency and trust.

Governance of ESG—at a glance

Board committees

→ Audit Committee

→ Compensation Committee

→ Nominating and Governance Committee

Leadership

Executive leaders at the company

→ Chief Executive Officer

→ Chief Financial Officer

→ Chief Legal Officer

→ Chief Diversity and Inclusion Officer

→ Chief People Officer

→ Senior Vice President, Marketing and Public Affairs

→ Senior Vice President Mobility and Business Operations

→ Vice President, Delivery

→ Vice President, Technology

→ Head of Uber Advanced Technologies Group

ESG and sustainability working group

More than 50 FTEs across the Mobility, Delivery, Policy, Workplace, Finance, and Legal teams focus on various aspects of Uber's sustainability and ESG efforts, including:

→ Head of ESG Strategy and Engagement

→ Head of Diversity and Inclusion Strategy and Planning

→ Head of Global Sustainability Policy

→ Head of Work and Economic Policy

→ Director, Policy for Cities and Transportation

→ Public Policy Manager, Safety

→ Public Policy Manager, Consumer Protection and Safety

→ Director, Social Impact

→ Global Sustainability Program Manager, Workplace

→ Senior Counsel, Legal Compliance

Investor engagement

We believe that effective corporate governance includes constructive conversations with our stockholders on topics such as strategy, operating performance, corporate governance, executive compensation, environmental sustainability, and corporate responsibility and social impact issues, and that these conversations drive increased corporate accountability, improve decision-making, and ultimately create long-term stockholder value. We believe these engagement efforts with our stockholders will allow us to better understand their priorities and perspectives and provide us with useful input concerning our corporate strategy; our compensation; and our environmental, social, and corporate governance practices.

In 2019

Held calls and meetings with over 75% of our top 100 stockholders since our IPO in May 2019

Engaged with all of our top 50 stockholders, representing over 70% of shares outstanding

How we engaged with investors

We invited our largest investors to discuss any topics they desired

We regularly reported our investors' views to our Board of Directors

We engaged with analysts through quarterly conference calls, our investor relations website, and meetings and calls

Our **Chairperson of the Board** participated in investor outreach

Topics discussed with our investors

> Sustainable growth rate
> Path to profitability
> Capital allocation
> Regulatory issues
> Geographic strategy
> Governance and financial performance of the company
> Our executive compensation program, the say-on-pay proposal, and other agenda items for the annual meeting
> ESG and sustainability matters
> Strategy and risk management, including cyber risk, Board composition and succession, and increasing Board diversity
> Recent improvements in our disclosures

Integrity and trust

Integrity and trust are foundational to Uber's business success. The trust of communities, platform users, employees, investors, governments, and other stakeholders is critical, and we can only earn that trust by acting with integrity.

Every product, every interaction, every time.

Ethics and compliance

At Uber, we do the right thing, period. We are deeply committed to our cultural norms. They guide us and hold us accountable for delivering excellence to the stakeholders we serve with an unwavering focus on ethical business conduct. We are committed to ensuring a safe and ethical approach to business in every location where we operate, to implementing consistent programs, and to continually improving our performance.

Our **Business Conduct Guide** (BCG) provides our employees with clear expectations for the proper course of action when they're faced with ethical decision situations. Within 30 days of hire, every Uber employee is required to complete training on, and acknowledge, our BCG. The training and acknowledgment are then repeated every 2 years. The Business Conduct Guide is supported by core ethics and compliance policies, including the Third Party Anti-Corruption Due Diligence Policy; Corporate Policy on Conflicts of Interest; Competitive Intelligence Policy; Insider Trading Policy; Policy Against Bribery and Corruption (including gifts and hospitality guidance); Political Activity Policy; Lobbying Policy; and Global Policy on Our Apps and Government Employees.

To continually improve our global compliance program and to align our program priorities to critical risks facing the company, Uber conducts periodic, independent external assessments as well as internal risk assessments. Uber's compliance risk assessment approach involves surveying employees at all levels of the company as well as across the globe to gauge both awareness for compliance topics and perceived risk. To effectively mitigate compliance risk at Uber, we provide highly customized, mandatory training on myriad compliance and legal topics to raise awareness, promote confidence, and drive a globally compliant and principled business environment.

Stand up, speak up culture: We support and encourage our employees and third parties to "Stand up, speak up" if they have a concern or if they see something they believe is inconsistent with our cultural norms or policies. We maintain an independent third-party, multilingual Integrity Helpline where anyone, anywhere, anytime can raise a concern or report a suspected violation of our policies, procedures, or the law. Any report can be made anonymously, whether by phone or online. Reports are investigated, and any necessary disciplinary and/or remedial action is taken as appropriate. Uber publicizes the Integrity Helpline through the Business Conduct Guide, provides a link on the company's intranet and internet sites, and promotes the helpline in online and in-person training sessions. Uber strictly prohibits retaliation for good-faith reporting to the Integrity Helpline or to any resource.

Uber values its "speak up" culture and appreciates that open, respectful discourse is a critical component of making the workplace better, more efficient, and more productive. As such, we've revamped our Employee Handbook to better reflect the principles that unite us across the globe. We've also enhanced policies around harassment, discrimination, bullying, and retaliation, and rolled out training on these topics. Most recently, Uber has partnered with other leading companies to benchmark sexual harassment policies and processes with **The Purple Campaign** in an effort to have best-in-class guidance for employees around these important topics.

Ethics and compliance

Anti-corruption: We oppose corruption in all its forms. Corruption corrodes the social fabric of society and undermines people's trust in the political system, in its institutions, and in its leadership. Corruption affects societies politically, economically, socially, and environmentally. Our global compliance program is built on the essential elements of an effective compliance program as defined by the US DOJ/FCPA Compliance Program Hallmarks, the Official Guidance – UK Bribery Act, and the Good Practice program guidelines endorsed by the Organization for Economic Co-operation and Development.

Supply chain: We expect our suppliers to demonstrate high standards of ethical conduct. In late 2019, we launched our global Supplier Code of Conduct. Aligned to our Business Conduct Guide, and in the spirit of the United Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, the Supplier Code of Conduct sets forth the expectation for suppliers working on our behalf to comply with all laws and to act ethically and with integrity at all times.

US political activities: Uber responsibly participates in federal, state, and local public policy discussions on matters that may affect our business. We participate in a nonpartisan way to help shape public policy and advocate for government action that is consistent with our ethics and supports our business objectives. Read a summary of our US Corporate Political Activity Policy **here**.

Cybersecurity

Our users trust us to protect their personal information and physical safety whenever they use our apps. As Uber has grown, we've rapidly scaled our investments in security to establish a global organization dedicated to continually improving our prevention, detection, containment, and mitigation of cybersecurity threats.

Building secure code: Uber employs secure software development frameworks designed to prevent vulnerabilities before they can be exploited. Under these frameworks (which include security design review), Engineering and Product Security provide education, expertise, and support to Uber's engineers throughout product development. We also work with academics, experts, and researchers to identify problems in our systems through a robust bug bounty program hosted through HackerOne. Through this program, we offer rewards to trusted experts for finding potential weaknesses in our code, an industry best practice that top technology companies deploy to make their code more secure. We further complement the detection capabilities of our internal tooling and processes with third-party penetration tests on major projects.

Securing our information architecture: Uber's information security program, which is based on the ISO 27001 framework, includes written policies, processes, and standards designed to protect the security, confidentiality, and integrity of Uber's data

environment. Uber has maintained ISO 27001 certification for its enterprise business line (Uber for Business, Uber Central, and Uber Health) since 2019 and is working to obtain certification for its core rides business.

Uber is one of a small number of engineering-first global technology companies with a significantly custom infrastructure. To secure the data generated and retained by our unique platform, we employ a robust team of engineers with the ability to blend off-the-shelf security products with a great deal of custom work for an excellent user experience.
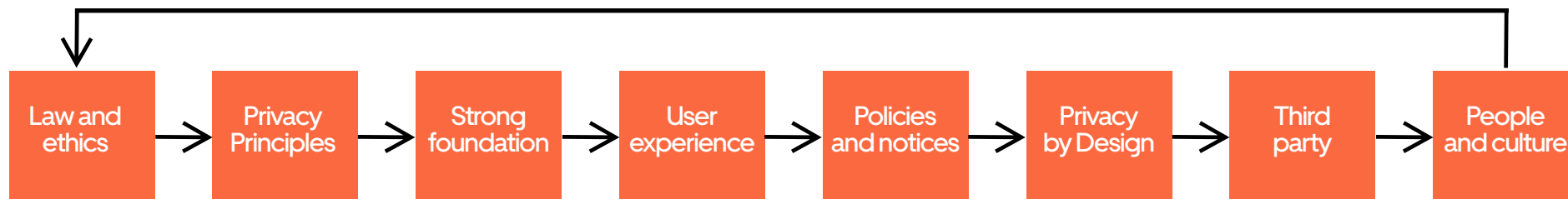
Limiting access control: We use multiple layers of control over internal access to information, have instituted a network data access policy, and enforce role-based restrictions on employee access to user information. We routinely review access rights and adjust as needed to minimize exposure of our systems and user data.

Training employees: Security training on risks, security policies, and best practices is required for all full-time employees. In addition, employees and contractors who provide customer support are required to participate in an online learning course on Uber's information security policies and practices. This training includes a discussion on security and privacy use cases as well as a knowledge assessment test, which employees must pass before conducting job responsibilities and every year thereafter.

Data privacy

Uber is committed to being a trusted steward of our users' and employees' personal data in every market where Uber operates. Uber's privacy teams—which consist of privacy professionals from Uber's legal, engineering, product, and public policy departments—drive this commitment through a robust Privacy by Design review process, privacy practices documented in a number of policies and guidelines, internal and external privacy notices, transparency and choice for our users with respect to their personal data, and a variety of in-app privacy features. In all this, Uber is guided not only by its legal obligations under global privacy laws, but also ethically by its own internal Privacy Principles, modeled after the Fair Information Practice Principles (FIPPs). The FIPPs have formed the foundation of many countries' privacy and data protection laws—and many organizations' privacy and data protection policies and processes—around the world over many years.

Privacy and cybersecurity legal program

Law and ethics	Privacy Principles	Strong foundation	User experience	Policies and notices	Privacy by Design	Third party	People and culture

Program framework: Uber's data privacy program starts with one of our core values: Do the right thing. Our focus on law and ethics, and our Privacy Principles, form a strong foundation on which we build trust and confidence in a consistently positive user experience around the world.

To help create and maintain that experience, we produce meaningful policies, notices, playbooks, and guidelines to educate and advise all Uber employees around the world. We also create communications for our platform users that are accessible, easy to navigate, and easy to understand. For example, our online Privacy Notice is layered with easy-to-digest and handy summaries so that people can better understand the legally required language in each section. Uber also maintains an external privacy overview web page that describes in simple language key points about our privacy practices.

Many of our policies and guidelines are geared toward building privacy into our products, which we initiate through our Privacy by Design process (more on the next page), a key element in our program framework. We also have a process to evaluate our vendors for privacy and cybersecurity risk.

But none of this would be as effective without a strong tone from the top on the importance of data privacy and security at Uber, a training and awareness program supporting and reinforcing that culture, and our Privacy Champions—people across the company who help move our privacy initiatives forward. In this way, Uber's people fuel key elements of the privacy program by doing the right thing.

Data privacy

Overview of Privacy by Design: Privacy by Design is a concept that means building privacy into our products from their inception, not trying to bolt it onto a finished product later. This makes for more efficient and elegant product design and a better user experience. Uber's Privacy by Design process for building products, services, and features identifies potential personal data privacy and data security legal and ethical risks, evaluates those risks, and identifies ways to appropriately mitigate them. This process considers, for example, the types and sensitivity of data collections, how the data will be used, whether the purpose of the data collection has been described to users through our Privacy Notice or other disclosures, how long the data is retained for such purposes, and the data security measures implemented to maintain the confidentiality of the data. The process is applied not only to Uber's product development activities, but also to its marketing- and advertising-related activities. Users have control over how their personal data is used for marketing purposes, and may opt out of having their data used for these purposes. Users can control other personal data as well, such as whether they share their precise geolocation information, right in our app.

Our Privacy Review Policy identifies the requirements for privacy review for new and changed products, services, features, marketing programs, and other initiatives that involve managing consumer or employee personal data. This policy is the foundation of our Privacy by Design process. Where needed, this process results in the creation of a Privacy Impact Assessment or Data Protection Impact Assessment (European Union).

Privacy-enhancing technologies: At Uber, we don't believe privacy has to come at the expense of innovation. In fact, we think privacy is essential to being a truly innovative company. Our privacy product team is responsible for building tools and features in our mobile apps that can help protect privacy while using Uber's services. Some of these features can be found in the **privacy settings** menu, including controls for sharing location data with Uber or with trusted contacts, what kind of notifications are received from us, and the ability to delete an account. We also launched a new Explore Your Data feature where, once authenticated, users can find a convenient data summary, including a summary of trips, Uber Eats deliveries, rider rating, and basic account information.

Other privacy protections are less obvious. For example, riders and drivers can call or **chat** with each other directly in the Uber app, so that they don't need to share their phone numbers. In the US and an increasing number of other markets, we also **hide precise pickup and dropoff locations** in the Driver app after a trip ends to help protect information about rider locations.

Data privacy

Training employees: As a data-driven company, we believe it's everyone's job to understand how that data is used, managed, and protected. All full-time employees receive mandatory data privacy and security training during their onboarding process and annually thereafter. Uber employees may also receive additional privacy and security training based on their role, or if they volunteer for Uber's Privacy Champion program.

Data sharing: Regulators in the countries and cities where Uber operates often require certain data in order to obtain a license. We work with such regulators to provide necessary data in a safe and secure manner that respects our users' privacy while enabling regulators to perform their duties. Such disclosures are described to users in our Privacy Notice, and our Transparency Report provides detailed information about our reporting requirements in the US and Canada. We first launched this report in April 2016 and have updated it each year since.

Engaging with law enforcement: Uber is different from other tech companies. Because we put real people in real cars, we are committed to working with law enforcement and public safety officials to respond quickly to valid legal requests. And in every case, we ensure that any disclosure of information is consistent with our internal policies and applicable law. We have a team of former law enforcement professionals who are on call to work with police to respond to urgent needs and walk them through how we can assist in an investigation. In many cases, we work with authorities to make sure their request is narrowly tailored to what is strictly needed to minimize the impact to our users.

Additionally, we built a dedicated portal for both local law enforcement and public health officials to submit inquiries to Uber in a secure manner consistent with our **Guidelines for Law Enforcement**. For US law enforcement, Uber will disclose information where required by legal process issued pursuant to the Electronic Communications Privacy Act (ECPA) and other legal authorities. The ECPA prohibits Uber from disclosing certain categories of user data without legal process, such as a subpoena, court order, or search warrant. Every year, we produce a **Transparency Report** outlining the number of requests we've received and how we responded to them. This report is currently limited to requests from US and Canadian authorities.

User safety

Safety is always a top priority.

User safety

Uber strives to be the safest and most trusted choice for the movement of people and things. We believe that even one safety incident is too many, and we're dedicated to continually innovating robust tools that put safety at the heart of our products and platform. Whether you're a driver, delivery person, rider, merchant, or community we partner with, your safety is our priority.

Our goal is to continually raise the bar on safety, so we've made significant investments in safety technology and strengthened background checks for drivers and accountability for riders. We've also pioneered and implemented many new safety features and processes. A few examples[6] include these:

In-App Emergency Button and Text to 911

Connects riders and drivers directly to their local public emergency number with the simple tap of a button. In some cities, trip details and location can be shared automatically with first responders, and riders and drivers can send a text to emergency dispatch.

RideCheck

Detects rare events such as unexpected long stops on a trip or possible vehicle crashes. The technology proactively checks in with riders and drivers to see if everything is OK, and the app provides resources that they can use to get help.

Share my trip/follow my ride

Gives riders and drivers the option to share their trip details with designated loved ones who can then follow them on a map in real time.

Verify My Ride

Riders can choose to receive a unique 4-digit PIN to verbally provide to the driver. The driver will only be able to start the ride once the correct PIN has been entered. This added layer of verification can help ensure riders get in the right car and drivers are picking up the correct rider.

Phone number and address anonymization

Allows riders and drivers to contact each other through the app without their actual phone numbers appearing. Additionally, exact pickup and dropoff addresses are removed from the driver's trip history after the trip.

Real-time ID check

Prompts drivers to take a live photo of themselves in the Driver app before they can accept rides, which helps verify that the properly screened driver is behind the wheel.

Bike and scooter safety

Bike lane alerts remind riders to look before opening the door when their upcoming dropoff point is near a bike lane or along a bike route.

Driving-hours tool

Requires drivers to go offline for 6 straight hours after a total of 12 hours of driving[7] to help prevent drowsy driving on the Uber platform.

[6]Certain requirements and features vary by region and may be unavailable in certain regions.
[7]Configurations of the driving-hours tool may vary in accordance with state and local requirements.

## The 4 key pillars of our company-wide Stand for Safety objective are:

1 Driver compliance
Elevate industry standards with clear platform protocols, strong governance, and robust screening technology.

2 Product experience
Strive to help reduce safety-incident rates by building new solutions and approaches as a core part of the app.

3 Insurance and response
Universally support riders and drivers with empathy and care in times of need.

4 Commitment
Demonstrate Uber's responsibility, accountability, and commitment to safety in a way that effectively rebuilds trust among core audiences.

User safety
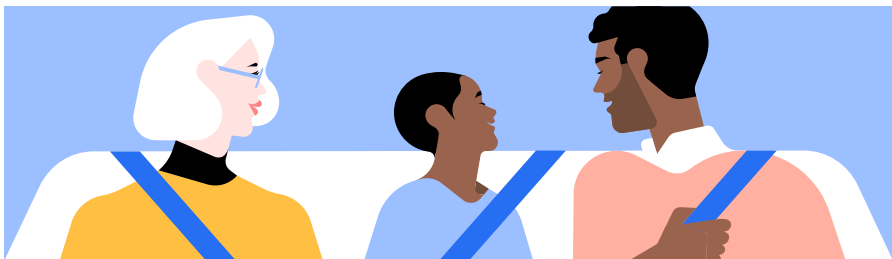
For an in-depth view of our existing in-app safety features, response protocols, background-check procedures, and prevention programs in the US, please see the "Safety investments" chapter of our **2017-2018 US Safety Report**. As the first comprehensive publication of its kind, it also shares data on the most serious safety incidents that occur on the platform, including sexual assault, motor vehicle fatalities, and physical assault fatalities. We have committed to publishing a US Safety Report every 2 years to keep the public updated on our safety progress.

To drive results and reduce incidents, user safety metrics have been embedded in our most senior executives' compensation packages. See our **2020 Proxy Statement** for more information on executive compensation at Uber.

Health and food safety are key priorities at Uber as well. Separate sections of this ESG Report describe Uber's health safety response to the COVID-19 pandemic, and you can find more information **here**. To learn about our commitments on food safety, visit our **website**.

$5M

As part of our Driving Change initiative, Uber has committed $5 million over 5 years to help fund gender-based violence prevention organizations in the US. See some of the groups that we've funded **here**.

99.9%

of Uber trips end without any safety-related issue at all

0.0003%

of trips had a reported critical safety incident (the incidents in the US Safety Report)

3.1M

Trips per day in the US during 2017 & 2018, the period covered in the US Safety Report

Figures are sourced from Uber's US Safety Report and reflect 2017-2018 data.

COVID-19 response

Moving what matters.

Moving what matters

When COVID-19 spread across the globe, the world as we knew it changed. The public health, economic, social, and emotional shocks of the pandemic will reverberate for a long time to come. But as communities come together in this unprecedented time, one thing is certain: with resourcefulness, compassion, and innovation, we'll get through this together.

Moving what matters

At Uber, safety is a top priority. Since the earliest days of the pandemic, Uber mobilized internal teams, listened to experts, and worked to support the health and well-being of employees, platform users, and the cities and communities we serve. Uber will continue to be a partner in recovery to our cities and stakeholders as we define and turn to a new normal.

Below are a few examples of the steps Uber has taken—and continues to take—to protect merchants, drivers, delivery people, and the communities where we operate.

Encouraging riders to stay home: We sent messages to riders in the app and on social media asking them to stay home, if they could, to support stay-at-home efforts and help slow the spread of the virus.

Supporting healthcare workers, first responders, and communities: Uber pledged 10 million free rides and deliveries for frontline workers, seniors, and people in need, partnering with organizations such as the Bill and Melinda Gates Foundation, Feeding America®, Save the Children, UNESCO, and World Central Kitchen to provide free rides, food, and essential supplies for vulnerable populations worldwide. By the end of June 2020, our teams had initiated more than 200 partnerships across 54 countries.

Providing health and sanitization supplies: We committed $50 million to help provide access to disinfectants, sanitization sprays and wipes, and ear-loop face masks to drivers and delivery people, with millions of ear-loop masks distributed, many directly to drivers' homes.

Supporting local restaurants: As restaurants shifted to takeout, we highlighted local independent restaurants in-app and provided new options such as leave-at-door delivery. We also introduced a feature through which customers could contribute to their favorite local restaurants directly from the app. In the US, Uber agreed to match every contribution to the National Restaurant Association Educational Foundation's Restaurant Employee Relief Fund up to a total commitment of $5 million to support their important work and help provide critical funds to restaurant workers impacted by COVID-19.

New safety features: Putting safety first, Uber rolled out a global mask mandate for riders and drivers, redesigned the end-to-end app experience with new safety and health precautions, and implemented new technology to verify that drivers are wearing a mask.

✔ **Driver checklist**
We introduced a new Go Online Checklist, where drivers and delivery people must confirm that they aren't showing symptoms of COVID-19 and that they have taken certain preventive measures, such as sanitizing the vehicle, before driving. They must also confirm that they're wearing a face cover or mask.

✔ **Face cover verification**
Our new Face Cover Check technology helps to verify, using object recognition, if a driver is wearing a mask by asking them to take a selfie with the mask on. Drivers aren't able to start accepting trips until they complete this step.

✔ **Rider in-app list**
Riders see a similar list and must confirm that they will also take preventive actions, such as wearing a face cover, sitting in the back seat, and opening the window, if possible, for ventilation before being able to request a trip.

COVID-19 response

Drivers and delivery people
In early March, Uber launched a global financial assistance policy for drivers and delivery people affected by COVID-19.

The program provides up to 14 days of financial assistance for any driver or delivery person with an active case of COVID-19 or who has been individually ordered to self-quarantine because they are suspected of having an active case of COVID-19, or have preexisting health conditions that put them at higher risk of serious illness due to COVID-19.[8] Close to 50,000 people have received financial assistance through this program globally. And we've distributed about $19 million. We also created the **Work Hub**, a new way to connect drivers and delivery people with opportunities to earn on the Uber platform or with companies that are hiring.

Uber employees
Our employees have been and continue to be profoundly affected by the COVID-19 pandemic in many ways. Recognizing this, we strengthened our work-from-home policies and looked for new ways to support our employees as they navigated this unprecedented crisis in their personal and professional lives. This means we've had to pivot and provide even more attention and flexibility to caregivers by providing resources, tools, and support through our employee assistance program (EAP) and by continuing to offer full-coverage mental health support. We have also extended our voluntary work-from-home policy until July 2021 to provide our team with flexibility, choice, and longer-term clarity so that they can stay safe and plan ahead. We've amplified our focus on mental health and well-being and identified systemic ways to normalize the conversation, such as adding a well-being day off as an option in our time-off request system.

[8]Country-specific programs are in place, as appropriate.

We appreciate the drivers, delivery people, merchants, and freight carriers who continue to perform critical work for their communities on Uber's platform.

Driver and delivery person well-being

Uber will continue to work tirelessly to earn the trust and business of the drivers and delivery people who use our platform for work.

Driver and delivery person well-being

Uber is one of the largest open platforms for work in the world, providing accessible, flexible work in more than 60 countries. Virtually anyone looking for new income opportunities can sign up and start earning, after passing a background screening and, if driving or delivering in a vehicle, satisfying a set of driver requirements. Drivers and delivery people are key parts of the marketplaces that Uber has created through its apps.

A diverse set of people choose to use Uber's platform to earn income without having to apply for, or work the fixed schedules associated with, traditional employment. Around half of the drivers on Uber's platform in the US drive fewer than 10 hours a week, and around 90% drive fewer than 40 hours a week. Some earn to support short-term goals, and others earn to support their families. Consistently, drivers and delivery people have told Uber and third parties that the flexibility in when and where they work is their main reason for participating in app-based work. A recent Edelman Intelligence survey of app-based drivers and delivery people in California, for example, found that 86% of workers chose app-based driving because it gave them flexibility, and 88% because they needed a job where they could choose when and where to work.[9] This flexibility is an improvement to the experience of work and is something we believe can and should remain available to anyone who chooses platform-based work. In a 2019 global survey of people who drive using Uber, more than 80% reported being satisfied with their experience driving with Uber.[10]

Drivers earned over $108.3 billion from 2016 through the end of Q4 2019.[11]

Drivers have earned more than $2.5 billion in tips from when the feature was introduced in mid-2017 through Q4 2019.

[9]cadriversurvey.com/
[10]Global average for share of drivers who are satisfied (overall satisfaction). Uber survey completed 2019.
[11]Excluding tips.

Driver and delivery person well-being

Accessible, flexible, independent work has offered an option for many workers historically marginalized from the labor market and has enabled wide geographic coverage and reliable service offerings for consumers. However, it's increasingly clear that more can be done to improve the experience of using an app to connect with work opportunities. Although the situation varies from country to country, the benefits and protections for independent workers are generally patchy compared with those that employees receive. The current binary system of employment classification means that a worker is either an employee who is provided significant social benefits or an independent worker who has access to relatively few. This does not have to be the case.

At Uber, we believe that being your own boss should not have to come at the expense of security and dignity in work. Around the world, Uber has found innovative ways to address these issues:

Protections and benefits: We partner with leading insurance companies around the world to pioneer protections for independent workers. In Europe, Uber has partnered with leading global insurer AXA to design and provide a range of insurance coverage including sickness, injury, and maternity and paternity payments to drivers and delivery people.

Earnings: We are continually developing new technology that drivers can use to acquire information that may help them save on costs and make informed choices about where and when to drive (based on when and where their earnings potential is highest).

Progression: We have partnered with Arizona State University (ASU) to offer drivers and their family members access to 100+ courses on English language learning and entrepreneurship. More than 6,000 drivers and their family members have enrolled at ASU through our Uber Pro program. This adds to the efforts we've been piloting around the world, including partnerships with The Open University in the UK, LOI in the Netherlands, OpenClassrooms and business development and language skills training through our campus VTC program in France.

Advocacy: We have also advocated for wider policy solutions to improve access to protections and benefits for independent workers. We believe all work should be treated equally. We also believe that legislative reform is needed to modernize the social safety net. This includes requiring Uber—and other app-based companies—to provide benefits and protections to their users without compromising the flexibility of their use of the app. Every country's social

~50% of the drivers on Uber's platform drive fewer than 10 hours a week

~90% drive fewer than 40 hours per week

security schemes and legal frameworks are different, but our goal is to work locally with all relevant stakeholders, including policymakers, to expand access to these protections. In the US, for example, we have recently put forward a **proposal** to improve the quality of independent work for platform workers, including requirements for platform companies like Uber to accrue worker-directed benefits funds and provide occupational accident insurance for injuries on the job. **Recent independent research** suggests that 82% of drivers and delivery people in the US support an approach that combines the flexibility of independent contractor status with some benefits and protections typically associated with being an employee.

Engagement: We are focused on listening to and responding to the ideas and concerns of drivers, delivery people, and merchants who use our platform. We believe that the best ideas can come from anywhere, both inside and outside our company. Our job is to seek out those ideas, to shape and improve them through candid debate, and to take them from concept to action. In locations around the world, we're piloting innovative ways for drivers and delivery people to participate in meaningful dialogue with us.

In the UK, for example, Uber Engage piloted driver advisory groups at the city level. In France, Uber led a national consultation and created a stakeholders committee composed of experts to provide recommendations to Uber on integrating the views of drivers and delivery people in its product development and decision-making. In New York, Uber supports the Independent Drivers Guild to represent black-car drivers. Drive Forward Seattle is a driver-led nonprofit organization with more than 2,000 members working to expand economic opportunity for independent drivers, increase reliable transportation and delivery options for consumers, and contribute to our vibrant and diverse communities. In markets across the world, we hold regular meetings with driver and delivery people associations and conduct regular surveys to gather feedback on the app, our support services, and other matters.

Diversity, inclusion, and culture

Our goal is to make Uber the most diverse, equitable, and inclusive workplace on the planet. In every program, and at every level, disrupting inequity and exclusion is our goal.

Championing equity, inside and out

We celebrate differences, and we work hard to ensure that people of diverse backgrounds feel welcome and valued. We encourage different opinions and approaches to be heard, and then we come together and build. When employees feel empowered to succeed in a work environment that celebrates, supports, and invests in diversity, progress follows.

Our Board of Directors recognizes the strategic importance of these issues and incorporated workforce diversity performance metrics into the compensation packages of our most senior executives in 2019 and 2020, in furtherance of our company-wide One Uber objective.

Build the highest-performing diverse workforce

Working in the most inclusive and engaging workplace

To enable Uber to anticipate and meet the needs of its diverse customers and thus lead in the global marketplace

An inclusive and engaging workplace

To create the most inclusive and engaging workplace, we are committed to eliminating systemic oppression throughout our company. We're creating employee development programs to promote anti-racism and inclusion across the enterprise—with an emphasis on upskilling our people managers. We're also examining our company culture to identify explicit and implicit forms of internal policing and microaggressions that may harm Black employees or other underrepresented talent across the globe. Specifically, we are building a learning-oriented culture where safe and open dialogues, storytelling, and facilitated learning contribute to each employee's growth and ultimately add long-term value to our business.

Our global Culture Forward inclusion initiative is building awareness through workshops and thoughtfully covering unconscious bias and job-specific action planning. We've also kicked off our Inclusive Champions program, which provides an experiential learning curriculum to recognize top talent and engage them in becoming intentional champions for diversity and inclusion in their own lines of work.

As a continuation of our 2019 work, we plan to relaunch our Global Self-ID survey, which asks Uber employees to voluntarily share with granularity how they identify so that we can better recognize and support the diverse populations already represented in our workforce. In addition to asking about gender, country-specific race/ethnicity, sexual orientation, and socioeconomic status, we include questions about gender identity, veteran/military status, disability status, and caregiver status.

Workplace wellness: We believe the health and wellness of Uber's workforce is and integrally related to environmental sustainability in the workplace. We are pursuing the LEED and WELL building certifications for close to 3 million square feet of office space around the globe. Key features of focus include enhancing indoor air and water quality, designing the space to maximize daylighting, increasing occupant thermal and audio comfort, and preferencing non-hazardous, recycled materials in our furniture and materials.

Our users are diverse, and so are we

The highest-performing and most diverse workforce[12]

To build the highest-performing and most diverse workforce, we continue to focus on systemic integration. Some of the most challenging, least visible, but most critical work of D&I happens behind the scenes in the design and implementation of HR systems. In line with our cultural norm of action and accountability, we routinely conduct statistical analyses to identify where barriers may exist for underrepresented people across all phases of the employee life cycle, from the beginning of the hiring process to termination of employment.

As we continue to review, design, and embed an inclusive mindset into our systems, we've found that some programs are particularly promising and powerful for our employees. Our data supports the idea that an inclusive approach to sourcing and recruiting positively impacts the diversity of our candidate pipeline; and internal mobility and employee pipeline development programs help us more effectively develop underrepresented talent. Our leaders have committed to ensuring diverse candidate slates for all executive role hires. And we continue to implement the Rooney Rule and are shifting to the Mansfield Rule for leader roles across our businesses and geographic regions. Sponsorship programs, too, are particularly effective at identifying and cultivating a capable, diverse, and sustainable pipeline of next-generation talent. Over the past year, in partnership with human resources and business leaders, we've rolled out several pilots of our sponsorship program within our Tech and Ops functions and across different mega-regions.

To continually evaluate and improve our people processes worldwide, we seek guidance on best practices from expert global organizations such as Catalyst[13] and UN Women. This year, Uber Technologies became a signatory for the Women's Empowerment Principles, a set of guiding principles for businesses that, according to its website, "are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment."[14]

100%
Uber received a perfect score on the Human Rights Campaign 2020 Corporate Equality Index, which rates workplaces on lesbian, gay, bisexual, transgender, and queer equality.


Employee resource groups (ERGs): We have also supported and developed our ERGs across the globe. They have become a critical way of building community, increasing belonging, and cultivating safety and learning, as well as a vital source of innovative business ideas and inclusive products. One key best practice we learned with our ERG programs was the use of the 4C Model.[15] This model frames the purpose, activities, and priorities for the ERGs and acts as a continual improvement tool. Through this model we encourage our ERGs to collaborate, emphasizing a focus on our intersectional identities. For Pride this year, our LGBTQIA+ ERG collaborated with our Black/African American ERG, lifting up each other's platforms while recognizing that our identities are complex and intersecting.

[12]Workforce is defined as full- and part-time Uber employees.

[13]catalyst.org/

[14]weps.org/

[15]Created by Dr. Robert Rodriguez; see "Assessing ERG Performance: Metrics and benchmarking."

Uber's employee resource groups provide awareness regarding identity and intersectionality, in addition to leadership development opportunities for their members.
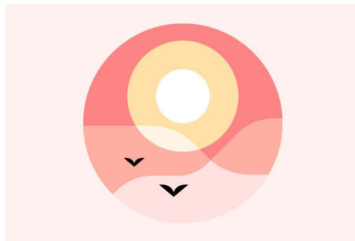
Able at Uber
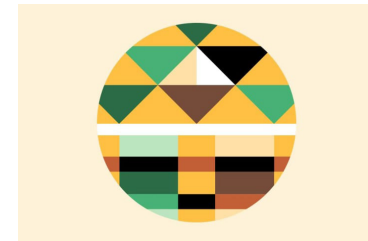Uber's community for caregivers and employees living with disabilities
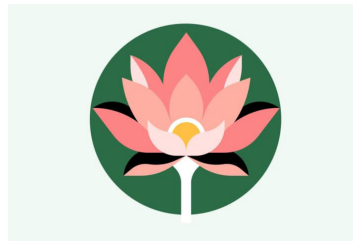
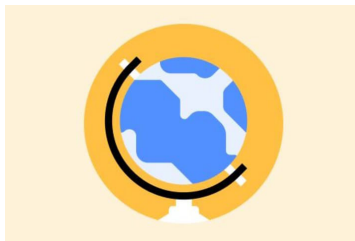### Asian at Uber
Uber's Asian community

Equal at Uber
Uber's community for socioeconomic diversity

Black at Uber
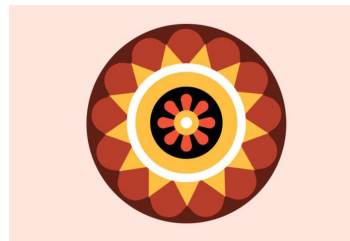Uber's community for Black employees and allies

Immigrants at Uber
Uber's community for immigrants

Women at Uber
Uber's community for women, gender non-binary employees, and allies

Los Ubers
Uber's community for Hispanic and Latinx employees and allies
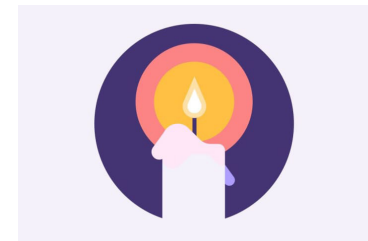
Interfaith at Uber
Uber's community for those with religious or spiritual beliefs & cultures
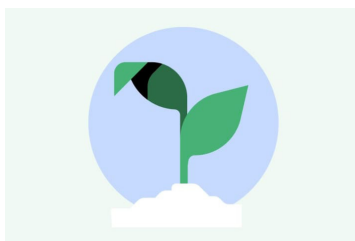
Parents at Uber
Uber's community for parents and caregivers

Pride at Uber
Uber's community for LGBTQ+ inclusion and diversity

Sages at Uber
Uber's community for employees of all generations
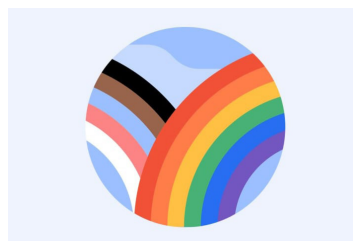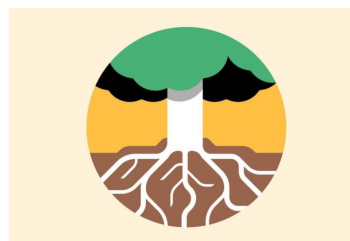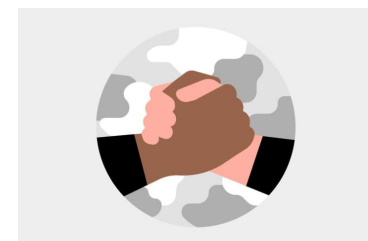
Veterans at Uber
Uber's community for veterans and their families and supporters

Employee benefits

Our goal is to help employees be their best selves by providing programs and resources that promote health and productivity. This helps our employees manage life's expected and unexpected events.

Globally, Uber offers competitive benefits packages to our employees and their families. We strive for traditional benefits as well as offerings tailored for our unique population.

Examples of global benefits[16]

Paid time off: Uber provides paid time off for employees to spend time away from work to recharge, including paid voting time off for national elections.

Parental leave: To provide the support parents need when welcoming a new child into their family, Uber grants a minimum of 18 weeks of paid leave to all parents (birthing and non-birthing), whether they have a newborn, adopted, or foster child.

Sabbatical leave: Uber's sabbatical program provides employees who have been working with us for 5+ years with an opportunity to take time away from work to rejuvenate and engage in personal pursuits.

Cell phone allowance: Eligible employees can select either a corporate mobile phone or a cell phone allowance per month.

Uber credits/discount: We give employees a discount and grant them Uber Cash to use for rides with Uber and orders with Uber Eats in locations where Uber operates.

Uber credits for parents: As an exclusive benefit for new parents, we provide them with Uber Cash that they can use to place orders with Uber Eats or take rides with Uber during their parental leave.

Well-being reimbursement program: The well-being reimbursement benefit is designed to support employees' personal health and well-being. Uber provides a monthly value that may be claimed for reimbursement against a comprehensive list of eligible expenses. To better support employees working from home during COVID-19, Uber temporarily expanded this program to accept certain ergonomic and home workstation equipment as well as home and self-care accessories.

Flexible work arrangement: Uber provides eligible employees the opportunity to request flexible work arrangements so they may fulfill work requirements and meet personal needs.

Employee assistance program: Provides a number of services through third parties that are confidential and free to employees and their family members who live with them.

Global travel insurance: Uber provides travel insurance coverage for employees and their accompanying dependents while traveling overseas on business trips. The travel medical coverage is also applicable for employees and their accompanying dependents during leisure travel.

Parental support: Support for soon-to-be and existing Uber parents. From pregnancy through baby's first birthday, support is provided to help our employees focus on enjoying their new family addition while growing their careers.

Breast-milk shipping: Uber partners with a vendor to enable breastfeeding employees who are traveling for business to get breast milk home to their babies.

Employee stock purchase program: A benefit that provides employees with the opportunity to purchase shares of Uber common stock at a discount through payroll deductions.

Survivor benefits: Following the unfortunate event of an employee passing away, Uber will work out the compensation and other benefits owing to the employee and arrange the payout to the designated beneficiary accordingly. Benefits include salary, bonus, time-based equity, and COBRA premiums for dependents. Benefits will cease/continue according to each country's policy rules.

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[16]Offerings may differ based on location and role.

US-specific benefits

Around half of Uber's employees are based in the United States. All US employees working at least 30 hours per week and eligible dependents may participate in the Uber benefit plans starting on the date of hire.

Healthcare: Uber offers a comprehensive variety of healthcare plan options with additional dental and vision coverage also available to benefit-eligible employees.

On-demand services: Uber sponsors annual membership for employees and eligible dependents for a concierge healthcare provider. Employees have access to on-demand in-person house calls and Doctor on Demand for virtual video visits.

Flexible spending accounts: All benefit-eligible employees have the option to enroll in a flexible spending account. This program allows employees to set aside pretax dollars from their paycheck to pay for both healthcare and dependent-care expenses.

Commuter benefits: All employees have the option to enroll in a pre-tax commuter program. This program allows employees to set aside pre-tax dollars from their paycheck to pay for both public transportation and parking expenses.

Mental health: Uber's mental health program uses a technology solution to help match employees to the right care for emotional well-being. Employees and their family members can choose where and how to meet and can always access 24/7 counseling services by phone at no cost to members.

Life insurance and disability benefits: Employees are automatically enrolled in basic life insurance and short-term and long-term disability benefits as of their date of hire. Employees also have the option of buying extra life insurance for themselves and their dependents at an additional cost.

Retirement: Employees are eligible to contribute to Uber's group 401(k) plan as of their date of hire.

Legal assistance: Uber employees and their family members have access to free legal services through a legal benefits program.

Leaves of absence:

Medical leave: Uber provides up to 12 weeks of leave for qualifying employees.

Family care leave: Uber provides up to 12 weeks of leave for employees to care for a qualifying family member and receive 6 weeks of full pay.

Military leave: Qualifying employees who need to take time away from work to serve in the uniformed services, to provide care for a family member, or to fulfill a qualifying exigency receive 6 weeks of full pay.

Safety leave: Uber provides unpaid time off for employees who are victims of violent crime.

Anti-racism and equity

In July 2020, Uber made 14 commitments that address eliminating racism from our platform, building equitable products with our technology, and doubling down on equity and belonging both internally and in the communities we serve. Learn more here, and see our commitments on the following pages.

Our 14 commitments

Ridding our platform of racism

1. No commitment, no ride: Our Community Guidelines explicitly prohibit racist behavior, and we will continue to ensure that everyone using our platform understands what's expected when using our apps and commits to the rules.

2. Anti-racism education for riders and drivers: Together with experts, we will develop new anti-racism and unconscious bias training for drivers and riders, starting in the US and Canada.

3. Specialized customer support: We will offer our customer support agents specialized training on bias and discrimination, and commit to improving our apps to make it simpler and easier for anyone to report discrimination issues to us.

Fighting racism with technology

4. Inclusive product design: We will create a new dedicated Inclusivity and Accessibility Product Lead role to help design and build products that are inclusive and meet the needs of our customers, no matter their race, gender, age, or ability.

5. Marketplace fairness: We will formalize and expand our internal Fairness Working Group of data scientists, product managers, and operations leaders to advise on how to build products that take into account issues of fairness and equity.

6. Diverse teams for diverse customers: We will further expand the pipeline of Black and other underrepresented technical workers by broadening our internship and fellowship programs in partnership with global NGOs.

Sustaining equity and belonging for all

7. Pay equality, full stop: Three years ago, we analyzed our salary data and made adjustments to achieve pay equity on the basis of race and gender. We will continue to focus on maintaining this important measure of equity going forward.

8. Double Black representation in leadership: We plan to double Black representation in leadership by 2025 through pipeline development and hiring. We define leadership as those with Director titles and above, representing the 5 most senior levels at Uber.

9. Transparency on our progress: We will continue to publish an annual Diversity Report and expand it to include data on intersectionality and self-identification.

10. Double the talent pipeline: We want to create pathways for drivers, delivery people, and Uber customer support staff, many of whom are people of color, to advance their careers. We'll aim to double the pipeline of people who want to pursue corporate or other opportunities with Uber by 2025.

11. Training on cross-cultural management: We understand it's our responsibility as an organization to help individuals manage inclusively. We will offer training to all Uber managers on inclusive management and cross-cultural competency.

Driving equity in the community

12. $10 million to support Black-owned businesses: In addition to previously committing $1 million to the Equal Justice Initiative and Center for Policing Equity, we will commit to a $10 million investment over the next 2 years to advance the success of Black-owned small businesses by driving demand through promotions and other merchant support.

13. $0 Delivery Fee for Black-owned restaurants: In addition to extending the $0 Delivery Fee for Black-owned restaurants for all of 2020, we are taking steps to more effectively identify and highlight the diversity of restaurants on our platform, including Black-owned restaurants, permanently.

14. Double supplier spending with Black-owned businesses: We will strengthen and expand our supplier diversity program with the goal of doubling spending with Black-owned businesses and contractors.

Local impact

Our technology increases access and opportunity for communities around the world and can help transform cities into safer, more efficient, and more livable places.

Supporting cities

Uber's success depends on our ability to reflect local context and respond to local needs. The arc of development for communities is now different because of ridesharing, and we know that with this comes great responsibility. Uber's leadership team is committed to collaborating with cities and regulators to keep our cities moving forward, to provide a complementary transportation option for all people in the community, and to continue creating economic opportunity for the diverse set of people earning on our platform.

Cities have complex mobility problems to solve and often need to overcome long-standing land-use patterns while keeping up with shifting transportation demand. Our flexible technology provides continual access to transportation using existing infrastructure. There is no need for a major capital project when demand shifts. And what happens if a reliable supply of transport simply isn't there? **Studies** show that Uber has often provided service to neighborhoods where traditional taxis would frequently choose not to go. A recent **study** shows that businesses in neighborhoods with limited public transit access benefited when ridesharing was introduced.

Cities looking to invest in infrastructure often need data to better plan for and manage the entire mobility ecosystem. Uber Movement provides publicly available data on travel time and speeds of rides taken with the Uber platform in an anonymized, aggregated, and visualized format for over 200 cities around the world. We partnered with SharedStreets (a nonprofit that collaborates with cities on street-linked data) to support curbside management pilot programs in cities such as Boston; Chicago; Los Angeles; Minneapolis; Pittsburgh; San Francisco; Seattle; Toronto; and Washington, DC. We also initiated our own pilot programs to reduce congestion and improve travel efficiency across all modes of transportation.

Congestion: Over the past 50 years, people have been driving more each year, and also driving more per capita (**US growth here**). Like any car taking up road space, Uber can contribute to regional congestion, but on a scale that is dwarfed by private cars and commercial vehicles. Uber supports efforts to address macro-level congestion as well as district level congestion. At the regional level, it has supported campaigns, alongside sustainable transportation advocates, to win congestion pricing measures, such as the one that successfully passed in New York City in 2019. At the district level, Uber has worked to refine pick-up/drop-off and transportation management services to help mitigate local bottlenecks, smooth traffic flow, and support bike lanes and transit ways.

10K+
cities around the world

# Supporting public transit and medical transport

Transit service

Our technology provides transit agency partners with the ability to augment transit service areas and to fill service gaps by providing first- and last-mile or late-night service. One on this growing list of partners is **Innisfil, Ontario**, a small, low-density Canadian town, which replaced its citywide transit service with Uber for an annual multimillion-dollar cost saving. We also serve Denver's Regional Transportation District and Las Vegas's Regional Transportation Commission with integrated ticketing through the Uber app. Marin Transit uses our software to deploy on-demand vehicles driven by its workers. We also work closely with large employers in many regions to tailor transportation offerings that suit their workforces.

Paratransit service

Beyond complementing public transit's fixed routes and schedules, our platform can also accommodate additional needs. There are wheelchair-accessible vehicles available through the Uber platform in Boston; New York City; San Francisco; and Washington, DC, which helps transit agencies provide paratransit service at a fraction of the cost and with a much higher quality of service. Instead of a 24-hour wait period and a 2-hour pickup window required by conventional paratransit service, users with wheelchairs can request a vehicle on demand with an average wait time of 15 minutes.
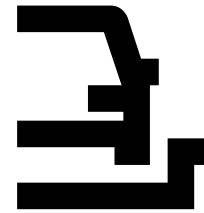
Uber Health

Our partnerships with pharmaceutical and healthcare institutions ensure that millions of people can receive healthcare regardless of ability. Uber Health, our non-emergency medical transport platform, overcomes barriers to transportation for seniors and other riders who require special assistance in getting to medical appointments or pharmacies. These offerings can be seamlessly integrated into the healthcare provider's system so that the provider can order our service; the user doesn't even need an app to access a ride to the doctor. Further, a Call-a-Ride service is available to users without cell phones in limited markets.

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transit agency partnerships at the end of 2019, and growing

Improving local access

We go beyond mobility offerings to expand local opportunities. Uber Eats increases demand for merchants throughout a region and makes a wider spectrum of restaurants available to a broader audience. Uber Eats has more than 400,000 restaurant partners in more than 6,000 cities globally, spanning 45 countries across 6 continents. And many people are being introduced to new restaurants through the Uber Eats app during the COVID-19 pandemic.

Addressing inequality

As a much-needed global conversation about equity and racial justice unfolded, we launched a $10 million program to support Black-owned businesses and showcased Black-owned restaurants on Uber Eats. Our Uber Eats, Product, Marketing, and Policy teams—and others—worked in partnership with the Black at Uber employee resource group to help make it easy for Uber Eats users in select markets to support local, independent Black-owned restaurants by offering a $0 Delivery Fee through the end of 2020.

While systemic inequities are prevalent in many communities because of exclusionary policies in zoning, affordable housing, and transit availability, Uber works vigilantly to guard against bias on our platform. Our cross-functional Fairness Working Group meets weekly to address issues related to potential bias on our platform. We also collaborate with multiple research institutions to persistently understand inadvertent impacts, and then endeavor to correct them.

The Uber Eats app has helped to expand access for consumers and reach for restaurants in our communities. During the COVID-19 pandemic in New York City, growth of Uber Eats use among residents of the South Bronx and the Far Rockaways (in Queens) far exceeded that of residents in the historically better-served area of Manhattan.

Online food delivery category bookings mix

■ Manhattan   ■ Outer boroughs
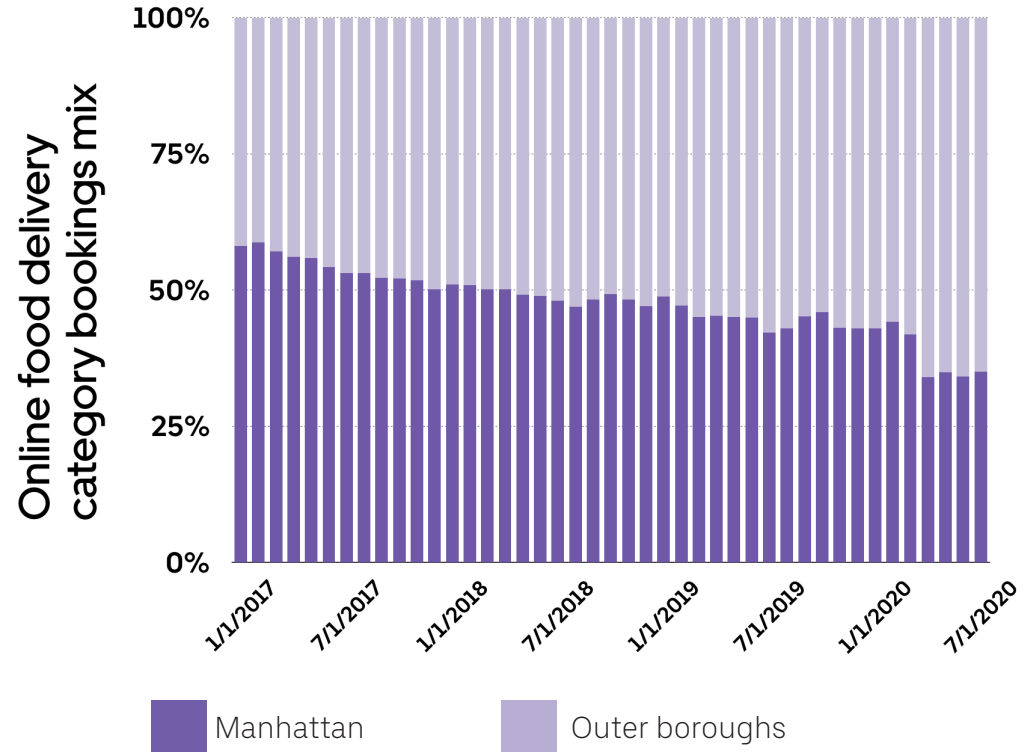
Climate change

Transportation as usual is unsustainable.

Uber is committed to being part of the solution.

Uber's climate commitments

Emissions from transportation use account for nearly one-quarter of global emissions and have grown faster than those from any other end-use sector over the last 50 years. According to the **Science Based Targets initiative**, current government and private-sector ambitions for the transport sector, even if fully realized, will fall short of 2°C or 1.5°C scenario targets needed to avoid the most serious impacts of climate change. This is in large part due to increasing use of personally owned, fossil-fueled vehicles. To meet global, multilateral climate goals, such as the Paris Agreement, public and private players must find new ways to decarbonize existing modes of transportation.

Uber's global goal is to build a fully multimodal and zero-emission platform by 2040, with 100% of rides taking place in zero-emission vehicles, on public transit, and with micromobility. We're also on track to achieve net-zero emissions from corporate operations by 2030. **These objectives align to put Uber on track to reaching net-zero climate emissions by 2040.**

Addressing climate change, reducing our own emissions, and helping Uber platform users move toward a lower-carbon future is the right thing to do, but we believe it can also be beneficial for long-term stockholder value. Uber's vehicle-electrification and greenhouse gas-reduction commitments help reduce potential risk exposure and prepare the company for potential future regulation designed to reduce emissions. It also signals to our investors and other stakeholders that we are taking steps to help the world meet global warming scenario targets of 2°C or less.

4 pillars of investment

To achieve these goals, we identified 4 pillars of investment to drive carbon-intensity reduction across all passenger trips taken with Uber:

01 Engage users with more green options and more information about their carbon impact

02 Support drivers in a fair transition to EVs

03 Deepen transit partnerships and expand our multimodal platform

04 Commit to transparency through ongoing and regular accounting and reporting

Electrification

We will expand and promote electric and hybrid vehicle options for riders around the world, help drivers transition to EVs, build a multimodal network that promotes sustainable alternatives to personal cars, and continue to be transparent and accountable as we move forward.

Electrifying rides

Electrification is a critical strategy for driving more sustainable urban mobility. Cities that can significantly increase battery electric vehicle (EV) use can lower carbon emissions by 40-70% by 2050. In fact, a growing body of research (from ITF, UC Davis ITS, and LBNL, for example) shows that combining electric mobility with sharing and automation technologies can reduce on-road vehicles by 90% or more and cut transportation's climate impact by as much as 80%.

To increase zero-emission, all-electric trips on Uber, we must find more ways to help drivers make an equitable transition to electric vehicles.

In September 2020, Uber committed to making $800 million available to assist hundreds of thousands of drivers in the US, Canada, and Europe transition to battery EVs by 2025. This effort will be funded from various market-based solutions, including a surcharge on Uber Green trips in the US and Canada and fees collected from programs like the London Clean Air Plan. Additionally, we'll help drivers gain affordable access to electric vehicles and charging equipment through partnerships with global automakers, EV charging companies, fleet management and rental companies, and electric utilities.

We know that ensuring a fair transition to 100% electric on-demand mobility won't be easy. Many barriers exist. But we are learning a lot, and it's clear that more robust engagement and partnership with industry and government stakeholders and a more serious look together at what it will take to reach these goals is urgently needed. In London, for example, our team has been hard at work on our all-electric goal by 2025 since the launch of the London Clean Air Plan, and drivers completed more than one million journeys in electric vehicles in 2019.

In September 2020, we released a white paper on reaching 100% EV rides on our platform, based on our European team's experience, that delves into the policies and partnerships necessary to reach all-electric on-demand mobility at scale.

In fact, we believe we can reach 100% battery EV rides in any major city by working together to bring the best of our technology alongside innovative policies that facilitate a fair and rapid transition for drivers. That's why we announced a new initiative in partnership with major nongovernmental organizations, such as the World Resources Institute (WRI), to publish a road map for enabling 100% EV on-demand mobility in US and Canadian cities by 2030. The same road map could be used by other cities around the world as well.

Transparency and accountability

To meet our corporate operations target, we established processes and implemented systems to track the carbon footprint of our corporate facilities. Our goal is to match 100% of the electricity consumption from our US facilities with renewable energy by 2025, while expanding to global locations and data centers by 2030. Reducing the need for using energy sourced from fossil fuels is key to meeting our goals. For example, in 2019 our Phoenix Data Center procured 100% renewable energy through the local utility in the form of a green rate.

One component of Uber's greenhouse gas (GHG) emissions is direct (Scope 1) emissions derived from sources that are owned or controlled by Uber. This includes direct emissions from internal operations and fleet fuel consumption. A second component of GHG emissions is indirect (Scope 2) emissions, primarily from the consumption of purchased electricity.[17]

In 2020, Uber released its first-ever **Climate Assessment and Performance Report**. Our report analyzes real-world data from the nearly 4 billion rides facilitated by Uber's platform in the United States and Canada from 2017 through 2019. The findings indicate that trips on Uber are less carbon-intensive than traditional on-demand mobility services like private-hire and taxi and that efficiency improves even as rides grow. Over the period, we estimate that platform-wide efficiency gains resulted in the avoidance of half a million metric tons of CO_2 emissions and 56 million gallons of gasoline saved by drivers.

To become best in class as we move forward in our environmental journey, we have joined the Science Based Targets initiative (SBTi), a collaboration between CDP, WRI, the World Wildlife Fund, and the United Nations Global Compact. SBTi has become a leading driver in the transition to a low-carbon economy, and we are looking forward to living up to the rigor and accountability set forth by SBTi.

Scope 1

Absolute emissions (tCO₂e)

Mobile emissions	951
Stationary emissions	1,787

Carbon intensity

(tCO₂e / $1 million revenue)	0.19
(tCO₂e /employee)	0.10
(tCO₂e /m² floor area)	0.002

■ Mobile emissions   ■ Stationary emissions

Scope 2

Absolute emissions (tCO₂e)

119,482
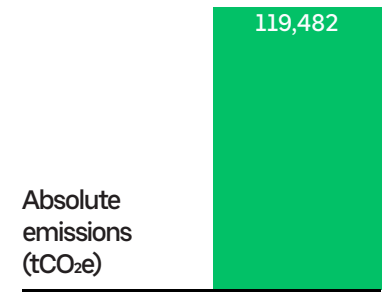
Carbon intensity

(tCO₂e / $1 million revenue)	8.45
(tCO₂e /employee)	4.43
(tCO₂e /m² floor area)	0.08

[17]Trucost calculated Scope 1 mobile emissions using data on stationary combustion of natural gas and office car fuel use. Vehicle fuel use data was provided for vehicles associated with all geographies. Uber calculated Scope 2 emissions from electricity consumption data. Where data was not available for individual sites, assumptions were applied.

Examples of adaptation and resilience

Adaptation: water use

As Uber works to reduce carbon emissions in our operations and through the use of our products, we recognize that there's also a need to adapt. We know that as Earth's climate changes, water availability may be impacted in some areas. While our corporate water consumption is not significant compared with that of other types of businesses, such as those in agriculture or manufacturing, we believe it's our responsibility to address Uber's water use now and plan for the future. Using the WRI Aqueduct Water Risk Atlas[18] classification, we were able to calculate which Uber sites are located in regions of low to extremely high water stress. We are building our workspaces to increase the reuse of water, which can be seen at our Mission Bay campus in San Francisco, estimated to save around 2.5 million gallons.

Resilience

In times of crisis, Uber has leveraged its platform, resources, and network to take people away from harm and move what matters to communities in need of relief. These activities may become more critical as the likelihood of extreme weather events increases around the globe. Uber has partnered closely with state and local governments, nonprofit relief organizations, and community partners to provide essential transportation, logistics, and delivery services at speed and scale across its rides, eats, and freight businesses. Examples include transporting and feeding frontline health workers (COVID-19), moving people to evacuation shelters (Hurricane Dorian) and other places of safety (Beirut explosions), free rides for residents and free meals for first responders (wildfires in California), and quickly shipping essential disaster-relief supplies (Hurricane Harvey).

[18]aqueduct.wri.org, accessed March 31, 2020.

Performance data

→ ESG performance indicators

Data as of 12/31/2019, unless otherwise indicated. Notes begin on page 62.

Environmental indicators

Indicator	Scope	Unit	2019
Emissions[1,2]			
Absolute emissions		tCO_2e[3]	
Scope 1: Stationary emissions	**Global**	**tCO_2e**	1,787
Scope 1: Mobile emissions	**Global**	**tCO_2e**	951
Scope 2: Electricity: location-based	**Global**	**tCO_2e**	119,482
Total Scope 1 & 2 emissions	Global	tCO_2e	122,220
Scope 3, category 11 (use of products sold)[4]	**US/Canada Rides**	**tCO_2e**	5,896,460
Emissions intensity[2,5]			
Scope 1	**Global**	**tCO_2e/\$1 million revenue**	0.19
Scope 2: Location-based	**Global**	**tCO_2e/\$1 million revenue**	8.45
Total Scope 1 & 2 emissions	Global	tCO_2e/\$1 million revenue	8.64
Scope 1	**Global**	**tCO_2e/employee**	0.10
Scope 2: Location-based	**Global**	**tCO_2e/employee**	4.43
Total Scope 1 & 2 emissions	Global	tCO_2e/employee	4.54
Scope 1	**Global**	**tCO_2e/m² floor area**	0.00
Scope 2: Location-based	**Global**	**tCO_2e/m² floor area**	0.08
Total Scope 1 & 2 emissions	Global	tCO_2e/m² floor area	0.08
Scope 3, category 11 (use of products sold)[4]	**US/Canada Rides**	**grams CO_2e/passenger kilometer**	209.32
Energy use[6]			
Total energy use	Global	kWh[7]	313,103,278
Percentage grid electricity	**Global**	**percent**	100%
Percentage from renewables[8]	Global	percent	18%

→ ESG performance indicators

Environmental indicators

Indicator	Scope	Unit	2019
Water use			
Supplied water[9]	Global	cubic meters	699,854
Total water	Global	cubic meters	699,854
Water use intensity[10]			
Supplied water[9]	Global	m³/m² floor area	0.44
Total water	Global	m³/m² floor area	0.44
Supplied water[9]	Global	m³/employee	25.98
Total water	Global	m³/employee	25.98
Supplied water[9]	Global	m³/$1 million revenue	49.47
Total water	Global	m³/$1 million revenue	49.47
Water use in water-stressed regions[11]			
Extremely high	Global	percent	5%
High	Global	percent	11%
Medium-high	Global	percent	42%
Low-medium	Global	percent	39%
Low	Global	percent	3%

→ ESG performance indicators

Social indicators

Workforce diversity (global)[12]	% of total employees[13]	% of executives and senior management[14]	% of technical staff[15]	% of all other employees[16]
Gender				
Male	58.8%	68.3%	80.0%	52.3%
Female	40.8%	31.5%	19.3%	47.4%
Not disclosed/unavailable	0.4%	0.2%	0.8%	0.3%

Workforce diversity (US)[12]	% of total employees[13]	% of executives and senior management[14]	% of technical staff[15]	% of all other employees[16]
Race or ethnicity				
White	38.3%	56.0%	30.4%	43.2%
Asian	29.6%	22.5%	48.8%	16.1%
Black or African American	8.2%	3.3%	1.4%	13.3%
Hispanic or Latinx	8.4%	2.7%	3.2%	12.4%
Multiracial/2 or more races	1.5%	0.9%	0.9%	1.9%
Native Hawaiian or other Pacific Islander	0.4%	0.3%	0.3%	0.6%
American Indian or Alaska native	0.5%	0.0%	0.1%	0.7%
Not disclosed/unavailable	13.2%	14.4%	15.0%	11.8%

Employees in naturalization categories (global)	Percentage
Foreign national[17]	15%

→ ESG performance indicators

Social indicators

Workplace safety (US)	Quantity
Total recordable incident rate (TRIR) for direct employees (non-EXTs)[18]	0.21
Fatalities (direct employees)	0

Employee engagement (global)	Number	% of total respondents[20]	% change YOY[21]
2019 Pulse Survey[19]			
Total number of employees surveyed	25,759	100%	-
Employees who returned survey	23,123	89.8%[22]	-1.7%
Employees who are "actively engaged"[23]	15,700	69.0%	+6.4%
Employees who perceive Uber's mission favorably[23]	19,263	84.5%	+7.6%
Employees who are proud to work for Uber[23]	18,860	82.5%	+5.9%

Employee development (global)	Percent
% of full-time employees receiving regular performance reviews	100%

→ ESG performance indicators

Social indicators

Safety data[24]

Motor vehicle fatalities (US rides)		
Motor vehicle fatalities by vehicle miles traveled[25]	**2017**	**2018**
(Per 100 million VMT)	Uber rate[26]	Uber rate[26]
Motor vehicle fatalities by vehicle miles traveled	0.59	0.57
Total miles	8.2 billion	10.2 billion

Motor vehicle fatalities by trips[27]	2017	2018
	# of Uber-related fatalities	# of Uber-related fatalities
Motor vehicle fatalities by trips	49	58
Total trips	1.0 billion	1.3 billion

In the US, the National Highway Traffic Safety Administration (NHTSA) makes annual traffic fatality information available to the public through the Fatality Analysis Reporting System (FARS). The motor vehicle fatality data in Uber's US Safety Report is built off the data standards established by FARS. Each fatal crash in the Uber dataset was reconciled to a fatal crash in the FARS database. For a fatal motor vehicle crash to be included in the Safety Report, the crash must have involved the vehicle of at least one driver using the Uber platform and the death of at least one person within 30 days of the crash. Fatal crashes are included in the US Safety Report regardless of whether the deceased party was an Uber user or whether a driver using the Uber platform or their vehicle was the cause of the crash or was carrying the deceased parties.

Please see the 'Methodology' chapter of Uber's **US Safety Report** for more information on these metrics.

→ ESG performance indicators

Social indicators

Safety data

Fatal physical assaults (US rides)[25]	# of fatalities	% of total trips	# of fatalities	% of total trips
	2017		**2018**	
Subcategory				
Fatal physical assaults	10	0.000001%	9	0.000001%
Total US trips	1.0 billion		1.3 billion	

Sexual assaults (US rides)[28]	# of incident reports	% of total trips[29]	# of incident reports	% of total trips[29]
Subcategory				
Non-consensual kissing of a non-sexual body part	570	0.00006%	594	0.00005%
Attempted non-consensual sexual penetration	307	0.00003%	280	0.00002%
Non-consensual touching of a sexual body part	1,440	0.0001%	1,560	0.0001%
Non-consensual kissing of a sexual body part	390	0.00004%	376	0.00003%
Non-consensual sexual penetration	229	0.00002%	235	0.00002%
Total US trips	1.0 billion		1.3 billion	

Brief subcategory definitions

Non-consensual kissing of a non-sexual body part
Defined as: without consent from the user, someone kissed, licked, or bit, or forced a kiss, lick, or bite on any non-sexual body part (e.g., hand, leg, thigh) of the user.

Attempted non-consensual penetration
Includes clothing removal and attempted clothing removal. Defined as: without explicit consent from a user, someone attempted to penetrate the vagina or anus of a user with any body part or object. Any attempted removal of another person's clothing to attempt to access a sexual body part will be classified as 'Attempted Non-Consensual Sexual Penetration.' This also includes attempted penetration of the user's mouth with a sexual organ or sexual body part; however, it excludes kissing with tongue or attempts to kiss with tongue.

Non-consensual touching of a sexual body part
Defined as: without explicit consent from the user, someone touched or forced a touch on any sexual body part (breast, genitalia, mouth, buttocks) of the user.

Non-consensual kissing of a sexual body part
Includes kissing on the mouth. Defined as: without consent from the user, someone kissed or forced a kiss on either the breast or buttocks of the user. This would include kissing on the lips or kissing while using tongue.

Non-consensual sexual penetration
Defined as: without explicit consent from a user, someone penetrated, no matter how slight, the vagina or anus of a user with any body part or object. This includes penetration of the user's mouth with a sexual organ or sexual body part. This excludes kissing with tongue.

[For more information, please see Uber's Safety Report](#).

→ ESG performance indicators

Governance indicators

Data privacy and security	Scope	Quantity
Number of requests for user data made by law enforcement[30]	US	5,852
Number of users whose data was disclosed to law enforcement[31]	US	8,865
% of law enforcement requests that resulted in Uber's disclosing the requested information, or some subset thereof	US	59%
Number of requests for user data made by law enforcement[30]	Canada	341
Number of users whose data was disclosed to law enforcement[31]	Canada	508
% of law enforcement requests that resulted in Uber's disclosing the requested information, or some subset thereof	Canada	60%

Liabilities and fines related to data privacy	Scope	Quantity
Private civil litigation	Global	$63,900[32]
Enforcement/regulatory actions	Global	$919,982[33]
Total	Global	$983,882

IP protection and competitive behavior	Scope	Quantity
Total amount of monetary losses as a result of legal proceedings associated with patent misuse	Global	$0
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulation[34]	Global	$0

→ ESG performance indicators

Governance indicators

Business ethics

Uber's policies are generally not public; however, descriptions of many policies and practices can be found in our Global Business Conduct Guide, Supplier Code of Conduct, and other foundational documents. A few key examples of our policies and positions are below.

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Uber has zero tolerance for bribery and corruption (Policy Against Bribery and Corruption).[35]

Uber strictly prohibits money laundering and takes all reasonable and necessary steps to comply with anti-money-laundering laws and policies (Policy Against Bribery and Corruption).[36]

Uber has a third-party hosted Integrity Helpline, available 24 hours a day, 7 days a week, for reporting business conduct concerns. It is open to suppliers, employees, and other third parties. It is multilingual and is proactively communicated to employees.[37]

Uber has a Supplier Code of Conduct that stipulates the principles that all suppliers are held to if they engage as a provider to Uber, including ethical business practices and upholding labor rights and environmental standards.[38]

Uber's Global Procurement Policy provides guidelines and establishes procedures for all Uber employees in any situation where they are involved in a purchasing process, whether as requisitioners or specifiers, purchasers or negotiators, or those who validate or authorize payment.

Uber is committed to compliance with human rights laws. Uber is committed to upholding fundamental human rights and believes that all human beings around the world should be treated with dignity, fairness, and respect. Uber does not condone the use of child or involuntary labor or human trafficking and denounces any degrading treatment of individuals or unsafe working conditions.

We do not tolerate discrimination in any form against anyone. Uber prohibits discrimination and places a high value on providing equal employment opportunity and maintaining a diverse workforce. We are committed to compliance with all laws prohibiting discrimination, and we take pride in our workforce, which reflects the rich diversity of our communities and our customers. Uber's culture is one of mutual respect and dignity for all, regardless of an applicant's or employee's race, color, religion, gender, pregnancy (including childbirth) or related medical conditions, age, national origin or ancestry, physical or mental disability, marital status, medical condition, sexual orientation, gender identity and gender expression, or genetic information. We encourage employees who believe they, or any other employee, has been subjected to discrimination to notify their manager, Uber's People Team or the Integrity Helpline.

Uber's Community Guidelines were developed to help make every experience feel safe, respectful, and positive. Everyone who signs up for an Uber account across all of our apps, including drivers, riders, delivery people, Uber Eats customers, and merchants, is expected to follow the guidelines. The guidelines reflect 3 key pillars: Treat everyone with respect. Help keep one another safe. Follow the law. Not following any of our guidelines may result in the loss of access to Uber accounts.[39]

Uber maintains a Global Employee Handbook focused on global employment policies and practices that apply to everyone, including: Uber's Standards of Conduct; equal employment practices including prohibiting discrimination and harassment; general employment practices and procedures, such as performance evaluations and open door policy; pay practices and time off; communications and technology, such as company equipment, use of social media, and media contact; and how to report concerns and issues about the workplace.

Uber maintains an internal Health & Safety Policy that calls for a safe and healthy work environment for all employees, contractors, and guests. Everyone on Uber's premises is expected to follow safety rules and established safe work practices and to exercise caution in all their work activities. The program is implemented by Uber's Global Environmental, Health, and Safety Team. Uber provides training and instruction to new employees and to others as needed.

→ Notes from performance data

[1] For Scope 1 and 2, the Greenhouse Gas Protocol methodology for compiling GHG data was used to assess carbon footprint. This includes the following material GHGs: CO_2 (carbon dioxide), N_2O (nitrous oxide), and CH_4 (methane). The following emission conversion factor sources are used in calculations: Direct energy: IPCC 2006 Guidelines for National Greenhouse Gas Inventories. Natural gas combustion emission factors: Defra 2019. Passenger vehicles and delivery vehicles: Defra 2019. Purchased electricity UK: Defra 2019. Purchased electricity US: EPA eGRID 2018. Purchased electricity non-UK and non-US: IEA Foreign Electricity Emission Factors 2019.

[2] Trucost, part of S&P Global, calculated Scope 1 mobile emissions using data on stationary combustion of natural gas and office-car fuel use. Uber calculated Scope 2 emissions from electricity consumption data. Scope 2 market-based emissions are equivalent to Scope 2 location-based emissions, and therefore are not reported in the table. Where data were not available, assumptions were applied. The greenhouse gas emissions data disclosed in this report and in Uber's 2020 Climate Assessment and Performance Report have received limited assurance from Lloyd's Register Quality Assurance.

[3] Tonnes of carbon dioxide equivalent.

[4] Figure is based on all rides completed in the US and Canada in 2019. The US and Canada markets account for more than 40% of global vehicle miles recorded on Uber's passenger mobility platform.

[5] Emissions intensity is calculated using square meters of Uber floor area (1,587,278 m^2), by employee (26,943), and revenue ($14,147 million).

[6] Calculations include global offices and data centers, and exclude co-working spaces.

[7] Kilowatt-hours.

[8] This number represents renewable energy purchased through local utilities.

[9] Supplied water refers to water provided from public utilities.

[10] Water use intensity is calculated using square meters of Uber floor area (1,587,278 m^2), by employee (26,943), and revenue ($14,147 million).

[11] Figures calculated using WRI Aqueduct Water Risk Atlas classification. Accessed March 31, 2020.

[12] Data for FY2019 was accessed on July 31, 2020, and does reflect organizational changes occurring after December 31, 2019. Diversity data may not sum to 100% due to rounding.

[13] Total employees includes active full-time employees as of December 31, 2019.

[14] Calculation includes executives and senior management (Director-level and above, with at least one direct report).

[15] Calculation excludes executives and senior management (Director-level and above, with at least one direct report) and includes all other employees on the technical job ladder.

[16] Calculation includes all nontechnical employees, below Director-level.

→ Notes from performance data

[17] Foreign national is defined as any employee requiring a visa for work in the country in which he or she was employed as of December 31, 2019. Uber utilizes multiple immigration counsel services. The number represented here is an aggregate of records and estimates from these companies.

[18] TRIR refers to the number of recordable incidents per 100 full-time employees during a one-year period (40 work hours x 50 weeks per 100 employees, or 200,000 hours). An injury or illness is considered a recordable incident if it results in any of the following: death; days away from work; restricted work or transfer to another job; medical treatment beyond first aid; or loss of consciousness.

[19] The 2019 Pulse Survey, conducted in June 2019, refers to Uber's global employee engagement survey sent to all full-time employees. The survey is used to gauge employee sentiment and enable organization-wide planning.

[20] Percentages are based on the total number of responses for each question, after accounting for missing data (i.e., not all questions had full response rates).

[21] Change in percentage is based on a comparison of the scores from the previous year's employee engagement survey, conducted in October 2018.

[22] Denominator for this figure is "Total number of employees surveyed."

[23] Calculation represents the number of employees who responded 5 or 6 on a 6-point scale where 1 = Strongly Disagree and 6 = Strongly Agree.

[24] "Relation to the Uber platform" or "Uber-related" is in reference to data classification for the purposes of data sourced from Uber's US Safety Report only.

[25] Uber occasionally receives notice of a possible safety incident well after the trip was taken (sometimes years after). This is extremely rare for fatalities, but for this reason the data may change over time. The data presented is accurate as of October 31, 2019.

[26] Uber yearly rates are rounded.

[27] Uber occasionally receives notice of a possible safety incident well after the trip was taken (sometimes years after). This is extremely rare for fatalities, but for this reason, the data presented in this report may change over time. The motor vehicle data presented includes incident reports resolved on or before October 31, 2019. The motor vehicle data in this report reconciled to the 2018 FARS Release published October 22, 2019.

[28] This report reflects audited sexual assault reports that were classified into one of these categories. Uber occasionally receives notice of a potential sexual assault well after the trip has ended. The sexual assault data presented includes incident reports resolved on or before October 31, 2019, and for this reason may change over time.

[29] Incident reports as a percent of total trips are rounded.

[30] "User data" refers to any information that relates to or is associated with an identified or identifiable natural person. To learn more about our process and requirements for responding to law enforcement requests in the US, see Uber's Guidelines for Law Enforcement Authorities. Uber gives an extensive overview of information provided to federal and state regulators and law enforcement agencies in the US and Canada here.

→ Notes from performance data

31 Value represents the number of users whose data Uber disclosed in response to a valid request from law enforcement. It is distinct from the number of users whose information was "requested." We use "disclosed" to reflect that requests are not necessarily or consistently account-based. Due to the nature of our business, we may receive requests for an undefined number of users based on a specific set of parameters (i.e., date and time, geography). Our team may work with the requesting agency to narrow the scope of an inquiry or inquiries to minimize the number of users impacted. Thus, we have determined that the number of user accounts with data disclosed is a more meaningful metric than the number of user accounts with data requested.

32 Amount refers to 7 private settlements in the US related to the 2016 data incident that were paid out in 2019.

33 Number represents the aggregate of 4 fines, 3 of which are related to the 2016 data breach. The fourth fine relates to a failure to admit Peruvian authorities entry to a Greenlight Hub in 2017. Fines paid in local currency.

34 Amount includes all judgments, fines, and penalties paid as a result of antitrust-related legal proceedings.

35 A bribe is typically something of value provided to move a deal or decision in a company's favor. A gratuity is something of value provided after the recipient has made a decision in a company's favor. A bribe or gratuity can involve something other than cash.

36 Money laundering is conducting or attempting to conduct a financial transaction knowing that the transaction is designed to conceal or disguise the nature, location, source, ownership, or control of the proceeds of unlawful activity, or to promote the carrying on of unlawful activity.

37 Toll-free number: 800-975-7109; or visit here.

38 Uber's Supplier Code of Conduct applies to Uber suppliers of materials, products, or services, including their subcontractors, agents, representatives, suppliers, third-party consultants, and employees, regardless of the materials, products, or services they provide to Uber, including without limitation suppliers or vendors of raw materials, component parts, or professional services.

39 **Uber Community Guidelines.**

Uber engaged Trucost, part of S&P Global, to assist in the preparation of aspects of its environmental, social, and governance (ESG) reporting for the financial year of 2019 (FY2019), which comprised January 2019 through December 2019. Trucost is a leader in carbon and environmental data and risk analysis. For more information, visit www.trucost.com.

→ Terms used in this report

Board composition
The individual and collective composition of Uber's Board of Directors. This includes a consideration of (1) relevant skills, expertise, and experience; (2) diversity of background and perspectives; (3) time availability and commitment to role; (4) tenure; (5) independence; and (6) overall size of the Board.

Climate risk
Risks to corporate facilities and operations due to potential acute and chronic physical impacts of climate change (severe storms, drought, floods, sea level rise), and potential business risks resulting from regulations intended to promote the transition to a lower-carbon economy.

Compliance and ethics
Our commitment to observing high standards of ethical conduct and complying with laws around the world that prohibit bribery and other forms of corrupt conduct.

COVID-19 response
Uber's assistance to public health authorities in their response to the pandemic, and actions taken to support employees, drivers, delivery people, merchants, consumers, and business partners, both large and small.

Culture (workplace)
The character and personality of Uber's workplace, including its social and psychological environment and a set of shared values, behaviors, norms, and assumptions.

Cybersecurity
Securing Uber's information resources and data, including the personal data of our users.

Driver and delivery person relationships
All aspects of drivers' and delivery people's experience working with Uber, including their well-being, earnings, other compensation, and other benefits; their ease of access to our platform; flexibility and control in undertaking their work; and their trust in Uber as a platform for work. In this report, we also address Uber's advocacy efforts to preserve flexibility of work for drivers and delivery people while expanding their access to benefits.

Employee diversity and inclusion
Freedom for Uber's employees to bring their authentic selves to work every day, and the celebration of differences including race, gender identity, sexual orientation, ability, experience, beliefs, and socioeconomic status. Uber recognizes the cumulative impact of various and simultaneous identities and the unique complexities related to these differences.

Employee engagement
A sense of enthusiasm, pride, and dedication to one's work and organization.

Energy efficiency
Total energy consumed (kWh) per square foot of real estate and headcount.

Executive compensation
The structure of the executive pay program, including quantum, types of pay, performance metrics (such as financial performance, safety, diversity and inclusion, ties to earners' success), compensation policies, and ratio to employees' pay.

GHG emissions
Qualifying greenhouse gas (GHG) emissions resulting from Uber's activities that can be accounted for in accordance with the GHG Protocol.

→ Terms used in this report

Human rights in the supply chain
Uber respects the principles of the United Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and expects that suppliers will demonstrate support of these principles by respecting and protecting human rights.

Local air quality
Air pollutants released in conjunction with customer use of Uber's platform or associated with Uber's corporate electricity use; for example, criteria pollutants, including oxides of nitrogen (NOx), particulate matter (PM), carbon monoxide (CO), and more.

Local impact
Positive and negative impacts that the use of Uber's platform may have on the communities in which it operates. These impacts may include effects on congestion, public transportation, parking and use of space, and mobility and access for vulnerable communities (inclusion), among others.

Political activities
Corporate contributions to candidates and officeholders, political committees, and ballot measures; payments to trade associations and other nonprofit groups; state and federal lobbying disclosures in the US; and related policies and practices.

Renewable energy
Direct use of non-fossil-fuel-based energy through virtual power purchase agreements (VPPAs) and renewable utility options.

Social impact
Uber's investment in drivers, delivery people, small businesses, and communities, directly and through partnerships with international NGOs, companies, and local nonprofits to promote economic mobility and deliver positive social change.

User
A user is defined as any person using the Uber platform.

User privacy
The collection, handling, and use of personal data consistent with applicable laws and user expectations of privacy.

User safety
For safety metrics, users include drivers, riders, and delivery people. User safety includes all interpersonal safety incidents, sexual assault and misconduct, motor vehicle crashes, food safety, and health and hygiene safety. This includes incidents among users and between users and third parties.

Waste reduction/recycling
Reduction of tons of municipal solid waste, recycling, and organics/compost from construction, decommissions, and real estate operations.

Water consumption
Total cubic meters of water used by Uber's corporate facilities (real estate).

Indexing

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This report includes metrics responsive to standards of the Sustainability Accounting Standards Board (SASB). Because no one set of industry reporting standards encompasses the full scope of Uber's business model, we have included applicable reporting standards from both the SASB Internet Media and Services and SASB Road Transportation standards. In some cases we have made modifications or omissions to these reporting standards to better reflect Uber's actual operations and the data that is available for consistent, quality measurement and reporting. We have also provided information responsive to aspects of the all-sector recommendations of the Task Force on Climate-Related Financial Disclosures on governance, strategy, risk management, metrics and targets. We are continuing to evolve our evaluation of material reporting standards and our data collection processes. We expect to build on this work in future versions of the report.

Topic	Location
SASB - Internet Media and Services	
Total energy consumed	p. 54
Percentage grid electricity	p. 54
Percentage renewable	p. 54
Total water consumed	p. 55
Percentage of total water consumed in regions with high or extremely high baseline water stress	p. 55
Integration of environmental considerations into strategic planning for data centers	p. 51
Description of policies and practices relating to behavioral advertising and user privacy	pp. 21–23
Total amount of monetary losses as a result of legal proceedings associated with user privacy	p. 60
1 number of law enforcement requests for user information, **2** number of users whose information was disclosed, **3** percentage resulting in disclosure	p. 60; **Transparency Report**
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	p. 20
Percentage of employees who are foreign nationals	p. 56
Employee engagement as a percentage	p. 57
Percentage of gender and racial/ethnic group representation for **1** management, **2** technical staff, and **3** all other employees	pp. 35–42, 56; **Diversity Report**
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	p. 60
Entity-defined measure of user activity	p. 7 (MAPCs)

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Topic	Location
SASB - Road Transportation	
Gross global Scope 1 emissions	p. 54
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	p. 47-51; also see the Climate Assessment and Performance Report; and our climate change commitments
1 total recordable incident rate (TRIR) **2** fatality rate for direct employees	p. 57
Number of motor vehicle fatalities (platform)	p. 58; US Safety Report

Topic	Location	Notes
Task Force on Climate-Related Financial Disclosures (TCFD)		
Governance Disclose the organization's governance around climate-related risks and opportunities.	pp. 12-13	
Strategy and risk management Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning where such information is material. Disclose how the organization identifies, assesses, and manages climate-related risks.	pp. 47-52; also see the Climate Assessment and Performance Report; and our climate change commitments	The Climate Assessment and Performance Report shares Uber's views on the future of transportation and the need for a rapid transition to more sustainable modes of transportation. The report provides examples of innovative policies that jurisdictions have used to reduce emissions and how Uber has responded, and is leveraging its prior experiences to expand successful approaches to further markets. The report also discusses challenges and risks that Uber and partners may face along the way, including those related to collaboration, infrastructure, and equity. Our global environmental commitment provides information on strategy for new resources for drivers and greener products for riders.
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	pp. 47-52, 54; also see the Climate Assessment and Performance Report; and our climate change commitments	

Forward-looking statements

This report may contain forward-looking statements regarding our future business expectations, which involve risks and uncertainties. Actual results may differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "hope," "intend," "may," "might," "objective," "ongoing," "plan," "potential," "predict," "project," "should," "target," "will," or "would" or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. These risks, uncertainties, and other factors relate to, among others: developments in the COVID-19 pandemic and the impact on our business and operations, competition, managing our growth and corporate culture, financial performance, investments in new products or offerings, our ability to attract drivers, consumers and other partners to our platform, our brand and reputation and other legal and regulatory developments and proceedings, particularly with respect to our relationships with drivers and delivery persons. In addition, other potential risks and uncertainties that could cause actual results to differ from the results predicted include, among others, those risks and uncertainties included under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K for the year ended December 31, 2019 and subsequent Form 10-Qs and Form 8-Ks filed with the Securities and Exchange Commission. Information in this report is based on assumptions that we believe to be reasonable as of publication. We undertake no duty to update this information unless required by law.

Greenhouse gas emissions data reported in this report and in Uber's 2020 Climate Assessment and Performance Report have been verified by Lloyd's Register Quality Assurance. LRQA's verification statement can be found here.

Uber