

# Uber



2024  
Environmental,  
Social, and  
Governance  
Report



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## Letter from our CEO

The things I love most about Uber—our impact, our innovative spirit, our grit, our heart—shine through, year after year. In 2023, we witnessed the power of relentless and compounding innovations and improvements, both big and small, to our platform. We made it easier to add your documents while signing up to drive and/or deliver; we made your past customizations available in just one step so you can easily reorder from your favorite restaurant or store; we made it simpler to reserve a ride for that all-important trip to start your family vacation; we helped you save precious minutes on a delivery by showing you exactly where to drop off that order; we enabled you to set and forget your promo budget as you build your business on Uber Eats; we offered everyday savings on food and rides with Uber One; and we helped you feel a bit safer on the road by enabling you to record your ride and/or share your live location with a loved one. Simply put, there are so many examples of how we're building more magic into everyday tasks that make life easier for people all over the world.

While delivering that value, we recognized major milestones in business performance along the way. We're GAAP profitable, growing fast, solidly cash-flow positive, and now part of the S&P 500. We've significantly outperformed the stock market as a result. We got to this point with a focus on building and delivering great products and doing the right thing, period. We made tough decisions post-pandemic and retained our cost discipline. We made a fundamental bet on improving the experience of drivers and couriers. We're pushing toward our electrification goals, expanding our work on safety, and making real progress in raising the bar for flexible work around the globe.

Challenges are on the horizon, and they are complex. But we aim to continue having a positive impact on the world, making the everyday Uber use case a reality, and becoming more efficient. As we focus our time, attention, and investment where it matters (and sometimes make the tough call to pull back elsewhere), I'm incredibly proud of our team's relentless focus on building with heart to improve the experience of all the people and cities we serve.

**Dara Khosrowshahi**  
Chief Executive Officer



## Letter from our CLO

When I think about what Uber embodies, at its core, 3 words come to mind: resilience, creativity, and impact. At Uber, we're constantly innovating to move people and connect communities in magical ways. This is not easy work; as a company that operates at a global scale, we're subject to a diverse set of expectations—all of which are likely to grow as we succeed.

As we evolve, protecting and managing the risks and opportunities that affect the business are critical to delivering short-, medium-, and long-term value to all stakeholders. We prioritize our ambition to make every Uber experience a magical one, no matter who the user is.

In 2023 and the early parts of 2024, we continued to increase our disclosure around the risks and opportunities associated with our material environmental, social, and governance (ESG) priorities. We took some notable actions to improve our performance, including these:

- Released a civil rights assessment and established Uber's Equity Leadership Council
- Underscored our global safety management system highlighting the policy and objectives, promotion, risk management, and assurance that defines our commitment to safety
- Continued to prioritize the voice of drivers and couriers and advocated for flexible work, globally
- Made progress on our climate goals with 9% of on-trip miles in Europe and 8.2% of on-trip miles in the US and Canada taking place in zero-emission vehicles
- Maintained an industry-leading privacy program to protect our users' privacy rights and data
- Updated our Business Conduct Guide, the cornerstone of our ethics program
- Embraced our hybrid work philosophy, fostering a collaborative and inclusive environment for employees to do their best work

We could not have done this without you. To maintain momentum, we'll continue demanding more from ourselves than others expect. We'll keep putting ourselves in the shoes of the drivers, couriers, consumers, and merchants who use our platform every day, and we'll do so guided by the principles that got us here in the first place: transparency, integrity, and accountability in everything we do.

**Tony West**  
Senior Vice President, Chief Legal Officer  
and Corporate Secretary

# Business overview<sup>1</sup>



**70+**  
Countries

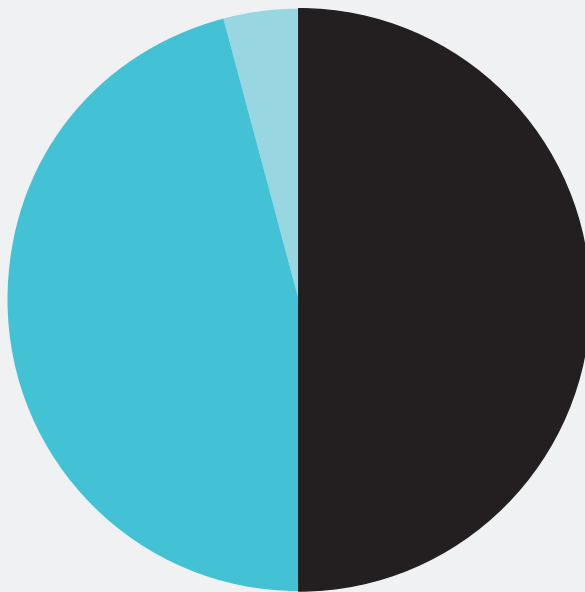


**10K+**  
Cities<sup>2</sup>



**9.4B**  
Trips

## Gross bookings<sup>3</sup>



**50%**  
● Mobility

**46%**  
● Delivery

**4%**  
● Freight

**\$137.9B**  
Gross bookings

**+20%**  
Year over year<sup>4</sup>

**150M**  
Monthly active platform consumers (MAPCs)

**+14%**  
Year over year

**6.8M**  
Drivers and couriers

**1M+**  
Merchants

<sup>1</sup>Gross bookings and trips are FY 2023. MAPCs and drivers as of Q4 2023. Merchants as of January 2024.

<sup>2</sup>Based on our internal definition of city, which includes metropolitan areas that include several cities.

<sup>3</sup>As a percentage of gross bookings.

<sup>4</sup>Based on constant currency.





# Mission, values, and ESG vision

Uber's corporate mission: We reimagine the way the world moves for the better. Improving movement for everyone who uses our platform is what pushes us to work through challenges and find better, faster, more efficient ways to help people go where they want and get what they need. Our collective work will always be in service of this mission.

## Being a values-led organization

Uber's values help define who we are as a company and help clarify guidance we need to achieve our mission. We're a values-led organization, which means our values not only guide how we behave but also inspire our daily work and help us determine what to go after to accomplish our greatest success. We're committed to living our values each day.



## Go get it

### Bring the mindset of a champion

Our ambition drives us to achieve our mission. How we define a champion mindset isn't based on how we perform on our best days; it's how we respond on the worst days. We hustle, embrace the grind, overcome adversity, and play to win for the people we serve. Because it matters.

## Trip obsessed

### Make magic in the marketplace

The trip is where the marketplace comes to life. Drivers, couriers, riders, carriers, and merchants (and their customers) are the people who connect in our marketplace—and we see every side. This requires us to make difficult trade-offs, blend algorithms with human ingenuity, and create simplicity from complexity. When we get the balance right for everyone, Uber magic happens.

## Build with heart

### We care

We work at Uber because our products profoundly affect lives and we care deeply about our impact. Putting ourselves in the shoes of the people who connect in our marketplace helps us build better products that positively impact our communities and partners. Our care drives us to perfect our craft.

## Stand for safety

### Safety never stops

We embed safety into everything we do. Our relentless pursuit to help make Uber safer for everyone using our platform will continue to make us an industry leader for safety. We know the work of safety never stops, yet we can and will challenge ourselves to always be better for the communities we serve.

## See the forest *and* the trees

### Know the details that matter

Building for the intersection of the physical and digital worlds at global scale requires seeing the big picture and the details. Knowing the important details can change the approach, and small improvements can compound into enormous impact over time.

## One Uber

### Bet on something bigger

It's powerful to be a part of something bigger than any one of us, or any one team. That's why we work together to do what's best for Uber, not the individual or team. We actively support our teammates, and they support us—especially when we hit the inevitable bumps in the road. We say what we mean, disagree and commit, and celebrate our progress, together.

## Great minds don't think alike

### Diversity makes us stronger

We seek out diversity. Diversity of ideas. Identity. Ethnicity. Experience. Education. The more diverse we become, the more we can adapt and ultimately achieve our mission. When we reflect the incredible diversity of the people who connect on our platform, we make better decisions that benefit the world.

## Do the right thing

### Period





## Our ESG vision

To become a more equitable, sustainable, and profitable company by responsibly applying our ESG principles into values-led business decision making to cultivate long-term value for all of our stakeholders.

**Uber's ESG principles**

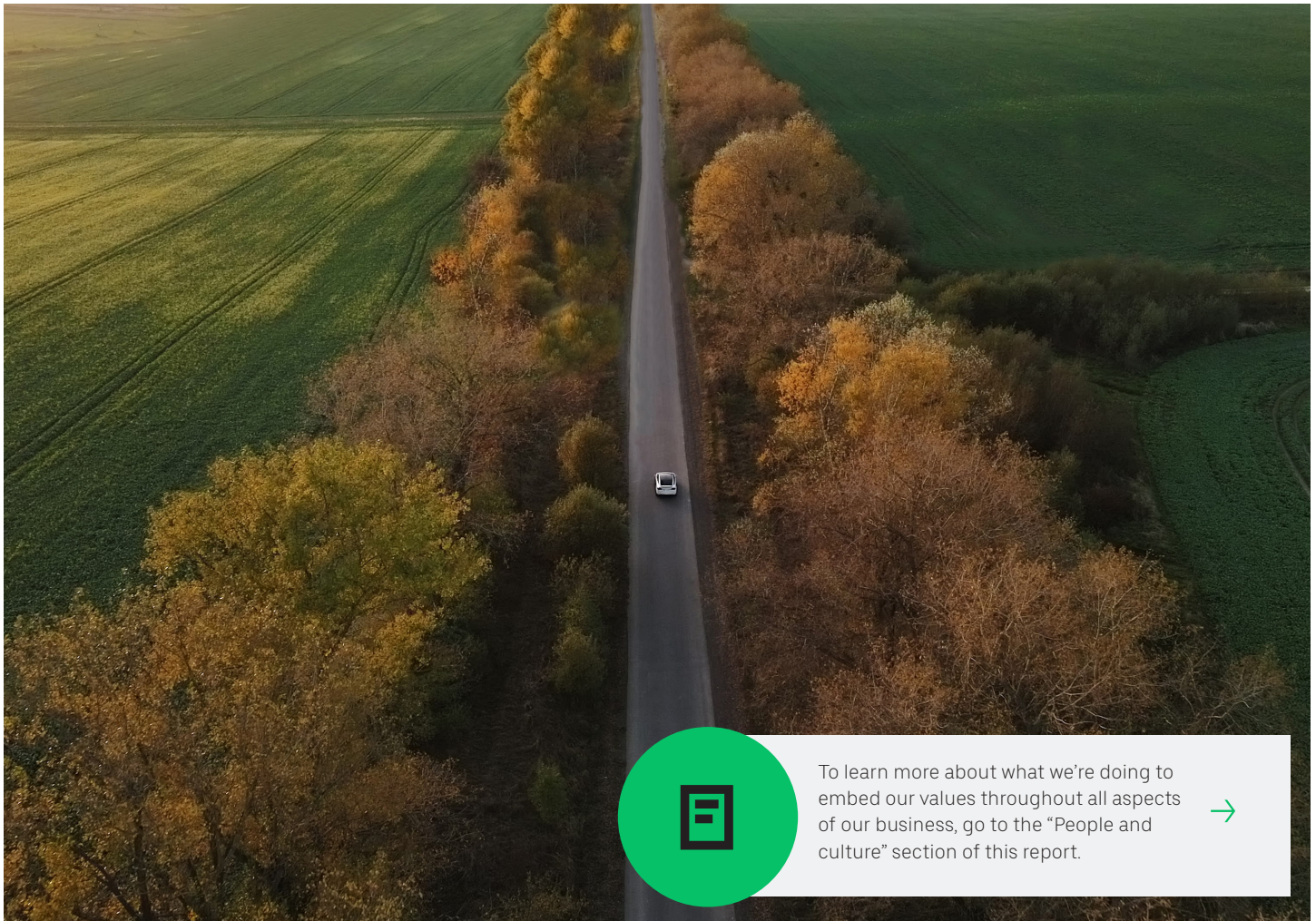
Prosperity

Equity & access

Sustainability

Physical safety, data security & privacy

Governance, engagement & transparency

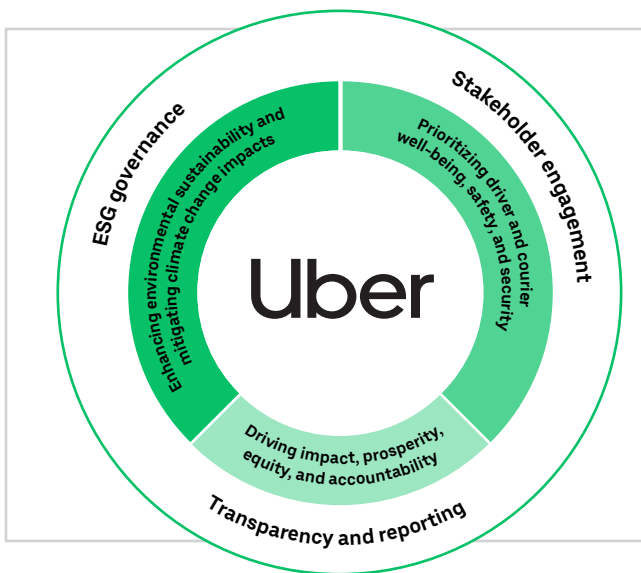


To learn more about what we're doing to embed our values throughout all aspects of our business, go to the "People and culture" section of this report.



# ESG at Uber

We envision a future that is more sustainable, equitable, and profitable—not just for us, but also for those who rely on our platform for opportunity. As a global company, we are constantly evaluating risks and opportunities both internal and external. We recognize that various environmental, social, and governance factors can affect our business, and we understand the impact our business can have on society and our stakeholders. By working to align our material ESG priorities with the interests of our business and stakeholders, we aim to apply the appropriate governance, engagement, and thoughtfulness to our approach, which we believe helps enable us to protect and deliver economic value and continual long-term growth.



Aligning our ESG priorities with the interests of our business and stakeholders coupled with the appropriate governance, engagement, and thoughtfulness is fundamental to our ESG approach.

**Alvin Huntspon**  
Head of ESG Strategy & Engagement

## What we're doing

Enhancing environmental sustainability and mitigating climate change impacts	Prioritizing driver and courier well-being, safety, and security	Driving impact, prosperity, equity, and accountability
<p><b>Our objectives</b></p> <ul style="list-style-type: none"> <li>• Work to become a more sustainable platform</li> <li>• Expand access to electric vehicles (EVs) and charging</li> <li>• Reduce single-use plastic waste and promote more sustainable packaging</li> </ul> <p><b>Material topics</b></p> <ul style="list-style-type: none"> <li>• Climate risks and opportunities</li> <li>• Air quality</li> <li>• Waste and packaging</li> </ul>	<p><b>Our objectives</b></p> <ul style="list-style-type: none"> <li>• Help create a safe experience for all users and drivers through a proactive safety management approach</li> <li>• Protect the privacy rights and data of our users</li> <li>• Advocate for more equitable and inclusive policies</li> <li>• Prioritize responsible governance and innovation</li> </ul> <p><b>Material topics</b></p> <ul style="list-style-type: none"> <li>• Driver and courier safety and well-being</li> <li>• Regulatory changes and risks</li> <li>• User safety</li> <li>• Data privacy and cybersecurity</li> <li>• Innovation/artificial intelligence (AI)</li> <li>• Lobbying and policy influence</li> </ul>	<p><b>Our objectives</b></p> <ul style="list-style-type: none"> <li>• Enable our communities to stay connected and feel healthy, empowered, and safe</li> <li>• Promote diversity, equity, and inclusion and deliver greater accessibility for underrepresented groups</li> <li>• Promote the well-being of our employees</li> </ul> <p><b>Material topics</b></p> <ul style="list-style-type: none"> <li>• Diversity, inclusion, equity, culture, civil rights, and equality</li> <li>• Human rights and labor practices in operations</li> <li>• Community impact</li> </ul>

**Foundational topics** • ESG governance • Ethics and conduct • Business resilience

## Our approach

<p><b>ESG governance</b></p> <p>We establish policies and processes to set expectations that help drive consistent and informed decision-making across our business.</p>	<p><b>Stakeholder engagement</b></p> <p>We collaborate and work to incorporate feedback from shareholders, investors, employees, and customers into the way we operate.</p>	<p><b>Transparency and reporting</b></p> <p>We report on our ESG performance through mandatory and voluntary disclosures, with an aim to stay up to date with industry standards and recommendations.</p>
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# ESG strategy and oversight

## Our approach to ESG

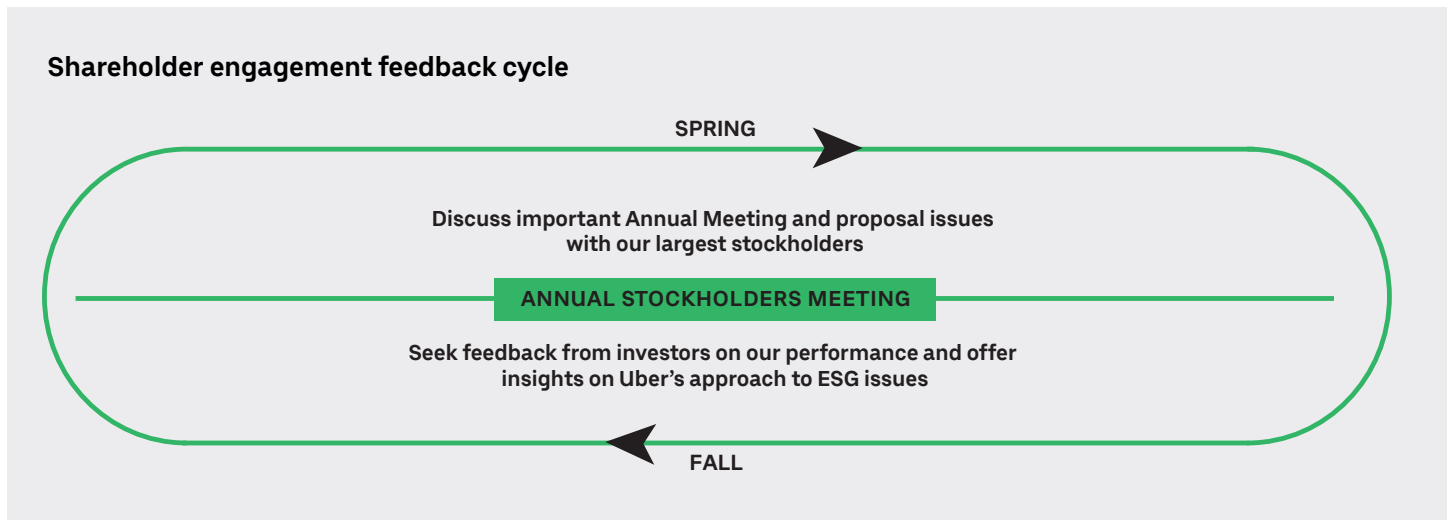
We recognize that strong corporate governance and the appropriate management of ESG risks and opportunities related to our business are essential to promoting long-term value for our stakeholders and our company. At Uber, we strive to appropriately apply our ESG principles throughout our corporate strategy, our governance structures, and our risk management processes. To do so, we have created a dedicated

and centralized ESG team that works cross-functionally with various internal experts to further our vision, deliver on our goals, and continually improve our ESG-related disclosures and engagements. Uber’s Head of ESG Strategy & Engagement provides updates to the Board and to the Nominating and Governance Committee on our ESG progress and goals.



## Shareholder engagement

Uber has long understood and valued the importance of our comprehensive shareholder engagement program, and we believe these engagement efforts will allow us to better understand our shareholders’ priorities and perspectives and provide us with useful input concerning our corporate strategy, our compensation, and ESG practices.





# ESG materiality

Uber’s environmental, social, and governance (ESG) strategy and reporting is built around our company’s material ESG issues. As we reimagine the way the world moves for the better, we believe the key to driving economic value and long-term growth for our company and stakeholders will be how we manage and govern the most material ESG risks and opportunities that directly impact our business.

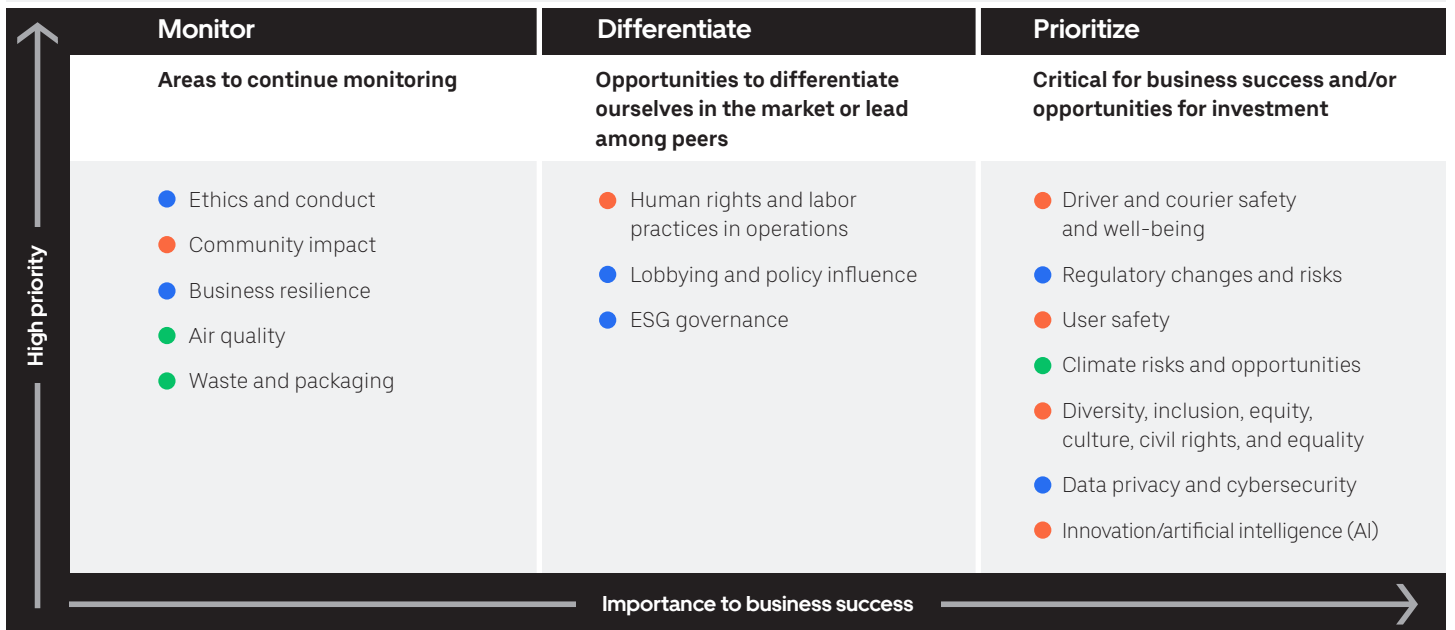
To determine what those are, we perform a materiality assessment to inform our ESG reporting and strategy. The term “material” in our reporting is intended to highlight the most important issues from our ESG assessment, not the materiality of those issues to Uber as a whole, or the materiality of those issues within the meaning of US federal securities law. As our vision, priorities, and strategy evolve, conducting an ESG materiality assessment every 2 to 3 years is crucial to ensuring that important ESG issues integrated into our organizational decision-making, governance, and disclosures reflect industry changes, the regulatory environment, and current stakeholder priorities.

Accordingly, we engaged an independent third party to conduct an ESG materiality assessment refresh 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 standards of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD) continue to inform our ESG reporting. We continue to monitor the adoption of global reporting standards and/or frameworks, such as the International Sustainability Standards Board, and any related impacts to the priorities of our stakeholders and future reporting.

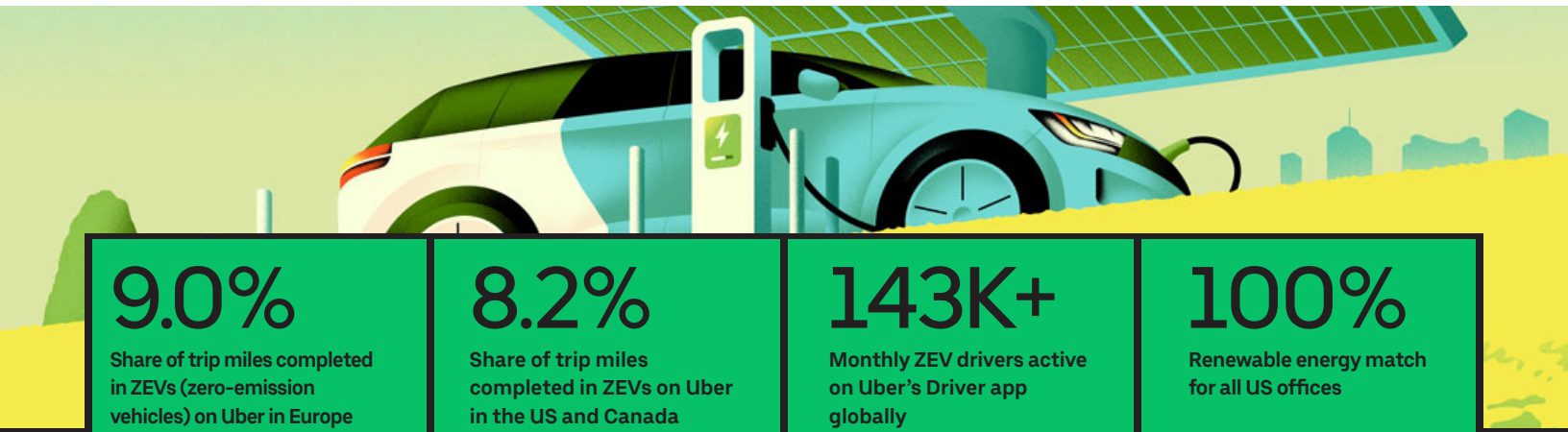
Furthermore, our ESG refresh was informed by ESG standards, frameworks, and trends; desktop research (including industry benchmarking and ESG disclosures from peer companies); shareholder and other external stakeholder perspectives; and input from our senior executives and leaders, who reviewed ESG topics that will continue to gain traction, including areas in which Uber has an opportunity to lead and areas in which we can improve.

In this report, we also describe ways in which our core operations and social impact activities contribute to the United Nations Sustainable Development Goals (SDGs). As part of our corporate commitment to continual improvement, we’ll build on ESG content and analysis in future iterations of our ESG reporting.

## ESG materiality matrix prioritization view



● Environmental ● Social ● Governance



<p style="font-size: 2em; font-weight: bold; margin: 0;">9.0%</p> <p style="font-size: 0.8em; margin: 0;">Share of trip miles completed in ZEVs (zero-emission vehicles) on Uber in Europe (Q1 2024)</p>	<p style="font-size: 2em; font-weight: bold; margin: 0;">8.2%</p> <p style="font-size: 0.8em; margin: 0;">Share of trip miles completed in ZEVs on Uber in the US and Canada (Q1 2024)</p>	<p style="font-size: 2em; font-weight: bold; margin: 0;">143K+</p> <p style="font-size: 0.8em; margin: 0;">Monthly ZEV drivers active on Uber's Driver app globally (Q1 2024)</p>	<p style="font-size: 2em; font-weight: bold; margin: 0;">100%</p> <p style="font-size: 0.8em; margin: 0;">Renewable energy match for all US offices</p>
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# Environmental highlights

Expanded our **sustainability goals to our delivery and Uber Freight** businesses.

Received **approval** for our emissions reduction targets from the **Science Based Targets initiative (SBTi)**.

Hosted our **first-ever sustainability product event, Go-Get Zero**, in London, UK.

Signed a **global mobility deal with bp pulse** to help further our electrification goals and unveiled **bp pulse's new hub with dedicated Uber charging bays** in London.

Expanded **Uber's in-app EV Hub** to drivers in France, the Netherlands, and the UK.

Expanded **Uber's in-app EV charging map to drivers in Europe** (France, Norway, Portugal, Romania, Spain, and the UK).

Announced **at-home charging partnership with EVSE in Australia**, providing eligible drivers with discounts of 20% off certain hardware and 10% off installation costs.

Launched the **Uber Freight Emissions Dashboard**.

Released a **policy white paper** detailing the results of the **One Less Car trial** in Australia.

Published a blog post **supporting the European Union's new Declaration on Cycling** to showcase our commitment to safety and sustainability.

Announced our **pilot partnership with Ford Drive**, which allows eligible drivers in San Diego, San Francisco, and Los Angeles to flexibly lease a Ford Mustang Mach-E.

**Partnered with Tesla** to provide eligible drivers with the opportunity to earn up to \$2,000 after buying a new Tesla Model 3 or Y and completing 100 rides on the Uber platform.

**Partnered with Zoomo** to make the Super Soco CPx, a preferred electric moped for London-based couriers, more accessible to couriers in the city.

**Piloted electric trucks** on the Uber Freight platform with WattEV and CHEP.

Piloted a feature in the Uber Eats app that **allows users to select merchants who use more sustainable packaging** (Amsterdam, London, New York, Paris, San Francisco, and Taipei).

**Launched Uber Green** in **Australia, Chile, Costa Rica, Ireland, Italy, and New Zealand**.

An Uber leadership delegation **attended COP28 in Dubai and engaged with partners and policymakers** on how to accelerate the sustainability transition.

Launched a **partnership with Latin American micromobility leader Tembici** to make electric and common bicycles available on Uber's app.

Launched **Green Teams**, our sustainability employee engagement program.

Kicked off **partnerships with suppliers across the US, Asia-Pacific, and Europe** to support the restaurant industry's transition away from environmentally harmful packaging.

Partnered with Visa to **enable restaurants to apply for financial support that can help them switch to more sustainable packaging** in select US and European cities.

**Teamed up with RMI** to analyze the **specific challenges and opportunities** that couriers can face in making the switch to last-mile zero-emission transportation.

Launched a **battery-aware matching pilot in the US**, filtering out trip requests that would be longer than a driver's estimated battery range.

Launched **Uber Electric Boda (Moto)**, our first electric-only Moto product in Nairobi, Kenya.

Signed a **charging deal with French retailer Carrefour** to offer eligible drivers discounted rates at 100 locations, with an aim to scale to 800 locations by 2025.

Piloted **Uber Planet as a preference** in LatAm, allowing consumers to opt in to offset the emissions of each of their trips regardless of the product selected.

Launched and scaled our **DeliverZero reusable packaging partnership**, now available in Boulder, Denver, Los Angeles, and New York City in the US.

Launched one of the **largest electric 2-wheeler partnership programs in the global online food delivery (OFD) industry** through a joint investment deal with Gogoro in Taiwan.

Launched our **Emission Savings feature** in the Uber app.

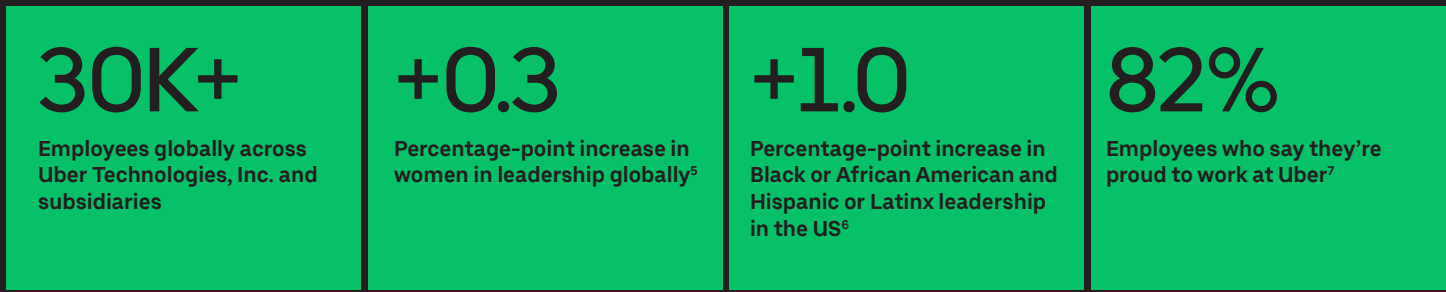
Announced alongside **Redbridge and Brent** councils in London that over **300 new Uber-funded EV chargers** will be installed in the 2 boroughs.

Was featured in the **US Department of Transportation's Charging Ahead toolkit** as a best-practice case study on how government agencies around the world can support the electrification of private fleet vehicles.

**Expanded our Hertz partnership to the UK and France**, providing more options for drivers to rent an EV.

**Launched Uber Comfort Electric** in **Australia, Germany, and Switzerland**, our first markets outside the US and Canada.

Signed a **deal to promote Sushiro in Japan** as it converts to more sustainable packaging.



## Social highlights: People and culture

Continued to make progress on our racial equity commitments, fulfilling 14 of the 15 commitments.

Sustained diverse demographic representation in the US, with increases in Black or African American, Hispanic or Latinx, and American Indian or Alaska Native leadership.<sup>8</sup>

Continued our commitment to growing the percentage of women at the manager level and above and the percentage of underrepresented populations (URP)<sup>8</sup> in the US.

Expanded our diversity, equity, and inclusion efforts internally (with an increasing focus on people with disabilities and global programs) and externally (with our products and partners).

Empowered employees to grow in their careers through mentorship, gigs, short-term assignments, and learning opportunities at all levels.

Bolstered internal recruiting efforts to retain top talent and adopt a proactive approach in career development for internal talent.

Further integrated our values into our core ways of working and launched a company-wide recognition program to celebrate individuals and teams who demonstrate Uber values.

Continued to focus on providing engaging, healthy, and more sustainable workplaces supporting our hybrid employees' return to the office globally.

Continued to provide a benefits offering with market-specific choice, giving access to robust mental health, well-being, and family-building programs, including an 18-week global parental leave policy.

Ensured a focus on pay equity across gender globally and across race in the US.



Published our civil rights assessment (CRA), designed to evaluate our impact on employees, as well as rideshare drivers, and communities in the US. For progress against our CRA recommendations, please go to p. 66.

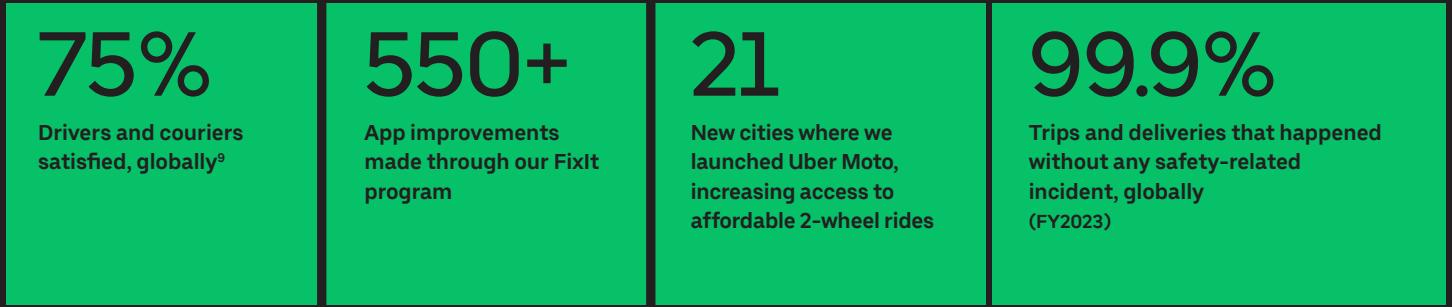


<sup>5</sup>Employees who self-identified their gender and were executives or senior management (director-level and above).

<sup>6</sup>US employees who self-identified their race/ethnicity and were executives or senior management (director-level and above).

<sup>7</sup>Employee sentiment from Uber Pulse Survey (UPS) in Q4 2023.

<sup>8</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern/North African and Central Asian, and Two or More Races (excluding Asian and White multiracial combination).



# Social highlights: Driver and courier well-being, impact, and safety

## Driver and courier well-being highlights

Reached a [landmark agreement](#) with New York’s Attorney General to ensure that drivers retain their independent status and flexibility while also having access to new benefits and protections, like a minimum earnings standard, paid sick leave, and more.

Reached agreements related to earnings and deactivation processes with driver and courier representatives in France and Washington State (US).

Uber Crew (US) met with nearly 4,000 drivers and couriers, collected over 5,000 pieces of feedback through office hours and submissions portal, and participated in 45 sessions with Uber employees.

## Impact highlights

Grew access to public transit through new Uber Transit partnerships including New York City’s E-Hail Pilot Program, New Jersey Transit’s Access Link Riders’ Choice Program Pilot, and the Wide Awake Wylie program, a partnership with Uber and a WAV (wheelchair-accessible vehicle) provider in Wylie, Texas.

Worked with 141 partners to provide 72,000 rides and deliveries across 19 countries through our grants program. This fund addresses the transportation-access gap facing many communities. With increased access to transportation, members of these communities are better able to get the critical services they need to stay healthy and safe.

Provided 137,000 rides to 27 community health organizations across 22 cities in 17 US states through our Health Access Fund (developed in partnership with Local Initiatives Support Corporation).

## Safety highlights

Deepened investment in driver and courier health and safety. We have continued to expand and innovate on safety features, including rider identity verification, Audio Recording, and dashcam integrations. Our safety assurance tracks the impact of Uber’s policies and processes on the safety of all users.

Announced a commitment of \$10 million over 5 years, through Uber’s Driving Change initiative, for community partnerships working to end gender-based violence.

Continued to drive accountability by tying executive compensation to global safety performance, and appointing a new member with expertise in worker health and safety to Uber’s Safety Advisory Board.

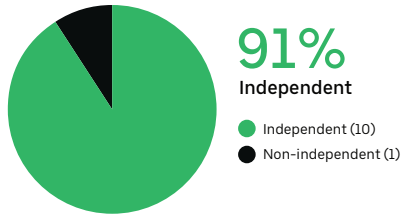
<sup>9</sup>The brand health tracker survey was fielded from 1/1/2023 to 12/31/2023, with slight differences in sampling cadences between drivers and couriers across different markets. This is a global composite score of key markets among drivers and couriers, where applicable, who responded that they are either “somewhat satisfied” or “very satisfied” with their experience with Uber.



# Governance highlights

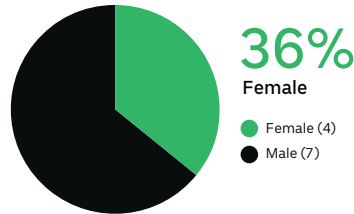
## Board composition

### Board independence



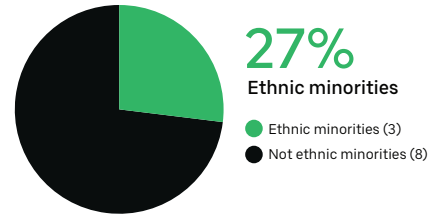
**85%** of S&P 500 directors are independent

### Gender diversity



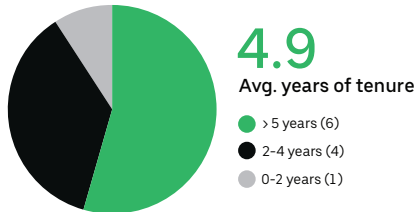
**33%** of S&P 500 directors are female

### Ethnic diversity



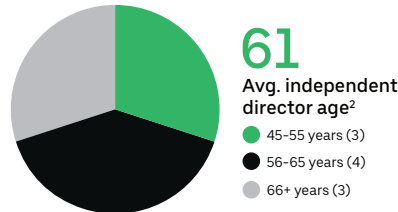
**24%** of S&P 500 directors are ethnic minorities

### Board tenure<sup>10</sup>



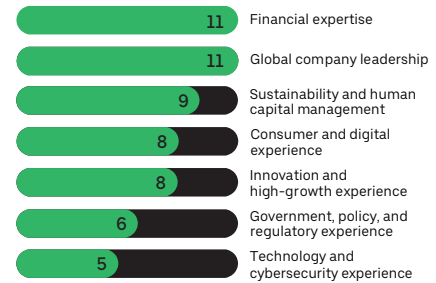
**7.8** years is the average tenure of S&P 500 board members

### Director age<sup>11</sup>



**63.3** years is the average age of independent S&P 500 directors

### Skills, experience, and background



<sup>10</sup>Age and Board tenure measured as of March 25, 2024.  
<sup>11</sup>Does not include Mr. Khosrowshahi (54), as he is not an independent director.

**92%**  
 Uber employees who have completed their Business Conduct Guide (BCG) training using adaptive learning technology

Added proxy access to our bylaws in October 2023. Amended and restated our bylaws in February 2024 to add stockholder right to call a special meeting.

Our ESG program is overseen by our Board and its independent Audit, Compensation, and Nominating and Governance Committees. Each of these key committees has formal oversight of various ESG priorities that fall within their purview. Our Board is actively engaged in overseeing the components of our ESG program and provides feedback on our overall strategy, goals, and specific risks that may arise from our business and operations.

**B**  
 In 2023, we improved our CDP (Carbon Disclosure Project) score to a B

The chart below summarizes the Board and each committee's primary responsibility for the components of our ESG program and our impactful ESG topics

	Audit	Compensation	Nominating and Governance	Full Board
Climate change			✓	✓
Cybersecurity	✓			✓
Data privacy				✓
Driver and courier well-being			✓	✓
Ethics and compliance	✓			✓
Human capital management		✓	✓	✓
Regulatory environment	✓			✓
User safety	✓			✓



# Driver and courier well-being

## At a glance

- Available in 70+ countries and more than 10,000 cities across 6 continents, Uber is one of the world's largest open platforms for work. In 2023, drivers and couriers generated nearly \$62 billion in earnings, including tips.<sup>12</sup>
- Survey results released in 2023 continue to demonstrate how important flexibility is to drivers and couriers.
- We continue to advocate for quality platform work that provides independent platform workers with flexibility, fair and transparent earning opportunities, access to social protection and benefits, meaningful representation, and learning and development opportunities.
- We continue to advocate for portable benefit models in Canada, the EU, and the US. In 2023, US platform companies agreed to portable benefits principles, an important first step toward legislation.
- In 2023, our FixIt program made over 550 app improvements, and we continued to introduce features designed to increase the safety and fairness of earning on Uber.
- We continue to prioritize engagement and listening sessions with drivers and couriers. We expanded our advisory programs, through which drivers and couriers are able to work directly with Uber's Operations and Product teams to advocate for their communities and provide assistance to others like them who are using the Uber platform.
- Welcomed legislation in Australia that will allow drivers and couriers to retain their independent status and flexibility while also having access to new benefits and protections.
- Reached agreements related to earnings and deactivation processes with driver and courier representatives in France and Washington State (US).

## Stakeholder engagement

**What we heard:** Encouraged to provide more information on feedback cycles and how we engage with drivers and couriers.

**How we responded:** Continued to prioritize engagement and listening sessions with drivers and couriers around the world and conduct surveys to gather valuable feedback. We expanded our advisory programs, through which drivers and couriers are able to work directly with Uber's Operations and Product teams to advocate for their communities and provide assistance to others like them who are using the Uber platform. We also engaged an independent, third-party assessor to evaluate our impact on rideshare drivers, communities, as well as employees in the US. Please consult our [civil rights assessment](#).

<sup>12</sup>Uber Investor Update (February 2024), page 52.

## Governance

The full Board receives regular updates on driver and courier well-being throughout the year. In 2023, the Board received information about the benefits of multi-app use by drivers and couriers on our platform; how Uber listens and responds to feedback from drivers and the direct improvements we make as a result of these engagements; building sustainable structures for the well-being of drivers and couriers that include flexibility and earnings transparency; and how Uber's Product Equity team works to ensure that fairness, accessibility, and safety principles for drivers and couriers are built into product development.

# Driver and courier well-being

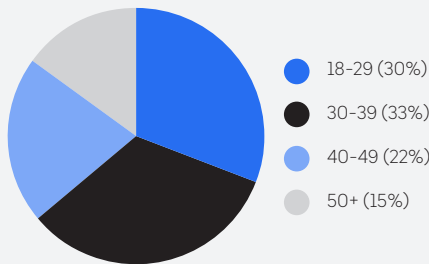
To the millions of people who have driven or delivered on the Uber platform in the past decade, Uber has become synonymous with flexible earning work. Available in 70+ countries and more than 10,000 cities across 6 continents, Uber is one of the world’s largest open platforms for work. In Q4 2023, 6.8 million people used Uber’s platform to earn. In all of 2023, drivers and couriers generated nearly \$62 billion in earnings, including tips.<sup>13</sup>

Uber competes with an enormous array of work opportunities available to drivers and couriers, and it’s key that we tirelessly work to make Uber the best platform for flexible work in the world.

## Who’s earning with Uber?

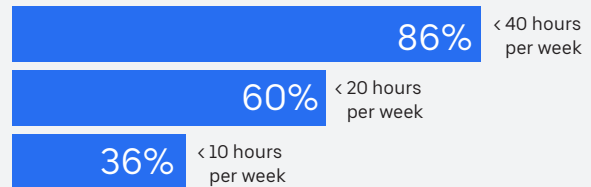
The drivers and couriers who use Uber are as diverse as the cities and countries they serve. They include veterans, students, parents returning to work, people supplementing a primary income, and more.

### They come from all age groups<sup>14</sup>



### They work part-time and are supplementing other work or endeavors<sup>15</sup>

Drivers and couriers are online with Uber:

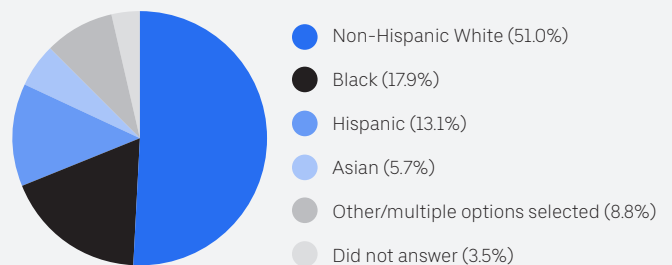


# 15%

of all drivers and couriers globally are female

In the US, women account for 18% of drivers, 46% of couriers, and 31% of those who drive and deliver.<sup>16</sup>

### They are racially and ethnically diverse<sup>17</sup> (US only)



<sup>13</sup>Uber Investor Update (February 2024), page 52.

<sup>14</sup>Figures as of Q4 2023. We take age from birth date data on driver’s licenses, where available.

<sup>15</sup>Figures as of Q4 2023.

<sup>16</sup>Gender information is taken from driver’s licenses and other identification documents provided by drivers and couriers, where available. Figures as of Q4 2023.

<sup>17</sup>Jonathan Gruber, “Designing benefits for platform workers” (February 2022). Survey of drivers and couriers on Uber’s platform in the US, excluding California.

# Why do they choose to work with Uber?

## Open access

Individuals who earn money using Uber's platform don't need to wait for a job opening. While regulatory requirements vary across countries and cities, in most of Uber's markets, individuals who have documentation and licenses required by relevant laws and a vehicle meeting local requirements can sign up and start earning within a few days after passing a background screening.<sup>18</sup>

Low barriers to entry help ensure that workers from all backgrounds, regardless of race, ethnicity, gender, sexual orientation, education, or other characteristics, have equal access to work. This also means that platform work attracts diverse groups of workers who may have been historically marginalized from the labor market.

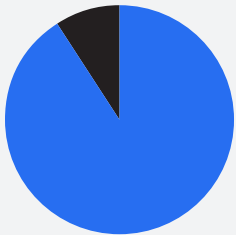
## Control and autonomy

Drivers and couriers on Uber's platform have real-time control over when, where, and how they work. Workers can go online or sign out of the app at any time, without prior notice or needing to seek approval. There are no shifts, no minimum hours, and no consequences for not working, and workers can and often do work across multiple apps.

Researchers have surveyed hundreds of thousands of drivers and couriers, and despite enormous differences in geography, language, and culture, platform workers overwhelmingly choose platform work because they value having the flexibility to work when, where, and how they want.

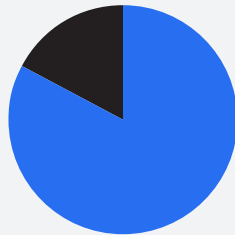


### Survey results released in 2023 continued to demonstrate how important flexibility is to drivers and couriers



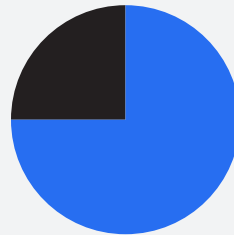
91%

of drivers and couriers in New Zealand say they would not keep driving or delivering if it didn't offer flexibility, and 92% of them want changes to app-based driving and delivering policies to protect their flexibility.



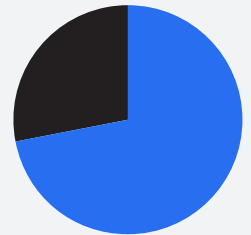
83%

of new drivers and couriers in Belgium, France, Germany, Italy, Poland, Portugal, and Spain said the flexibility "in where and when" they work was the most important factor in their decision to sign up.



75%

of platform workers in the US expressed that they prefer to remain independent contractors.



71%

of platform drivers in Brazil said that scheduling flexibility is the main reason for working with apps, as 37% of them report having other jobs.

<sup>18</sup>Globally, where screenings are legal and there is access to criminal or driving records, we screen everyone who earns on the Uber platform before their first trip.



## Earnings

Between other platforms and more traditional jobs, the drivers and couriers who choose Uber have a lot of other options for work. We make it a priority to offer a fair and positive experience so they'll choose to stay.

Drivers and couriers who work with Uber as independent contractors are paid per task, rather than per unit of time. This is different from traditional work, where people give their time in exchange for a wage but are expected to complete all tasks assigned by their employer during that period. What makes platform work so different is its flexibility—drivers and couriers choose where they work, when they go online, when they sign off, and which jobs fit their preferences. In

Australia, for example, 78% of drivers surveyed would rather be paid per ride (with increased earnings during surges or promotions) than paid a guaranteed flat rate per hour.

As the dialogue on platform work continues, we remain committed to working with labor advocates and interested governments to establish reasonable, industry-wide earnings minimums for drivers and couriers that protect the unique independence and flexibility they value in platform work. Major jurisdictions, including California, France, New York State, and Washington State, have already adopted policies that achieve these goals for drivers, couriers, or both.

### Upfront prices and more choices

Drivers' and couriers' gross earnings and operating costs are influenced by a range of factors, including the following:

- **Where they work.** Drivers and couriers active in busy places, like central business districts, tend to earn more.
- **When they work.** Drivers and couriers active at times when demand is high, like rush hour or mealtimes, tend to earn more.
- **Their mode of transportation.** Drivers and couriers may use a variety of transportation options to do their work (some couriers make deliveries on a bicycle, for example, while others use a car), and different options come with different costs. More-efficient vehicles may have lower operating costs, thereby increasing net earnings.



### Providing information up front

Given the many factors that determine earnings, Uber works to help drivers and couriers make informed decisions about when and where to drive and which trips they choose to accept.

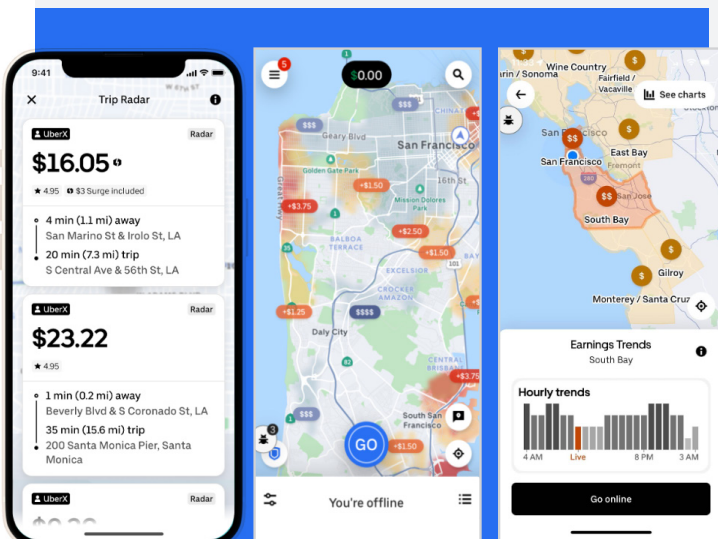
In most major markets, trip details such as the fare and trip length are shown to drivers and couriers before they accept an offer. In addition to individual offers, Uber developed a new feature called Trip Radar, which shows drivers and couriers if there are other trip requests from customers in their area that they might be interested in.

Uber is also developing tools to help drivers and couriers optimize their time. For example, we have in-app maps that show high-demand areas and display earnings trends to help drivers and couriers understand how consumer demand changes in their city in real time throughout the day.

### Growing options to earn

As Uber continues to expand service offerings for customers, more and new kinds of work opportunities become available to drivers and couriers.

Options such as UberX, UberXL, Uber Comfort, Uber Comfort Electric, UberX Share, Uber Green, Uber Reserve, Uber Moto, Delivery, and Grocery give drivers and couriers even more choice and control over when, where, and what kind of work they do.



Trip Radar shows available jobs nearby.

In-app maps show busy areas.

Earnings Trends shows historical earnings.

Note: These maps are for illustrative purposes only, and do not reflect actual market data or earnings, which may vary.



# Working with Uber as independent contractors

In the vast majority of countries, drivers and couriers who use Uber are independent contractors.

The independent contractor model helps lower the barriers to entry and helps enable drivers and couriers to exercise real-time control over where, when, and how they work, which is not possible in most 9-to-5 jobs or shift systems.

Drivers and couriers have told us, in [survey after survey](#), that they prefer the flexibility of being independent contractors rather than employees.

## Benefits and protections for independent contractors

In some markets, existing worker classification models or innovative policy development have made it possible for drivers and/or couriers to continue working independently while introducing new sectoral requirements for companies like Uber to provide certain benefits or contribute to public social protection schemes.

Uber has been working collaboratively with drivers and couriers, labor advocates, and policymakers in places like California, Chile, the United Kingdom, and Washington State (US) to expand access to benefits and protections while aiming to preserve the flexibility drivers and couriers value.

## Uber adapts to different models

While the independent contractor model is by far the preferred working model by drivers and couriers surveyed on the platform, we also operate using other models in certain jurisdictions.

Drivers and couriers are able to work as employees within fleets in several European markets. In these cases, drivers and couriers are employed or contracted by a fleet that in turn contracts with Uber.

While we adapt to local requirements as needed, no driver or courier is currently employed directly by Uber.

### We welcomed additional developments in:

- **Australia:** The passage of the [Fair Work Legislation Amendment](#) gives the Fair Work Commission (an independent workplace relations tribunal) the power to set minimum standards—including minimum earnings, protection from unfair deactivation, dispute resolution, agreement making, and more—for non-employee platform workers.
- **France:** Uber, along with other delivery and private-hire-vehicle (PHV) platforms operating in France, reached more sectoral bargaining agreements with elected workers' representatives to implement new standards related to minimum guaranteed revenues for couriers, minimum fare per trip for drivers, and deactivation transparency and appeals process for both.
- **New York State:** Uber and New York's Attorney General reached a [landmark agreement](#) to ensure that drivers retain their independent status and flexibility while also having access to new benefits and protections, like a minimum earnings standard, paid sick leave, and more.

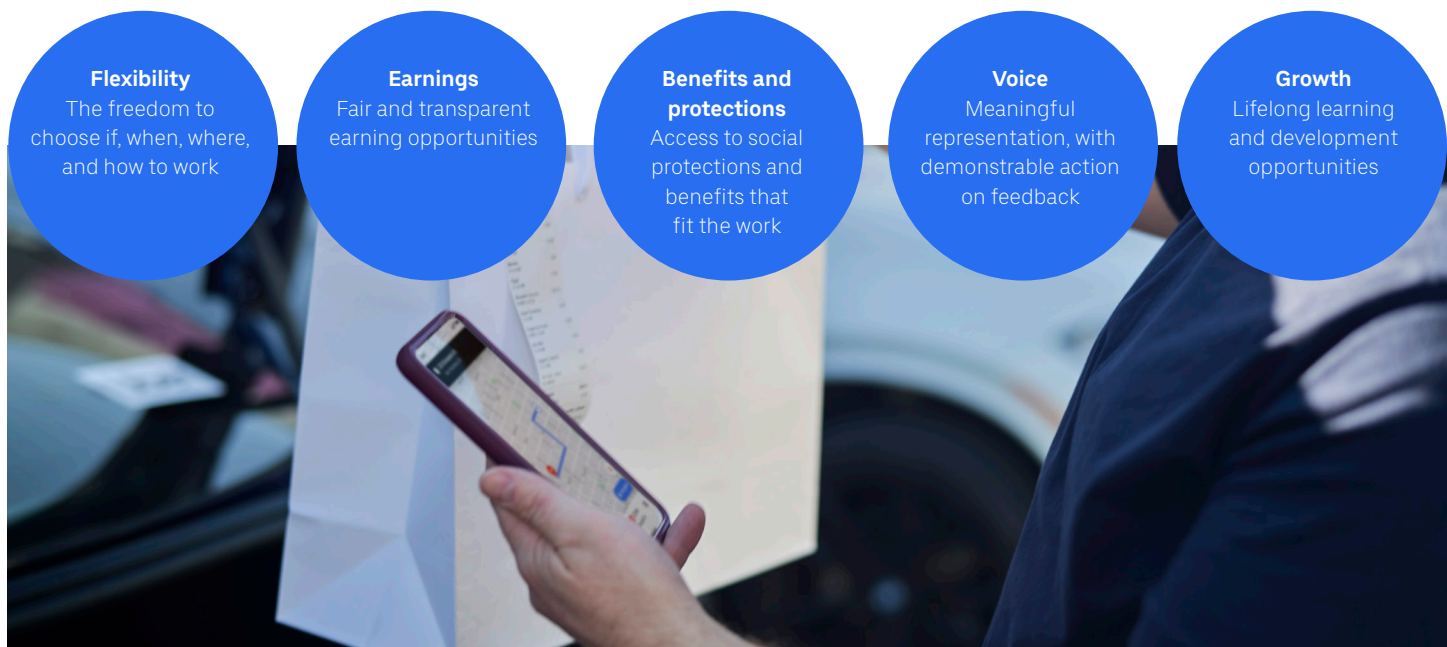


# Advocating for quality platform work

## 5 principles of quality platform work

With differences in labor laws, social protection systems, and cultures across the world, there is no global one-size-fits-all policy solution for platform work. A model that works well in one jurisdiction can be inadequate in another. Sometimes, well-intentioned proposals may have unintended negative consequences for the very group they're trying to protect.

This is why we believe it's critical that platform companies, workers and their advocates, and governments work together to improve the quality and security of independent platform work. We believe good platform work should provide independent platform workers with:



## Building portable benefits for today's workforce

We believe that every worker deserves the option to protect themselves and their loved ones if they're injured at work, when they get sick, or when it's time to retire.

Yet, in many countries, the social safety net still relies on employers providing their employees with benefits and protections. This system made sense when workers spent their entire careers with a single employer, but as the global economy has transformed, the benefits system has failed to keep up. Benefits and protections should be adapted to fit new models of work, accounting for multiple sources of income and variability in hours worked per day and days worked per week.

Drivers and couriers on Uber's platform have no exclusivity to Uber—they may work with Uber to supplement income from a full-time job or to help pay for school, and they may work with other apps, including when they're online with Uber. Three-quarters of drivers and couriers on Uber's platform in the US report [having worked with at least one platform other than Uber](#).

The predominance of multi-apping in the platform economy underscores the need for benefits schemes that are portable, meaning that each worker has a single benefits account that follows them from work opportunity to work opportunity. We believe portable benefits schemes should be:

- **Proportional:** The benefit accrued is proportional to the amount of work completed.
- **Aggregated:** Workers can easily combine benefits funds across platforms to purchase benefits.
- **Worker-directed:** Workers have choice and control over how the benefits funds are used.

We have long advocated for such models in [Canada](#), the [EU](#), and the [US](#), and are prepared to contribute toward such schemes where sectoral regulatory requirements make it possible for us to do so. In 2023, US platform companies agreed to [portable benefits principles](#), an important first step toward legislation.

# Taking care of drivers and couriers

## Safety

Uber is committed to improving the safety of all our users, including drivers and couriers. For more information about our efforts to enhance user safety—including product, feature, and service innovations—please refer to the [“Safety” section](#) of this report.

## Insurance

We partner with leading insurance companies to offer a range of protection solutions, including on-app coverage for accidents and injuries while working—and in some markets, income protection when drivers or couriers can’t work due to injury or sickness. Examples of Uber’s partnerships:

• **In the UK and across Europe (with Allianz) and in France (with AXA)**, Uber fully funds on-trip and off-app benefits including injury, sickness, and maternity and paternity payments for eligible drivers and couriers

• **In Mexico (with AXA) and Australia and Brazil (with Chubb)**, Uber fully funds on-app accident protection, including coverage for certain common injuries and in the event of hospitalization, permanent disability, and/or accidental death

• **In Japan (with Mitsui Sumitomo Insurance)**, Uber fully funds third-party liability insurance and on-app accident protection, including coverage for certain common injuries and in the event of hospitalization, permanent disability, and/or accidental death

## In their own words

### Drivers



**It was easy to submit documents, and the claim was settled in no time. I am very happy. Thank you.**

Chinmoy, India  
(Tata AIG)

**The adjuster arrived right away after my incident and provided me with excellent service. I felt supported at all times, and the treatment was very professional.**

Homero, Mexico  
(AXA)

### Couriers



**My concerns were taken seriously and in a professional manner. The help is much appreciated. God bless.**

Kondwani, South Africa  
(AIG)

**Thank you so much. This is the best experience ever. I got my maternity claim payment so quickly. I’m very satisfied.**

Sanjida, UK  
(Allianz)

**Note:** These select examples represent the experiences that some drivers and couriers had with our insurance products. Not all driver/courier feedback is positive, and we’re continually refining our processes to improve their experience.



# Rewards and perks

## We partner locally to provide and facilitate a wide range of perks for drivers and couriers

As drivers and couriers complete trips and deliveries in most of Uber's markets,<sup>19</sup> they can earn points through our Uber Pro and Uber Eats Pro loyalty programs. Their Pro status is determined by these points and certain criteria;<sup>20</sup> as they move up in status, they're eligible to access additional rewards. In 2022, we refreshed our US Uber Pro program and introduced a new [Uber Pro debit card](#) that enables eligible drivers and couriers to cash out their earnings after every trip at no cost and earn up to 10% cash back on gas and up to 12% back on EV charging.<sup>21</sup> In addition to this, we offer other US Uber Pro perks such as preferred pickup and dropoff areas and a one-year Costco Gold Star Membership for eligible drivers.<sup>22</sup>

In addition, we partner locally with academic and learning institutions, labor unions, and leading nongovernmental organizations around the world to expand access to lifelong learning and career advancement opportunities for eligible drivers, couriers, and, in some cases, their loved ones.

### Language

We partner with [Rosetta Stone](#) to provide eligible drivers and couriers around the world with the opportunity to learn a new language for free. Since the program's launch in 2021, more than 110,000 drivers and couriers have used the program's language-learning technology, which offers 24 languages.

### Degree programs

- **UK:** Through our partnership with [The Open University](#), eligible drivers or a nominated

family member can take a fully funded undergraduate degree-level course or other short courses. Since its launch in 2020, over 1,400 drivers and their family members have enrolled in this program. In September 2023, we welcomed the first cohort of 17 graduates, some of whom graduated with first-class honors in their subject (such as business management and law).

- **US:** Since its launch in 2018, our partnership with [Arizona State University \(ASU\)](#) has enrolled nearly 13,000 students—drivers, couriers, and eligible family members—in online undergraduate degree programs with full tuition coverage. More than 900 have graduated with a bachelor's degree.

### Other

- **France:** Our partnership with [Groupe SOS](#) and [Germinal](#) helps enable couriers in Marseille to apply for public-speaking, resume, and job-search trainings.
- **South Africa:** We have partnered with the [Gauteng Department of Economic Development](#) to support their last-mile delivery initiative with Uber Eats. Over the next 3 years, this partnership will digitize townships and marginalized communities and aim to support the training of 2,000 drivers and couriers in business management and operations by the Radah Skills Academy with programs accredited by the Transport Education Training Authority.
- **UK:** In 2023, Uber partnered with [Bubble](#), a platform that connects parents with childcare providers, to help 1,000 drivers access on-demand childcare.



### Platform work and online education

The cost of US college education has increased drastically since the 1980s, making it inaccessible for many people. To afford the high costs of getting their degrees, many students have to work while going to school. According to [the National Center for Education Statistics](#), 74% of part-time and 40% of full-time undergraduate students were working in 2020.

While work helps pay the bills, it may also [compete with](#) schoolwork. As online learning and flexible platform work have become more prevalent over the past decade, [new research](#) suggests learning and earning are not mutually exclusive.

Researchers from Arizona State University (ASU) studied Uber drivers enrolled in the ASU degree program through the Uber-ASU partnership and found that combining flexible work with flexible online learning can be a viable path to college education. The study revealed that while hours devoted to school or work are slightly affected by one another, no adverse impact on either academic performance or work quality (measured by the drivers' ratings and tips) was found. This can be particularly encouraging for students from low-income or low-socioeconomic backgrounds, as they tend to work to pay their way through college.

<sup>19</sup>Uber Pro is live in all markets where Uber offers mobility service except for Germany, Honduras, Malta, and Uruguay. Uber Eats Pro is live in Australia, Canada, Chile, Costa Rica, Ecuador, Japan, Mexico, New Zealand, Portugal, South Africa, Taiwan, the UK, and the US.

<sup>20</sup>Criteria may include customer ratings, acceptance rate, and cancellation rate. Requirements vary by region.

<sup>21</sup>Up to 10% is available for drivers and couriers with Diamond status who pay with the Uber Pro Card at the pump at ExxonMobil™ stations associated with the Mastercard Easy Savings program. Mastercard Easy Savings may not be available in all locations. For more information on Mastercard Easy Savings, visit their [Terms and Conditions](#) page. For cash back on gas, only payments made at the pump are eligible. Base cash benefit is between 12% and 4% for EV charging, depending on the driver's and courier's Uber Pro status.

<sup>22</sup>Available to Uber Pro Platinum and Diamond drivers and couriers in the US. Costco membership only applies to new Costco members. For further details about the program's offers and eligibility, please review [Uber Pro Terms and Conditions](#) and [Uber Eats Pro Terms and Conditions](#).





Japan Delivery Forum



New Zealand Delivery Forum

## Listening to drivers and couriers

Feedback from drivers and couriers helps us understand their diverse perspectives and informs the work we do to improve their experience, address their pain points, and support their needs. In 2023, we continued to prioritize meaningful engagement and listening sessions with drivers and couriers around the world and conducted various surveys to gather valuable feedback. For example:

- Australia:** The [Uber Advisory Forums](#) met 4 times with 28 driver and courier advisors to discuss support and driver-partner and rider interaction for driver-partners; new trip types for couriers; and earnings, maps and navigation, support, and Uber Pro. Advisors also engaged selected drivers and couriers for their feedback on the forum topics through Open Hours, completing a total of 301 one-on-one calls.
- India:** Our Driver Advisory Council continued for a second year with an expansion to 3 cities and more than 50 drivers. In 2023, we held 2 [Driver Advisory Council \(DAC\) forums](#) that helped inform changes made to expedite payments, expand phone support, and reduce driver cancellations. According to an internal survey of 80,000 drivers, 85% responded positively to the changes, and 92% wanted DAC to continue.
- Japan:** We launched the [Delivery Partner Dialogue Forum](#) in 2023, with biannual roundtable discussions between participating couriers and the Uber Eats Japan leadership team. Based on feedback received during these discussions, we made changes to improve pin locations.
- New Zealand:** We launched the [Uber Advisory Forums](#) for drivers and couriers in early 2023. Through Open Hours and surveys, 28 driver and courier Advisors provided feedback to facilitators appointed by Uber at biannual discussions about key issues such as earnings and the app's user experience.
- Taiwan:** We launched our first [Delivery Partners Advisory Forum](#) to create a direct communication channel between Uber Eats and couriers as well as to collect valuable feedback from them.
- US:** The [Uber Crew program](#) helps drivers and couriers to connect, share information and best practices, and build community. Crew Members are elected by their peers, hold regular office hours, and meet with Uber to provide app- and experience-improvement feedback and to collaborate on new product features. In 2023, US Crew Members met with nearly 4,000 drivers and couriers, collected over 5,000 pieces of feedback through office hours and submissions portal, and participated in 45 sessions with Uber employees.





## Partnering with workers' advocates

As part of our participatory and consultative approach with drivers and couriers, we continue to partner with driver and courier associations, including unions.

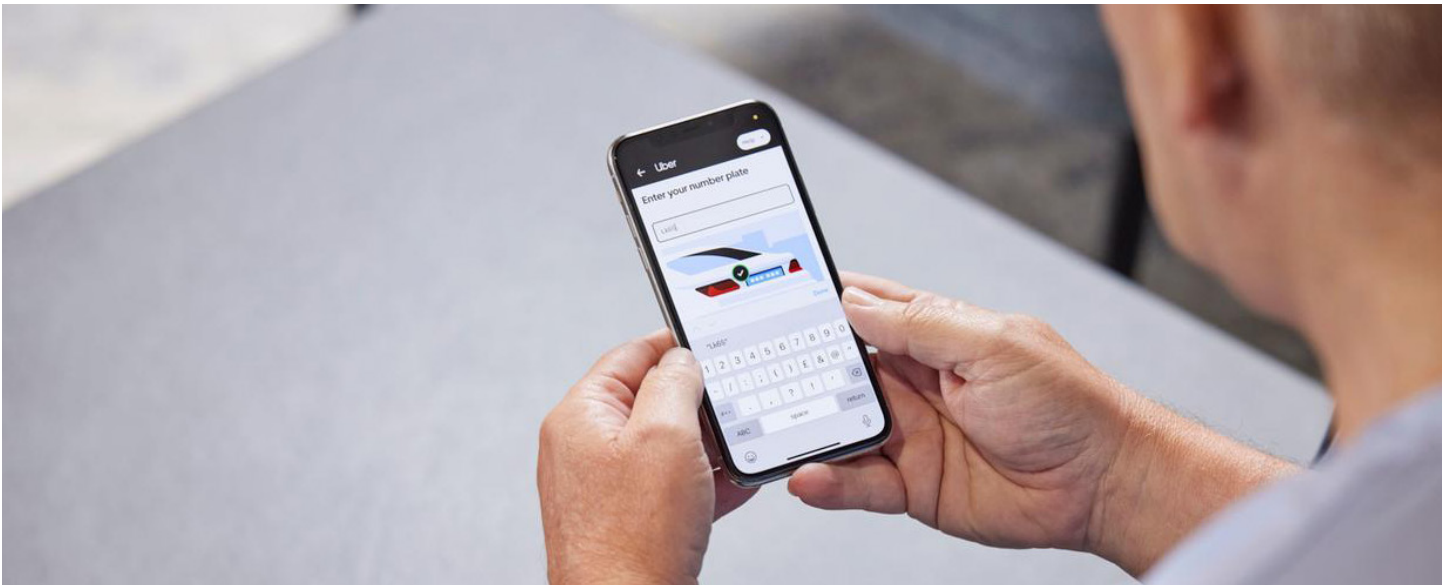
At the global level, we renewed our agreement with the [International Transport Workers' Federation \(ITF\)](#), a democratic, affiliate-led federation of nearly 700 transport workers unions from 154 countries, representing 20 million workers. The agreement allows Uber and the ITF to collaborate on measures meant to benefit drivers and couriers. This collaboration includes dialogue on a variety of topics such as trade union representation, freedom of association and bargaining, working conditions, health and safety, social protections, and dispute resolution.

On a local level, we continued to jointly advocate for better regulations for platform workers with labor unions such as the UFCW Canada, Teamsters 117 in Washington State (US), and the Transport Workers' Union of Australia (TWU).

Our partnerships with the [Independent Drivers Guild](#) in New York, [GMB](#) in the UK, and [ABVV-BTB](#) (Belgische Transportbond) in Belgium also continued to enable labor unions and driver advocacy groups to represent drivers and/or couriers in deactivation appeal processes.

**In 2023, we reached new agreements and hit significant milestones:**

- In France, the government legislated to create a sectoral bargaining process for platform work through which all mobility and delivery platforms negotiate agreements with labor unions, elected by drivers and couriers, on working conditions. So far, [6 industry-wide agreements](#) on earnings and deactivations have been signed.
- In Washington State (US), Uber signed an [agreement with the Driver Resource Center](#), as required by [Washington law](#), to enable rideshare drivers to be represented in deactivation appeals. This agreement was approved by the Department of Labor and Industries, and marks the first state-regulated deactivation appeals process agreement in the nation.
- In Taiwan, we began working with the [Taiwan Delivery Industry Union Alliance](#) on proposing a joint regulatory framework that aims to provide reasonable basic protection and benefits for independent couriers, while protecting their flexibility.
- In Canada, [our partnership with United Food and Commercial Workers Union \(UFCW Canada\)](#) continues to enable representation for drivers and couriers in the case of an account deactivation or dispute, and joint advocacy on industry-wide legislative reform, including a minimum earnings standard, a benefits fund, and worker rights. Up until the end of 2023, over 450 drivers and couriers had regained access to their accounts or resolved account-related issues through this program. [In a recent poll](#), 82% of drivers and couriers on Uber approve of the agreement with UFCW Canada.



# Introducing features that drivers and couriers want

To live up to our goal of being the world's best platform for flexible work, we continue to make changes and build features that drivers and couriers have told us they want. In 2023, our FixIt program made over 550 app improvements, and we continued to introduce features that help make earning on Uber safer and fairer.

## Improving the day-to-day experience

- **Real-time navigation feedback and alternate routes:** Drivers continue to cite inefficient routes as one of their biggest pain points. US drivers now have the ability to post real-time traffic and route information that will be visible to other drivers, making the experience better for everyone. In addition, drivers have access to automatic information on road work, crashes, and lane closures sourced from TomTom and will be offered alternate routes to avoid these issues.
- **Comfort and safety of a big screen:** We integrated Apple CarPlay in most countries, so drivers with an iPhone can see demand heatmaps, accept trips, and use on-screen navigation directly from their car dashboard for enhanced safety and convenience. As of 2024, we have integrated Android Auto™ with the Uber Driver app, allowing for the same functionality and convenience.
- **Improving the Uber Eats grocery shopping experience:** We introduced [time-saving features](#) to help shoppers navigate a store and find the right items with ease, pay directly from their phones without the need for reimbursement,<sup>23</sup> and streamline replacements if an item is an out-of-stock item.

## Addressing deactivation fairness

- **Disputing a deactivation decision:** Drivers and couriers around the world can now access [Review Center](#), the in-app feature that enables drivers and couriers to request an additional review of a deactivation decision and to share any additional information they may have, like audio or video recordings. Accounts may be reactivated if the request is approved by our dedicated team of trained agents.
- **Protection from false allegations and unfair ratings:** We've put new systems in place to better detect and help protect drivers from false allegations and unfairly low ratings.
- **Access to drug tests:** For US drivers whose accounts are at risk of permanent deactivation for drug-impaired driving, a drug test fully funded by Uber is available through a nationwide partnership with Labcorp. Drivers can take a drug test to disprove an accusation, and Uber will cover the cost of the testing, whatever the outcome.

## Designing with equity in mind

- **Display names and pronouns:** We made it easier for transgender and non-binary drivers and couriers in the US to [update their display names and pronouns](#) directly in the app. Our dedicated support agents received specialized training to help better resolve the unique challenges these communities may face, including—but not limited to—profile photo approval, duplicate account confusion, and background-check issues.

<sup>23</sup>Shopping is live in Australia, Brazil, Canada, Chile, Costa Rica, Colombia, Mexico, Peru, and the US. The Digital Plus Card is only available in Australia, Canada, and the US.





# ESG performance indicators

## Social indicators

### Driver and courier well-being (global)

	2021	2022	2023
Drivers and couriers satisfied <sup>24</sup>	72%	75%	75%

<sup>24</sup>The brand health tracker survey was fielded from 1/1/2023 to 12/31/2023, with slight differences in sampling cadences between drivers and couriers across different markets. This is a global composite score of key markets among drivers and couriers, where applicable, who responded that they are either "somewhat satisfied" or "very satisfied" with their experience with Uber. The data value in the 2022 column has been corrected since the original publication of this report.





# Safety

## At a glance

- **“Stand for safety” is a company value at Uber.** We embed safety into everything we do, and we’re committed to helping make Uber safer for everyone using the platform.
- **We continue to embed our global safety management system into our organizational structure.** This drives our safety practices globally to evaluate and control for safety risks. We closely monitor and analyze the impact of safety initiatives and risk mitigations.
- **The vast majority of Uber trips and deliveries—over 99.9%—ended without a safety incident.** During 2023, we saw the number of active drivers and couriers grow by over one million, and as of year-end 2023, the number of active drivers stood at an all-time high. As that number grew in that timeframe, the percent of trips without a safety incident—99.9%—remained constant. Additionally, monthly supply hours per active driver, the metric by which we measure driver engagement, is up 10% year over year globally as of Q4 2023. Finally, the number of active drivers leaving the Uber platform, or driver churn, is down broadly across our top markets.
- **We’ve deepened investment in driver and courier health and safety.** We have continued to expand and innovate on safety features, including rider identity verification, Audio Recording, and dashcam integrations. Our safety assurance tracks the impact of Uber’s policies and processes on the safety of all users.
- We’re proud signatories of a new [Global Charter on Courier Safety and Health](#) developed in partnership with the International Transport Workers’ Federation, an organization connecting more than 700 affiliated trade unions from 154 countries.

## Stakeholder engagement

We’ve continued to prioritize engagement with a broad set of stakeholders—including shareholders, the people using our platform, policymakers, and safety experts and advocates—to understand how Uber’s safety strategy should continue to evolve. Uber is committed to incorporating feedback into our processes and investments to make Uber the safest transportation and delivery platform.

**What we heard:** Continue safety disclosures, increase engagement with worker health and safety thought partners.

We’ve heard from drivers that they would like Uber to take additional steps to verify rider identities.

**How we responded:** We’ve continued to drive accountability by tying a portion of executive compensation to global safety performance.

We took action in early 2024 with the introduction of a new verified rider badge in the Uber app.

Following the release and recommendations of our civil rights assessment (CRA), we made progress on a safety-related recommendation by appointing to [Uber’s Safety Advisory Board](#) a new member with expertise in worker health and safety. We also made progress on another safety-related recommendation as it related to [improving deactivation policies and procedures](#). To learn more about our third-party, independent CRA as it regards to safety, please go to [page 65](#) this report and [read the CRA](#) report.

## Governance

Safety, including driver health and safety, is overseen at the highest levels of our company, including our Board, and incorporated into our executive compensation plan.

The Board receives updates at least annually and is actively engaged in user safety. Our Senior Vice President of Core Services and our Head of

Safety reports to the Board on Uber’s Safety Management System, which can include updates on Uber’s safety policies, safety risk management and controls, and safety assurance, including reporting on critical safety incidents like motor vehicle fatalities, physical assault fatalities, and critical sexual assaults.

# User safety

Our safety management system (SMS) is the foundation of our commitment to safety. Our SMS drives organizational safety practices globally to evaluate and control for safety risks, monitor and analyze the success of safety initiatives and risk mitigations, foster a positive safety culture at Uber, and drive continuous improvement in safety. It is global and company-wide in scope.

## Uber’s safety management system is organized across 4 key pillars

01

### Safety policy and objectives

Establishes Uber’s commitment to safety, roles and responsibilities for safety, and the processes and structures in place to help achieve safety goals and pursue continuous improvement.

02

### Safety promotion

Includes the training, communication, consultation, and other arrangements that support our ongoing safety approach and help promote a positive safety culture internally and externally.

03

### Safety risk management

Refers to the proactive identification, assessment, and efforts to mitigate safety risks associated with Uber’s platform.

04

### Safety assurance

Mechanisms for monitoring, analyzing, and measuring overall safety performance, including appropriate incident management and continuous improvement of our safety management approach.



**Safety is at the core of everything we do, and that starts with a robust safety management system. Our global Safety team is integral to this system and is working toward the same goal of helping make Uber the safest platform to go anywhere and get anything in every country where we operate.**

**Gus Fuldner**

Senior Vice President, Core Services

## Safety policy and objectives

Uber is committed to standing for safety. The Executive Leadership Team (ELT) has accountability for company-wide safety risk and performance. ELT is held accountable for the overall safety of the users of Uber’s platform—including drivers, couriers, and riders—with a portion of their compensation tied to safety results. Since 2021, the measurement of safety performance has been tied to global safety incident rates, for the mobility and delivery business.<sup>25</sup>

Uber’s Safety team reports directly to management. It is tasked with driving a consistent and effective company-wide safety approach by providing independent guidance and oversight to Uber’s mobility and delivery teams around the world. This team is responsible for assessing

how various policies and products affect the health and safety of users of the platform. It’s also responsible for analyzing Uber’s safety performance and the rollout of Uber’s safety features on the platform.

Uber’s governance structure helps ensure that the Board and management are actively engaged in safety management and performance. Uber’s Board receives updates on safety performance at least annually. Uber’s Senior Vice President of Core Services and our Head of Safety report to the Board on Uber’s SMS, which can include updates on Uber’s safety policies, safety risk management and controls, and safety assurance, with specific reporting on critical safety incidents like motor vehicle fatalities, physical assault fatalities, and critical sexual assaults.

<sup>25</sup>See “Strategic Goals & rTSR Modifier - Safety Improvement Goals” within the “Compensation Discussion & Analysis” section of our [Proxy Statement](#) for the 2024 Annual Meeting of Stockholders filed with the Securities and Exchange Commission on March 25, 2024, for more information regarding safety goals as a component of executive compensation.



# Safety promotion

Safety promotion includes the training, communication, consultation, and other arrangements that support our ongoing safety approach and promote a positive safety culture internally and externally.

## Safety culture

Internally, Uber has continued to invest in driving a proactive safety culture. Our “Stand for safety” company value is embedded in our employee experience and performance reviews. Uber has implemented safety training modules for employees including Prioritizing User and Platform Safety, Courage to Speak Up, and Demonstrating Safety Leadership.

## Consultation

Standing for safety starts with deeply understanding the needs of the people who use Uber’s app, as well as getting input and feedback from safety experts and the broader communities in which we operate.

## Safety market research

Uber regularly monitors safety sentiment, perceptions, and concerns among riders, drivers, and couriers globally across a variety of proprietary research initiatives, including:

- Our Quarterly Brand Tracking Survey that measures safety sentiment among a representative sample of riders, drivers, and couriers
- Our Safety Tracker that surveys thousands of riders, drivers, and couriers across 10 markets to better understand their top safety concerns and perceptions of and experiences with Uber’s safety features
- Custom qualitative and quantitative research investigating drivers’ and couriers’ needs and perceptions around high-priority safety initiatives

## Driver and courier engagement

We strive to listen to and learn from drivers and couriers, in particular. Our engagement and consultation complements our foundational safety market research. Uber regularly runs targeted events where drivers and couriers can share their experiences with management. In many countries, we also have specific worker representation forums, where we seek input from drivers and couriers, including direct feedback about safety matters. For example, read the “[Listening to drivers and couriers](#)” page of this report.

## Expert engagement

Our team also proactively seeks out advice from safety experts. In the past year we’ve engaged with more than 50 organizations to get their feedback and views on our safety work. These groups include rideshare and delivery worker organizations, women’s safety organizations, disability advocate organizations, survivor and victim groups, law enforcement, road safety advocates, crime and fraud prevention experts, and more. Our aim remains to incorporate their perspectives into our processes and continue to set the bar for safety in our industry.

We would not be where we are today without the guidance and support of experts and advocacy groups, and we remain thankful for the opportunity to listen to, learn from, and partner with people from around the globe who help guide our safety journey.



## Safety Advisory Board

Since its creation in 2015, Uber’s Safety Advisory Board has played an important role in shaping Uber’s approach to safety. The Board is chaired by former US Secretary of Homeland Security Jeh C. Johnson and includes leaders in gender-based violence prevention and domestic violence prevention, road safety, public health, and law enforcement. In 2024, and in relation to a recommendation from Uber’s civil rights assessment, Uber engaged a new Safety Advisory Board member who has held leadership positions in worker health and safety, and whose expertise will enrich our approach to driver and courier health and safety.

## Key highlights from 2023

### Helping to improve road safety

Uber and the Global Alliance of NGOs for Road Safety [launched a partnership](#) to improve the availability of safe and affordable motorcycle helmets around the world. Our partnership will result in a global working group of road safety experts to develop a white paper, policy advocacy, and a toolkit for local NGOs and government to improve helmet standards and access.

This is in addition to country-specific Uber initiatives and partnerships to increase availability and drive adoption of personal protective equipment for couriers and moto drivers. For example, Uber launched a Helmet Club campaign in Japan, partnered with We Ride Australia to raise the bar for safety in the delivery industry, and invested in equipment like reflective vests for couriers in Taiwan.

### Continuing our commitment to ending gender-based violence

In 2023, we announced a commitment of \$10 million over 5 years, through Uber’s Driving Change initiative, for community partnerships working to end gender-based violence. Uber currently has Driving Change partners in Australia, Brazil, Canada, France, India, Mexico, South Africa, the UK, and the US. These partners have shaped our safety journey, making safety an integral part of the company’s work. They’ve not only inspired innovative safety features but also played a pivotal role in launching educational prevention and awareness campaigns in different parts of the world.

### Partnering with drivers, couriers, and their representatives to solicit feedback on safety

We remain committed to getting input from drivers and feedback on their safety-related driving and delivery experiences with Uber. In Australia, we formed a new [National Work Health & Safety Committee](#) for delivery people.





# Safety risk management

Safety risk management refers to the proactive identification, assessment, and efforts to mitigate safety risks associated with Uber's platform. Our safety risk management process provides a framework for thorough examination of our systems and the environment in which we operate. We use this process when we discover safety risks, when we identify an ineffective control of an existing safety risk, and when significant changes are made to our operations, such as the launch of a new line of business.

## Spotlight

### Working to make the driving experience safer

We know that our approach to safety is an important factor in building trust so that people choose to earn with Uber. And the drivers using our app recognize Uber's investment in safety: an average of 81% of drivers and 83% of couriers across Australia, Brazil, Canada, France, India, Japan, Mexico, Taiwan, the UK, and the US agree that Uber is committed to their safety.<sup>26</sup>

During 2023, we saw the number of active drivers and couriers grow by over one million, and as of year-end 2023, the number of active drivers stood at an all-time high. As that number grew in that timeframe, the percent of trips without a safety incident—99.9%—remained constant. Additionally, monthly supply hours per active driver, the metric by which we measure driver engagement, is up 10% year over year globally as of Q4 2023. Finally, the number of active drivers leaving the Uber platform, or driver churn, is down broadly across our top markets.

We know our work on safety is never done, which is why we consistently leverage feedback from drivers, as well as leading indicators and insights about safety incidents, to design and roll out safety features and operational processes that help support drivers and couriers.

#### Rider verification

We've heard from drivers that they would like Uber to take additional steps to verify rider identities. We took action in early 2024 with the introduction of a new verified rider badge in the Uber app. We believe that this badge will help give drivers more peace of mind on the road, promote safer and more comfortable interactions, and help make the Uber platform safer.

The [verified rider badge](#), currently available in select US cities, is automatically added to rider accounts after we validate that the information they've provided Uber about their identity is accurate. Riders will be considered verified if Uber can confirm certain rider account details against trusted data sources or if the rider chooses to provide an ID document.

The badge will be visible to drivers when they receive a trip request from a rider who has completed the verification process.

This work builds on Uber's existing rider verification processes, including banning riders found to have fake names and requiring identification for riders with anonymous payment methods in many countries.

#### Safety media

Uber is continuing to invest in safety media to help promote accountability and deter bad behavior, reduce safety incidents, and provide better support and safety incident classification.

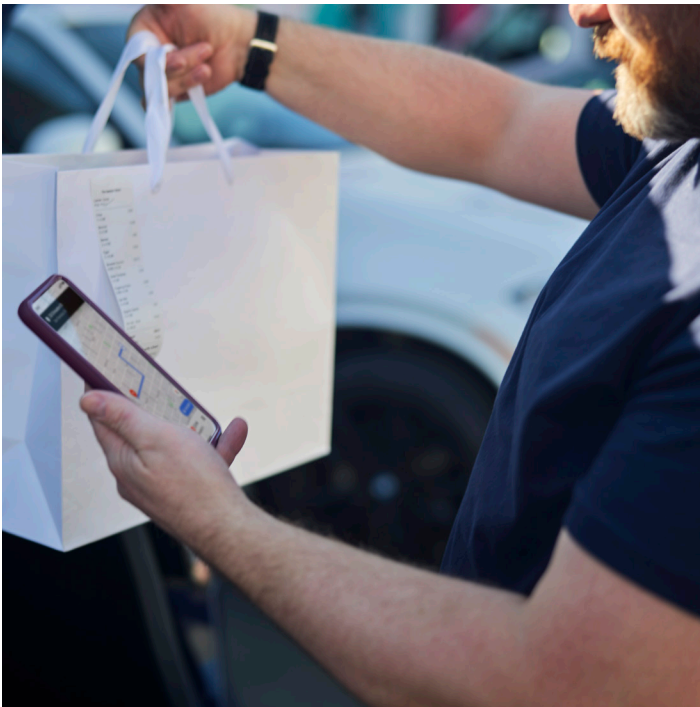
- **Dashcam integration:** Drivers with dashcams can choose to register them in the Uber app and share video footage in the event of a safety incident or if a rider makes a report against them. Uber will also notify riders if drivers register their dashcam. This feature is available across North America and Latin America, as well as Australia, France, Japan, New Zealand, and the UK.
- **Audio Recording:** Uber first launched our Audio Recording feature in Latin America in 2019. It allows riders and drivers to record encrypted audio in-app during a trip while including features that help protect privacy. First expanded to the US in 2021, it's now live nationwide, as well as in Australia, Canada, Egypt, Ghana, India, Kenya, New Zealand, Nigeria, Pakistan, South Africa, and Taiwan.
- **Record My Ride:** In November 2022, we launched Record My Ride in select cities in the US, Mexico, and Brazil. This feature allows drivers to record video of trips using their smartphone's front-facing camera, without the added expense of a separate dashcam. Similar to our in-app recording feature, recordings are encrypted and cannot be accessed unless the driver chooses to share it for review.

#### De-escalation education

We launched educational materials around conflict management and de-escalation intended to help drivers practice verbal and nonverbal communication techniques to help mitigate and defuse conflicts. Modules consist of guidance and decision-based scenarios helping drivers to safely and successfully deal with disrespectful or aggressive behavior.

<sup>26</sup>Based on Uber 2023 survey data of drivers and couriers in listed markets.





Couriers play a vital role in everyday life for millions of people, making delivery of almost anything available at the tap of a button. We're proud to be working with the ITF to roll out an industry-leading charter that prioritizes the health, safety, and well-being of everyone who delivers on the Uber platform.

**Pierre-Dimitri Gore-Coty**

Senior Vice President, Delivery

### Spotlight

## Courier health and safety

Uber is committed to safety and helping protect everyone who uses the platform. We recognize that couriers can face unique safety concerns, and we've invested in initiatives designed to help strengthen their safety on our platform.

### Global Charter on Courier Safety and Health

We're proud signatories of a new [Global Charter on Courier Safety and Health](#) developed in partnership with the International Transport Workers' Federation, an organization connecting more than 700 affiliated trade unions from 154 countries. The charter consists of 12 principles of how we proactively support couriers, build safety into our app, and work with partners and cities to improve courier safety.

### Industry standards

We recognize that industry standards have the potential to improve courier safety, and we're committed to advocating for safe and sustainable standards for couriers. For example, Uber has supported the establishment of the [Meal and Grocery Delivery Company Motorcycle Road Safety Charter](#) by Transport for London, as well as the Japan Food Delivery Service Association's [Guidelines for Improving the Working Environment for Delivery Personnel](#).

### Education for couriers

Uber has continued to create customized safety education content for couriers prioritizing their top safety concerns and leading safety indicators. Education is a cornerstone of Uber's approach to courier health and safety through which we aim to provide information they need to drive and deliver safely. During 2023, we've invested in important education modules, including:

- Safe Deliveries: Item-Handling and Delivery Hazards Education:** Reviewed by the National Safety Council, this module covers topics such as safe lifting techniques to avoid injuries when delivering heavy, bulky, oddly shaped, or hazardous objects; how to use equipment and clothing to help improve safety in delivery; how to recognize warning signs and deal with hazardous items; and how to pack, secure, and balance orders during delivery.
- Road safety education:** In partnership with ASIRT (Association for Safe International Road Travel), we launched road safety education for couriers who deliver by bike, motorcycle, and car. The education covers following the rules of the road, how to help keep other road users safe, safer pickup and dropoff, and the use of PPE like helmets and seat belts. In addition to this education, we also launched pre-trip bike and motorcycle safety checklists for couriers who deliver on 2 wheels.



# Safety assurance

Our safety assurance processes provide mechanisms for monitoring, analyzing, and measuring overall safety performance, including appropriate incident management and continuous improvement of our safety management approach.

## Proactive monitoring and audits of our critical safety systems

Uber aims to increase trust in our safety ecosystem by ensuring that our safety systems perform as intended, comply with internal safety standards, and serve the goal of maintaining a high-performing safety ecosystem. When we do find an issue, we have processes in place to help make sure risks are evaluated, prioritized, and effectively mitigated.

## Safety incident investigations

After a safety incident occurs, we may perform an investigation to better understand what happened, why it happened, and how we can improve our safety management system to prevent a similar incident from happening again. In these investigations, we may examine the human, environmental, and system factors to learn what we can about what might have contributed to the event. This helps give us an impartial, comprehensive, and detailed assessment of the incident that directly informs how we improve our safety systems.

## Continuous improvement

Uber aims to embed best practices and key assurance functions into the development of our safety systems. We capture, track, and monitor key gaps to ensure continuous improvement of our processes.

Uber's ELT (Executive Leadership Team) and regional business leadership set business goals focused on incident rate reduction. Our performance against these metrics is reviewed regularly. Uber's Internal Audit team and Global Safety Assurance team provide independent oversight and assurance to management on the suitability of our company-wide safety approach.

## Safety incident report collection and support process

Safety incident reporting forms the foundation of our safety assurance process. Technology has made it easier than ever to provide feedback and report when things go wrong. We're constantly looking to improve our incident reporting and support process to help users submit incident reports quickly and easily in a manner that suits their needs. We also continue to proactively reach out to users to gather safety information and incident reports through safety features such as RideCheck.

In most countries, users have multiple channels to report a safety incident. Those may include:

### User-driven methods

- Post-trip in-app support
- On-trip in-app reporting
- Uber's website
- 24/7 Safety Incident Reporting Line
- Uber Greenlight Hubs

### Proactive incident report gathering

- Social media mentions (such as on Facebook and X)
- News media mentions

### Uber outreach to users

- RideCheck
- In-app Emergency Button

### Reports from third parties

- Regulator outreach
- Insurance claims
- Other third parties

## Safety incident measurement

Uber's safety taxonomy acts as the basis for measuring and reporting the data needed to understand and help improve safety on our platform. Uber classifies all incident reports according to the description given by the reporting party, and our agents take action according to this initial classification. This approach to classifying reports according to the description of the reporting party is supported by experts and ensures that reports are categorized with as little subjective assessment as possible. The safety taxonomy uses a hierarchical approach, which means that although multiple incidents or injuries can occur during a single event, each report is assigned to the most serious category reported.

## Safety incident response

Uber's goal is to quickly respond to every report of a safety incident, handle it with care, and gather robust information that helps enable future incident prevention. Our incident response agents take their responsibilities seriously and share a common mission: to do the right thing for people reporting a safety incident. We have teams working 24/7 that are tasked with responding to and supporting users. If someone reports a safety incident, we aim to provide them with support resources tailored to the type of incident and the country where they are.



# Safety reporting

Beyond internal performance tracking and auditing, Uber also prioritizes safety reporting and compliance requirements globally. With operations in over 70 countries, we adapt to meet specific local reporting and transparency requirements relevant to our business. This ranges from meeting existing regulatory reporting requirements—at city and country levels—through to working with government, industry, and safety advocates to shape new approaches to cross-industry reporting.

Uber remains one of the few companies to regularly release rideshare safety incident data, and we are the only company in the rideshare and delivery space to continue to do so regularly.

Our most recent US Safety Report showed that safety incidents remain incredibly rare, with over 99.9% of trips on the Uber platform in 2019-2020 ending without a safety incident.

Of all US rideshare trips, 0.0002% had a report of a critical safety incident which includes motor vehicle fatalities, sexual assault, and physical assault resulting in fatality. Although these incidents are incredibly rare, we recognize that each one represents a devastating experience for the individuals, families, and communities affected.

Uber engaged third parties to assess the accuracy of our data practices and safety processes, with validation statements included in our last Safety Report. These validations were conducted by third-party experts in their field such as RALIANCE and the Governors Highway Safety Association.



99.9%

**US Uber trips that ended without any safety-related incident**

0.0002%

**US Uber trips that had a reported critical safety incident**

2.8M+

**US Uber trips per day**

## Civil rights assessment

As part of our recently released civil rights assessment (CRA), our third-party, independent assessor evaluated several aspects of Uber’s approach to user safety, including our standards and policies; prevention efforts; complaint and investigation procedures; response to fairness concerns in the deactivation experience; and data transparency and accountability practices.

Additionally, our CRA included:

- Interviews with each member of the company’s executive team
- Interviews with more than 80 internal subject-matter experts across numerous functions and at various levels of seniority
- A roundtable discussion with members of Uber Crew—a group of more than 70 drivers and couriers who represent the drivers and couriers in their geographic regions
- Review of documents and data received from Uber, including policies, procedures, and training materials
- Review of publicly available documents, including Uber’s Environmental, Social, and Governance (ESG); People and Culture; and Safety reports, as well as public statements by and about Uber related to civil rights and DEI

Since the release of our CRA, we have:

- Appointed to Uber’s Safety Advisory Board a new member with expertise in worker health and safety
- Made progress on improving deactivation policies and procedures



For more detailed information on our CRA’s assessment related to safety, please refer to our civil rights assessment.





# ESG performance indicators

## Social indicators

### Safety data<sup>27</sup>

Motor vehicle fatalities (US rides)		
Motor vehicle fatalities by vehicle miles traveled <sup>28</sup>	2017-2018	2019-2020
(Per 100 million VMT)	Uber rate <sup>29</sup>	Uber rate <sup>29</sup>
Motor vehicle fatalities by vehicle miles traveled	0.58	0.62
Total miles	18.5 billion	16.3 billion

Motor vehicle fatalities by trips <sup>30</sup>	2019	2020
	# of Uber-related fatalities	# of Uber-related fatalities
Motor vehicle fatalities by trips	59	42
Total trips	1.4 billion	650 million



For a detailed review of safety policies, processes, and data, please consult Uber's [US Safety Report](#).



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 consult the "Methodology" section of Uber's [US Safety Report](#) for more information on these metrics.

<sup>27</sup>Safety data included in Uber's US Safety Reports includes Uber-related incidents only. Please consult the "Methodology" section in [Uber's US Safety Report](#) for further detail on defining a safety incident in relation to the Uber platform.

<sup>28</sup>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 this means that the data could change over time. The data presented in this report includes incident reports reported on or before April 15, 2022.

<sup>29</sup>Uber rates are rounded.

<sup>30</sup>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 this means that the data could change over time. The data presented in this report includes incident reports reported on or before April 15, 2022.



# ESG performance indicators

## Social indicators

### Safety data<sup>31</sup>

#### Fatal physical assaults (US rides)<sup>32</sup>

Subcategory	2019		2020	
	# of fatalities	% of total trips <sup>33</sup>	# of fatalities	% of total trips <sup>33</sup>
Fatal physical assaults	9	0.000001%	11	0.000002%

#### Sexual assaults (US rides)<sup>34</sup>

Subcategory	2019		2020	
	# of incident reports	% of total trips <sup>33</sup>	# of incident reports	% of total trips <sup>33</sup>
Non-consensual kissing of a non-sexual body part	513	0.00004%	137	0.00002%
Attempted non-consensual sexual penetration	202	0.00001%	82	0.00001%
Non-consensual touching of a sexual body part	1,526	0.00011%	528	0.00008%
Non-consensual kissing of a sexual body part	338	0.00002%	110	0.00002%
Non-consensual sexual penetration	247	0.00002%	141	0.00002%

### 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 sexual penetration

Defined as: Without explicit consent from the user, someone attempted to penetrate the vagina or anus of the 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

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 the user, someone penetrated, no matter how slight, the vagina or anus of the 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 consult Uber's [US Safety Report](#).



<sup>31</sup>Safety data included in Uber's US Safety Reports includes Uber-related incidents only. Please consult the "Methodology" section in [Uber's US Safety Report](#) for further detail on defining a safety incident in relation to the Uber platform.

<sup>32</sup>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 this means that the data could change over time. The data presented in this report includes incident reports reported on or before April 15, 2022.

<sup>33</sup>Incident reports as a percent of total trips are rounded.

<sup>34</sup>This report reflects audited sexual assault reports that were classified into one of the categories in this table. Uber occasionally receives notice of a potential sexual assault well after the trip has ended, so for this reason the data may change over time. The sexual assault data presented in this report includes incident reports reported on or before April 15, 2022.



# Environmental sustainability and climate change

9.0%

Share of trip miles completed in ZEVs on Uber in Europe (Q1 2024)

8.2%

Share of trip miles completed in ZEVs on Uber in the US and Canada (Q1 2024)

143K+

Monthly ZEV drivers active on Uber's Driver app, globally (Q1 2024)

100%

Renewable energy match for all US offices

## Science Based Targets

### Near-term

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 42% by 2030 from a 2021 base year.<sup>35</sup>

Uber also commits to reducing Scope 3 GHG emissions from use of sold products 34% per service kilometer within the same time frame.

### Long-term

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2021 base year.<sup>35</sup>

Uber also commits to reducing Scope 3 GHG emissions from use of sold products 97% per service kilometer within the same time frame.

## Stakeholder engagement

**What we heard:** We held many conversations with shareholders that were focused on understanding Uber's net-zero goals, strategy, and progress as well as our work on sustainable delivery and supply chain. Shareholders also shared that additional disclosures about our Science Based Targets initiative (SBTi) approval and reasonings, our point of view on why this target is concrete, and a transition plan with a clear road map would help mitigate apprehension.

**How we responded:** Enhanced our Environmental, Social, and Governance Report (ESG Report) to more clearly discuss our climate transition plan structure, highlighting governance, scenario analysis, value chain engagement, low-carbon initiatives, policy engagement, risks and opportunities, and our climate-related goals. We also announced delivery and freight goals and maintained our [Climate Assessment and Performance Report](#) publication, showing how we've progressed toward increasing monthly active zero-emission vehicle (ZEV)<sup>36</sup> drivers, quarterly ZEV trips, and share of trip miles completed in ZEVs on Uber in Canada, major European markets, and the US.

## Governance

The Board, through the Nominating and Governance Committee (NGC), oversees environmental sustainability, including our approach to climate change-related matters. The NGC periodically receives updates on policy and regulatory trends at the local, state, and national levels concerning climate- and emissions-related developments and receives reports on Uber's strategy for and progress toward achieving its science-based emissions-reduction targets. The NGC provides updates to the full Board on these matters. 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 Head of Sustainability, 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 goals and endorses emissions-reduction programs.

<sup>35</sup>The target boundary includes biogenic emissions and removals from bioenergy feedstocks; use of "GHG" in this section refers to "greenhouse gas."

<sup>36</sup>We use the defined term "zero-emission vehicle (ZEV)" to refer to zero "tailpipe" emissions from the applicable vehicle, in addition to other generally accepted criteria within the industry. To review the full definition, go to [here](#).



# Climate transition plan

Uber is working toward a more sustainable future because it's the right thing to do for our business, the people who use our platform, and the cities in which we operate.

We believe sustainability should be easy, not complicated. As we work toward making it easier to go green with Uber, we're focusing on 4 main areas:

**Mobility:** Helping drivers go electric with incentives that help make EVs more affordable and in-app features that help make charging them easier; helping consumers embrace a low-emission lifestyle with access to greener rides.

**Delivery:** Helping merchants transition to more sustainable packaging alternatives by improving awareness of and access to reusable, recyclable, and compostable packaging; playing our part in the world's transition to zero-emission deliveries.

**Corporate operations:** Furthering the development of a safe, healthy, and more sustainable workplace and leveraging the support of renewable energy projects.

**Uber Freight:** Enabling shippers to decarbonize their logistics networks by increasing transparency, efficiency, and access to cleaner freight transportation options; helping motor carriers transition to cleaner trucks through partnerships and execution technology.

## Transparency

We continue to publish our progress toward our goals and Uber's climate impact through our Environmental, Social, and Governance Report and our [Climate Assessment and Performance Report](#).

### Drivers on Uber are going electric 4-5 times faster than the general population<sup>37</sup>

ZEV drivers on Uber have become the world's early adopters; current uptake is 4 times higher in Europe, and over 5 times higher in Canada and the US than drivers in the general population. It is even faster in cities like London that have supportive policies in place.

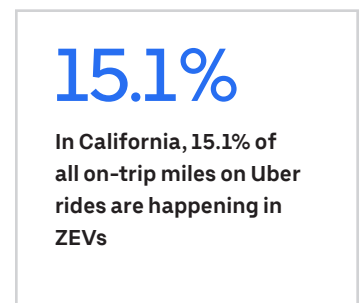
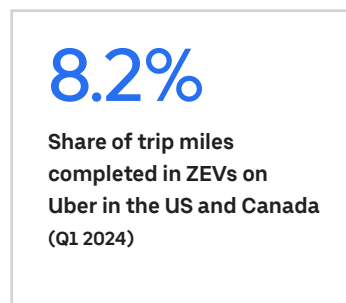
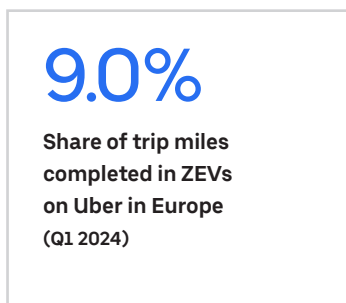


Tackling the climate crisis is the challenge of our time, and Uber is racing to electrify and become a more sustainable business. Uber drivers are leading the charge and making an oversized impact on climate—they've gone electric 4-5 times faster than the average motorist in Europe, Canada, and the US. And we're proud to be the first global company to set a goal to end unnecessary plastic waste for restaurant delivery and reach zero emissions for all deliveries.



This is important progress, but the reality is that hitting our goals won't happen without deeper partnership and more action from governments and industry leaders. Climate continues to be the ultimate team sport, and we all need to speed up on this work in 2024.

**Thibaud Simphal**  
Senior Director, Global Head of Sustainability



<sup>37</sup>Canada, US, and European benchmark data is as of 2023 and is sourced from the [International Energy Agency](#). Note that "BEV" refers to battery electric vehicles.



## More sustainable packaging

We are collaborating with local experts in key markets (including Australia, France, Japan, Taiwan, and the UK) to develop localized guidelines on sustainable packaging criteria, taking into account regulation, infrastructure, and supply considerations. Also, as of December 2023, we partner with packaging suppliers across some of our largest markets globally (including Australia, France, the UK, and the US) with discounts between 8% and 35% off retail prices.

## Uber Freight Emissions Dashboard

Launched this dashboard enabling emissions estimates visibility across all modes and geographies within our freight network using a GLEC-aligned framework

## Renewable energy

Achieved 100% renewable energy match for all US offices

### We've set ambitious climate goals, but we can't meet them alone

We believe our efforts to help drivers on Uber go electric ahead of the general population can catalyze widespread electrification and emissions reduction across the transport sector, because active Uber EV drivers can deliver up to 4 times the emissions savings as EV drivers in the general public. However, climate is a team sport and Uber will not reach our zero-emission goals without stronger action from policymakers and businesses. Therefore, we continue to call on policymakers and industry leaders to double down on the EV transition and take action to expedite it.

EV adoption on Uber is fastest in places where governments lead with bold policies, public education, and funding that, in tandem, spur and support industry to make substantial investments in EV supply and infrastructure (such as British Columbia, California, Portugal, and the UK). That's why we promote policies critical to expediting the EV transition. As examined in a recent [Bloomberg New Energy Finance \(BNEF\) report](#), commissioned by Uber, governments and industry need to take action in 4 areas:

1. Increase the supply of more affordable ZEVs suitable for ride-hailing and other high-mileage, working drivers
2. Focus ZEV incentive programs on high-mileage working drivers to help speed emissions reductions and reinvest in local green economies
3. Increase the supply and lower the cost of EV charging, particularly for drivers without access to home charging
4. Leverage public road infrastructure in cities to incentivize EV uptake through pricing discounts and vehicle access exemptions for ZEVs to parking, lanes, roads, high-traffic zones, and other public space

We're excited to continue working with our industry partners, researchers, advocacy groups, and policymakers to enact policies that support a fair transition to ZEVs for rideshare drivers. This will accelerate decarbonization and pollution reduction across the urban transport sector.

# Goals

## Science Based Targets

### 2030

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 42% by 2030 from a 2021 base year.<sup>38</sup>

Uber also commits to reducing Scope 3 GHG emissions from use of sold products 34% per service kilometer within the same time frame.

### 2040

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2021 base year.<sup>38</sup>

Uber also commits to reducing Scope 3 GHG emissions from use of sold products 97% per service kilometer within the same time frame.

### Overall net-zero target

Uber commits to reaching net-zero GHG emissions across the value chain by 2040.

## Uber's goals

By end of:

2025

100% of rides in London and Amsterdam are zero-emission

50% of all mobility kilometers in 7 European capitals<sup>39</sup> are zero-emission

80% of deliveries in Europe and Asia-Pacific using more sustainable packaging

100% renewable energy match in US offices (achieved in 2023)

2030

100% of rides in Canada, Europe, and the US are zero-emission

100% of deliveries in 7 European capitals are zero-emission<sup>39</sup>

100% of deliveries globally using more sustainable packaging

Net-zero climate emissions from all corporate operations (such as offices and data centers)

2040

100% of rides and deliveries globally in zero-emission vehicles, on micromobility, and/or on public transit

Net-zero climate emissions across all lines of business (mobility, delivery, and freight) and operations

Uber Freight aims to shift 80% of its global brokerage shipments to cleaner transportation

<sup>38</sup>The target boundary includes biogenic emissions and removals from bioenergy feedstocks.

<sup>39</sup>Amsterdam, Berlin, Brussels, Lisbon, London, Madrid, and Paris.



9.0%

Share of trip miles completed in ZEVs (zero-emission vehicles) on Uber in Europe (Q1 2024)

8.2%

Share of trip miles completed in ZEVs on Uber in the US and Canada (Q1 2024)

143K+

Monthly ZEV drivers active on Uber's Driver app globally (Q1 2024)

100%

Renewable energy match for all US offices

## In 2023 alone, we:

Expanded our **sustainability goals to our delivery and Uber Freight** businesses.

Received **approval** for our emissions reduction targets from the **Science Based Targets initiative (SBTi)**.

Hosted our **first-ever sustainability product event, Go-Get Zero**, in London, UK.

Signed a **global mobility deal with bp pulse** to help further our electrification goals and unveiled **bp pulse's new hub with dedicated Uber charging bays** in London.

Expanded **Uber's in-app EV Hub** to drivers in France, the Netherlands, and the UK.

Expanded **Uber's in-app EV charging map to drivers in Europe** (France, Norway, Portugal, Romania, Spain, and the UK).

Announced **at-home charging partnership with EVSE in Australia**, providing eligible drivers with discounts of 20% off certain hardware and 10% off installation costs.

Launched the **Uber Freight Emissions Dashboard**.

Released a **policy white paper** detailing the results of the **One Less Car trial** in Australia.

Published a blog post **supporting the European Union's new Declaration on Cycling** to showcase our commitment to safety and sustainability.

Announced our **pilot partnership with Ford Drive**, which allows eligible drivers in San Diego, San Francisco, and Los Angeles to flexibly lease a Ford Mustang Mach-E.

**Partnered with Tesla** to provide eligible drivers with the opportunity to earn up to \$2,000 after buying a new Tesla Model 3 or Y and completing 100 rides on the Uber platform.

**Partnered with Zoomo** to make the Super Soco CPx, a preferred electric moped for London-based couriers, more accessible to couriers in the city.

**Piloted electric trucks** on the Uber Freight platform with WattEV and CHEP.

Piloted a feature in the Uber Eats app that **allows users to select merchants who use more sustainable packaging** (Amsterdam, London, New York, Paris, San Francisco, and Taipei).

**Launched Uber Green** in **Australia**, Chile, Costa Rica, Ireland, Italy, and New Zealand.

An Uber leadership delegation **attended COP28 in Dubai and engaged with partners and policymakers** on how to accelerate the sustainability transition.

Launched a **partnership with Latin American micromobility leader Tembici** to make electric and common bicycles available on Uber's app.

Launched **Green Teams**, our sustainability employee engagement program.

Kicked off **partnerships with suppliers across the US, Asia-Pacific, and Europe** to support the restaurant industry's transition away from environmentally harmful packaging.

Partnered with Visa to **enable restaurants to apply for financial support that can help them switch to more sustainable packaging** in select US and European cities.

**Teamed up with RMI** to analyze the **specific challenges and opportunities** that couriers can face in making the switch to last-mile zero-emission transportation.

Launched a **battery-aware matching pilot in the US**, filtering out trip requests that would be longer than a driver's estimated battery range.

Launched **Uber Electric Boda (Moto)**, our first electric-only Moto product in Nairobi, Kenya.

Signed a **charging deal with French retailer Carrefour** to offer eligible drivers discounted rates at 100 locations, with an aim to scale to 800 locations by 2025.

Piloted **Uber Planet as a preference** in LatAm, allowing consumers to opt in to offset the emissions of each of their trips regardless of the product selected.

Launched and scaled our **DeliverZero reusable packaging partnership**, now available in Boulder, Denver, Los Angeles, and New York City in the US.

Launched one of the **largest electric 2-wheeler partnership programs in the global online food delivery (OFD) industry** through a joint investment deal with Gogoro in Taiwan.

Launched our **Emission Savings feature** in the Uber app.

Announced alongside **Redbridge** and **Brent** councils in London that over **300 new Uber-funded EV chargers** will be installed in the 2 boroughs.

Was featured in the **US Department of Transportation's Charging Ahead toolkit** as a best-practice case study on how government agencies around the world can support the electrification of private fleet vehicles.

**Expanded our Hertz partnership to the UK and France**, providing more options for drivers to rent an EV.

**Launched Uber Comfort Electric** in **Australia**, Germany, and Switzerland, our first markets outside the US and Canada.

Signed a **deal to promote Sushiro in Japan** as it converts to more sustainable packaging.



# Advocacy and policy support

**No one company or government alone can tackle the enormous climate and waste challenges facing communities around the world. That’s why it’s critical that we stand for thoughtful policies that align with a shared public and industry agenda for economic, environmental, and equitable progress.**

Most major battery EV markets around the world today started and continue to grow as a result of strong government policies. Similarly, markets for more sustainable packaging solutions often emerge from government programs or policy changes. Uber aims to have a 100% zero-emission platform in the US, Canada, and Europe by 2030 and around the globe by 2040. These goals are ambitious and unprecedented but align with science-based 1.5 degree-Celsius climate targets. This is why we advocate for equally ambitious policies across 5 key areas that we believe are critical to establishing the conditions that will help enable drivers and couriers to make the transition to ZEVs while also helping merchants (especially those in lower-income and smaller-business segments) transition to more sustainable packaging.

## 1 ZEV supply

Governments should adopt more ambitious supply-side policies, including fuel economy and vehicle CO<sub>2</sub> standards and ZEV mandates that spur ZEV sales for 4-wheel passenger cars and for 2- and 3-wheel vehicles while working to phase out most new combustion vehicle sales by the next decade.

## 2 ZEV incentives

Governments should offer incentives that help drivers acquire 4-, 3-, and 2-wheel ZEVs at a total cost that’s comparable to that of currently preferred fossil-fueled vehicles. Under budget constraints or program phase-outs, governments should launch or maintain programs focused on higher-mileage users and policies that boost the secondary ZEV market. [Research shows](#) governments can improve GHG

emissions savings by as much as 15x and local air pollutant reduction by as much as 10x by focusing ZEV incentive programs on highest vehicle-mileage driver segments, including rideshare. Furthermore, in many markets, most drivers and couriers on Uber prefer to acquire used vehicles.

## 3 Battery EV charging

Governments should adopt “right to plug” policies and infrastructure funding programs that help lower-income households, multi-unit housing occupants, and renters affordably and expediently access overnight EV charging. To boost supply and bring down the costs of public fast-charging supply, especially for drivers without home charging access, governments should streamline tender and build processes, and adopt policies that allow working drivers to access public fast

charging at rates at least 10% below fossil fuel prices on a per-vehicle-mile basis. They should also implement battery-swap and other charging infrastructure for battery 2- and 3-wheel vehicles.

## 4 Urban access for green vehicles

Cities should adopt pricing and vehicle access programs for public road infrastructure—including parking, lanes, roads, and high-traffic zones—to allow discounted or preferred access for 2-, 3- and 4-wheel ZEVs.

## 5 Responsible packaging and infrastructure

Governments should adopt policies that build circular economy infrastructure and create [Extended Producer Responsibility \(EPR\)](#) programs to eliminate single-use waste.



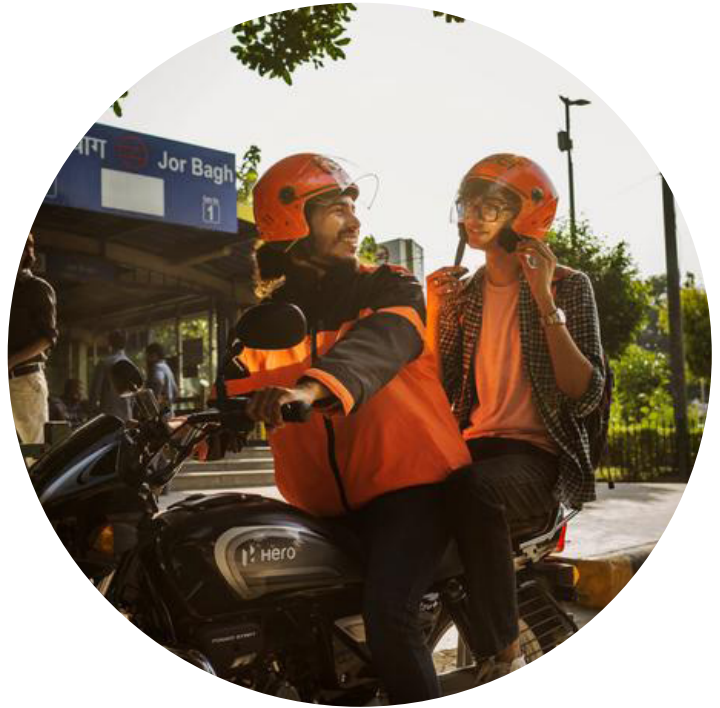




## We regularly engage advocacy organizations, researchers, and policymakers to better understand and advocate for policies that support the 5 key policy areas

In Australia, for instance, Uber participated in a multiyear campaign to advance a [New Vehicle Efficiency Standard](#) that aligns vehicle emissions policies with those in other countries in the Organisation for Economic Co-operation and Development (OECD). Such standards are critical for more access to affordable, fuel-efficient, and zero-emission vehicle models that help manage operating costs and reduce emissions in the communities where people, including drivers and couriers, live and work. Uber made a [submission](#) in response to an open consultation from the Australian government to show support for adoption of the standards and offer input on designs that could best serve the needs of rideshare and delivery drivers.

Similarly, in the UK, [Uber submitted a response](#) to the government's 2023 consultation on a proposed ZEV mandate. We voiced strong support for the UK government's proposed 100% ZEV sales target by 2035. We also encouraged lawmakers to consider additional design options that focus the support of ZEV access on high-mileage drivers, that ensure EV charging is rolled out in step with increasing ZEV sales and that call for further measures to stimulate the secondhand ZEV market. We joined the UK government transport minister to officially launch the ZEV mandate regulations coming into force.



### New research

#### Driving the Next Phase of Electric Mobility in Europe

Drivers on Uber in Europe are shifting to zero-emission vehicles, nearly exclusively battery electric vehicles (BEVs), about 4x faster than those in the general population. However, in order to reach 100% vehicle electrification in Europe by 2030, it is clear that more must be done.

In March 2024, BloombergNEF published a [report](#) commissioned by Uber that shows how Europe can accelerate electrification and emissions reduction in the transport sector by fast-tracking EV access for ride-hailing and other and shared mobility services. The report draws upon points of view from a panel of policy and industry experts and recommends near-term actions that can increase the chances of reaching 100% EVs on rideshare and other high-mileage segments in the medium term.

Most of the challenges in increasing the number of BEVs on the roads are not entirely unique to Uber or the ride-hailing sector, and are as follows:

- Increase the supply of more affordable BEVs suitable for ride-hailing
- Reduce the costs of transitioning to BEVs relative to ICE vehicles
- Lower the cost of charging for BEVs, particularly for drivers without access to domestic charging
- Ensure the opportunities to incentivize BEV uptake are factored into urban policymaking

### New research

#### Supercharging New York City's EV charging infrastructure to support all-electric rideshare

Uber funded [new research from HR&A Advisors](#) that assessed the status, challenges, and opportunities of NYC's EV charging infrastructure to support the mayor's goal of 100% zero-emission ridesharing and private-hire by 2030. The report recommends 10 strategies that can improve affordability and access to EV charging infrastructure, build the processes and systems that can properly support the needs of for-hire drivers, and help achieve the 2030 zero-emission goal, including:

- Identify high-need neighborhoods that overlap with for-hire drivers' places of residence to prioritize where to place overnight slow chargers and fast chargers
- Work with utilities to identify high-volume pickup and dropoff areas in which the grid currently has capacity to support new fast chargers
- Develop a comprehensive EV infrastructure deployment plan to strengthen coordination with utilities, optimizing the City's ability to achieve its emission-reduction and environmental-equity goals and electrify the for-hire vehicle fleet





Uber also sponsors research that scans global markets to identify and share best-practice policies or propose opportunities for new policies that can spur supply of more affordable ZEVs.

### New research

#### Decarbonizing last-mile delivery: a courier-centered modal shift study

There's a huge opportunity to help electrify deliveries, but couriers will need support from cities, delivery platforms, and NGOs to ensure that these modes are accessible, affordable, and safe to use. We're hopeful that this research, as well as the actions we're taking on the ground through partnerships and pilots, can help us make real progress on the path to decarbonizing last-mile deliveries. Uber commissioned research by the Rocky Mountain Institute (RMI) to study and release [a report](#) on how delivery platforms, local governments, and other stakeholders can take action to support couriers' transition to zero-emission delivery modes and electric 2-wheelers in particular.

- Reduce couriers' upfront vehicle and charging costs through financial incentives
- Increase access to charging and battery swapping through infrastructure investments and public-private partnerships
- Address road safety concerns through infrastructure improvements and targeted safety education and equipment

Thoughtful government policies are required in order to support the reduction of plastic and other single-use packaging waste while encouraging use of more sustainable packaging materials across the restaurant industry. Therefore, we also call on governments to adopt policies that build circular economy infrastructure (such as industrial recycling, composting, and reusable packaging collection, cleaning, and processing systems) and create EPR programs to reduce and process single-use plastic waste.

Policy adoption and infrastructure development to support sustainable packaging markets remains nascent across most major global markets. Therefore, to increase our understanding of and help educate our stakeholders about emerging solutions in this and other earlier-stage sustainable solutions areas, Uber forms partnerships with established, well-regarded experts.

We're collaborating, for example, with the [World Wildlife Fund](#) (WWF) and [Closed Loop Partners](#)—both global experts in identifying policy and industry solutions to eliminate plastic packaging waste—to guide on our packaging-waste-reduction initiatives and inform our work to support merchants in their transition to more sustainable packaging materials. Additionally, Uber is a member of the [Business Coalition for a Global Plastics Treaty](#), which includes key NGOs, financial institutions, and companies that provide policy recommendations to guide the UN Environment Programme's development of a global plastics treaty. In the US, Uber is also a member of the [WWF OneSource Coalition](#), a policy advocacy group through which we support principles of extended producer responsibility, environmental justice, and international leadership to support efforts aligned with the goals of the global treaty.

## Highlights of some 2023 policy developments we're tracking

### ZEV supply and incentives

#### EMEA

EU lawmakers [approved a ban on new fossil fuel cars](#), effective in 2035, after an agreed compromise with advocates to include vehicles powered by synthetic e-fuels.

[UK adopts ZEV mandate](#) requiring 80% of new cars sold in Great Britain to be zero-emission by 2030, increasing to 100% by 2035.

#### US and Canada

The US Treasury [clarified that rules](#) for consumer EV tax credits—while a bit restrictive with only [about 20 current EV models eligible](#) for the maximum \$7,500—are moving in the right direction.

Uber committed to reach 400 million EV miles driven on its platform in the [US by the end of 2023 as part of a US White House EV Acceleration Challenge](#) to increase public and private commitments to support an increased supply of affordable EVs for US drivers.

The US EPA is reviewing [California's ability](#) to require 50% ZEVs for new truck sales in 2035. Additionally, the EPA set final pollution standards, the [Multi-Pollutant Emissions Standards for Model Years 2027 and Later Light-Duty and Medium-Duty Vehicles](#). [Canada adopted a national ZEV mandate](#) to require 100% ZEV sales by 2035 for all new light-duty vehicles, including interim targets of at least 20% by 2026 and at least 60% by 2030.

#### APAC

Australia announces its proposed [New Vehicle Efficiency Standard](#) for new passenger and light commercial vehicles, which will bring their regulations on automakers in line with US vehicle policies.



## Highlights of some 2023 policy developments we're tracking (continued)

### Battery EV charging

#### EMEA

The UK launched a £381 million Local Electric Vehicle Infrastructure (LEVI) fund to support the rollout of public near-home charging.

#### US and Canada

The US government released \$700 million as the first round of a planned \$2.5 billion for urban EV charging infrastructure.

The US-government-funded National Renewable Energy Laboratory released a study on the [2030 US national charging network](#). It takes into account the charging needs of rideshare drivers. The study calls for investment in 26 million to 35 million charging ports nationwide consisting primarily of slow charging located at or near homes and workplaces and supported by a highway and urban network of nearly 200,000 fast-charging ports.

#### LatAm

The Chilean government announced a National Lithium Strategy aiming to develop a state-owned lithium company and domestic mining industry. The strategy is pending Congressional approval.

### Urban access for green vehicles

#### APAC

The Government of Delhi posted electrification mandates via the [Delhi Motor Vehicle Aggregator and Delivery Service Provider Scheme 2023](#). The scheme is our core regulatory framework and is enforceable on all mobility and delivery operators (note: Uber Eats does not operate in India). Our fleet in Delhi has to be fully electric by 2030, according to this scheme with mandates applying to any new onboardings to the platform, including 100% of all newly onboarded 2-wheelers. Regional teams are working on compliance plans. Delhi remains as polluted as ever, so there has been positive coverage in the press for the scheme.

#### EMEA

London expanded its ultra low emissions zone to cover all of Greater London.

Amsterdam is still in discussions around its potential zero-emissions zone.

#### LatAm

The City of Guadalajara announced Mexico's first low-emission zone. The strategy regulates polluting vehicle access to a highly congested area of the city. The decision aligns with the city's climate goals to reduce CO<sub>2</sub>.

#### US and Canada

The [California Public Utilities Commission \(CPUC\) adopted rules for the implementation of the Clean Miles Standard](#) including the formation of a new Driver Assistance Program which could add a small fee on most rideshare trips in California to fund a pool of incentives for drivers to use for the transition to battery EVs.

New York City [announced its intent](#) to adopt policies similar to California's Clean Miles Standard requiring an increasing share of rideshare trips in the city be completed by ZEVs, ramping up to 100% by year-end 2030.

Similarly, [Toronto adopted requirements](#) for 100% of vehicles in the for-hire-vehicle and rideshare markets in the city to be ZEVs by 2031.

Both New York City and Toronto uncapped licenses to access private hire and rideshare markets for some EV drivers.

### Responsible packaging and infrastructure

#### EMEA

We contributed to the discussions on the EU regulation on packaging and packaging waste on which EU institutions found an agreement in March 2024. We were supportive of an ambitious regulation accelerating the switch towards more sustainable packaging in Europe, but also providing the right incentives to support merchants, in particular small and midsize businesses, and consumers in their transition.

### Other sustainability- and climate-related policies

#### EMEA

The European Commission adopted a legislative proposal for a [Corporate Sustainability Reporting Directive \(CSRD\)](#) that requires companies within its scope to report using a double materiality perspective in compliance with [European Sustainability Reporting Standards \(ESRS\)](#) adopted by the European Commission as delegated acts.

#### LatAm

The Chilean government through the [National Electromobility Strategy](#) set targets that aim to strengthen the regulations necessary for the transition to 100% EV sales by 2035.

#### US and Canada

California Senate Bills [253](#) and [261](#), requiring the reporting and verification of statewide greenhouse gas (GHG) emissions, climate-related financial risks, and the measures adopted to reduce and adapt to that risk.

On March 6th, 2024, The United States Security and Exchange Commission [announced](#) the adoption of rules for [The Enhancement and Standardization of Climate-Related Disclosures for Investors](#). As of April 26th, the rule's implementation is paused.

### Further research, insights, and transparency from Uber on the challenges and opportunities for electric and shared mobility

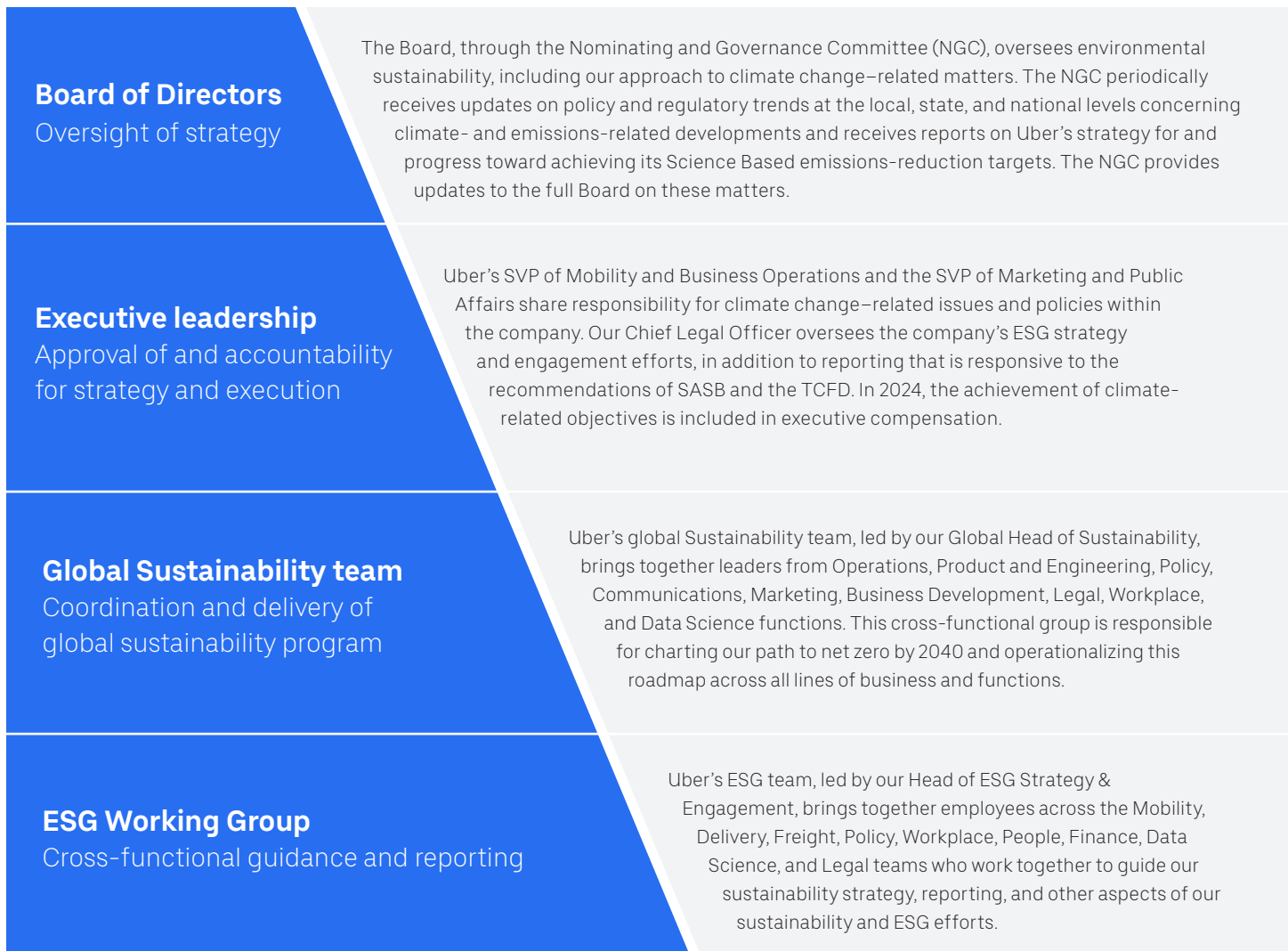
Uber's [Climate Assessment and Performance Report](#) reflects metrics for trips completed by zero-emission vehicles (ZEVs) from the beginning of the first quarter of 2021 to the end of the first quarter of 2024. This report shows EV uptake by Uber drivers exceeds that of the average motorist in Europe, Canada, and the US. That considered, challenges remain including overcoming the total cost of ownership gap between EVs and ICE vehicles for most drivers and comprehensive policy support for a transport sector wide electric transition.

Published a [piece with the Penn Institute of Urban Research](#), alongside other urban planning thought leaders, about the role shared mobility can play to advance sustainability and inclusion as cities invest funding from the US Inflation Reduction Act (IRA) and Bipartisan Infrastructure Law (BIL).



For a general overview of Uber's political engagement strategy, Please consult our [US Political Engagement Report](#).

# Climate governance





# Task Force on Climate-related Financial Disclosures (TCFD) risks and opportunities

Uber's TCFD analysis combines scenario-specific data with Uber's internal data to quantify a wide range of risks and opportunities across Uber in specific geographies.

This exercise is not a forecast of the future, a financial planning exercise, or a portfolio capital allocation recommendation. In line with TCFD recommendations, analysis focuses on breadth over precision in quantifying any given risk or opportunity.

## Scenario selection

The assessment considers 2 low-carbon transition scenarios:

**Forecast Policy Scenario (FPS)** in which there is warming of 1.8 degrees over preindustrial levels by 2100. This is based on a high-conviction policy-based forecast of announced responses.

**Required Policy Scenario (RPS)** in which warming is kept to 1.5 degrees over preindustrial levels by 2100. This augments FPS announced policies to ensure achievement of Paris Agreement warming goals, quantifying strong impacts from transitional risks (such as carbon prices) and innovation. It is included to reflect the net-zero pathway many governments and companies have publicly committed to.

These low-carbon transition scenarios are produced by the Principles for Responsible Investment's Inevitable Policy Response initiative (IPR) and offer a deep analysis of specific climate-related policies. Scenarios account for institutional and technology readiness and are benchmarked and updated on a regular basis to reflect new developments. Key outputs from IPR used in this TCFD analysis include carbon prices, ICE vehicle sales bans, and vehicle stock projections.

**The analysis also included a business-as-usual (BAU) scenario,** in which there is warming of 3-4 degrees over preindustrial levels by 2100. It assumes the world fails to introduce more stringent climate policies beyond what is already legislated and is included due to the higher impact of physical risks. In this scenario, the current trajectory of zero-emission vehicle-cost decline continues, but currently active policies remain insufficient to achieve net zero. Key outputs from the BAU model used in the TCFD analysis include vehicle CAPEX and OPEX components, vehicle efficiency, and vehicle stock projections.

The scenarios vary on key dimensions relevant to Uber, including the level of carbon price and the date of ICE vehicle sales bans (sooner in decarbonization scenarios). Price of oil is lower in decarbonization scenarios, reflecting a drop in demand as the economy shifts away from fossil fuels. Amount of capital investment in the electricity grid also varies, with higher amounts of investment needed to incorporate more renewable generation sources in decarbonization scenarios.

## Main findings from TCFD analysis

Uber believes it is largely insulated from the most severe physical and transitional risks related to climate change because it has minimal physical assets and manages a very responsive marketplace across all its lines of business.

Uber's most significant transition-related risks and opportunities hinge on our aim of achieving our goals of 100% of rides in Canada, Europe, and the US being zero-emission by 2030, and having net-zero climate emissions across all lines of business (mobility, delivery, and freight) and operations by 2040.

As a tech platform with minimal direct asset ownership, Uber is very dependent on economy-wide GHG abatement policy and technology to accelerate decarbonization.

We believe that aggressive decarbonization across society would open opportunities by increasing corporate customers' willingness to pay for zero-emission transport across all business lines as corporations strive to meet their own decarbonization targets and offset carbon costs.

At the same time, Uber is exposed to certain short-term acute physical impacts from events such as flooding and high winds, although, historically, the impacts from such events have been short-lived.



For the prioritization matrix and a list of brief definitions of climate-related risks and opportunities, please consult the [TCFD index](#) of this report.



# Mobility

## Drivers

Consistent with the challenges described in our paper “[Driving the Next Phase of Electric Mobility in Europe](#),” we know the main barriers<sup>40</sup> drivers face in their transition to electric vehicles involve factors associated with:

### 01 | ZEV supply

There are a limited number of electric vehicles available and suitable for the daily rigors of rideshare work. This challenge is exacerbated by the fact that ride-hail drivers, similar to much of the general population, are susceptible to range anxiety.

### 02 | ZEV affordability

The price to access ZEVs in many situations can be prohibitive. Finding ways to make ZEVs compare more favorably with both new and used internal combustion engine vehicles is crucial to increasing electrification in ride-hailing.

### 03 | Running a ZEV

The upfront purchase price of a vehicle is important, but owning and operating costs are vital for people who earn money from driving. This means the most important metric in judging how an electric ride-hail vehicle compares to an ICE equivalent is the total cost of ownership (TCO), which includes the upfront cost as well as the running costs. The opportunity cost of charging—forgoing potential revenue while spending time looking for public chargers, queuing up, and waiting for their vehicles to charge—is a running cost unique to ZEVs and can be detrimental to the cost competitiveness of ZEVs. Insurance cost on ZEVs also run generally higher than ICE equivalents.

## What we’re doing

### ZEV education

**EV Ambassadors:** This peer-to-peer network provides drivers with insights on having an EV based on real-world experience.

**EV Hub:** Uber’s [EV Hub](#) is designed to help drivers learn what it’s like to own, drive, and earn with an EV, plus what EV options are available to test drive, rent, lease, and own. EV Hub is currently available in France, the Netherlands, the United States, and parts of the UK.

**“Go electric” events:** Since 2021 Uber has hosted drivers at our Greenlight Hubs in European capitals such as London and Amsterdam. These sessions enable drivers to test-drive EVs, engage with EV Ambassadors, and learn more about charging and incentives. In 2023, we partnered with EVNoire and Hertz to bring these sessions to [Boston](#), [Los Angeles](#), and [Miami](#). As of December 2023, we have hosted “Go electric” events in 13+ cities across the globe. We also brought together EV ecosystem partners and 500+ drivers at [Green Day](#) in Paris in November 2023.

<sup>40</sup>Please also visit Uber’s TCFD analysis for a deeper dive into climate-related risks and opportunities.





**Uber is continuing to invest toward \$800 million in resources to help drivers transition to zero-emission vehicles. As of the end of 2023, we have set aside or invested more than \$439 million.**

## ZEV access and affordability

**Partnerships on new EVs:** Drivers on the platform enjoy access to a number of exclusive deals negotiated by Uber with leading companies such as Hyundai, Kia, Nissan, Renault, MG, and Tesla. Our size and scale also allow us to unlock EV supply at competitive prices—such as the [landmark deal with BYD](#) to make 10,000 Atto 3 EVs available to drivers. These discounts aim to bring the upfront cost of an electric vehicle closer to price parity with their internal combustion counterparts.

**Access to used EVs:** Uber is fostering relationships with third-party marketplaces, such as [TrueCar](#). While the used EV market is in its infancy, these partnerships are critical in understanding what used EV schemes resonate most with drivers.

### Alternatives to ownership

- **Short-term rentals:** Uber collaborates with world-renowned brands to offer EV rentals to drivers through rental partners such as [Hertz](#) (US, Canada, & Europe), and [Avis](#) (US).
- **Rent to buy:** Partnerships include [Splend](#) (Australia and the UK), [Otto Car](#) (UK), [We Flex](#) (UK).

**Fleet electrification:** Uber works with fleet partners to accelerate EV access. In February 2023, Uber signed an [MoU with Tata Motors](#), India's leading car manufacturers, to bring 25,000 electric vehicles to the platform by 2025, starting with deliveries to fleet partners in the region. We are also expanding our network of fleet partners, [partnering with Zyp Electric](#) to deploy 10,000 electric 2-wheelers by 2024 to boost sustainable mobility in Uber India's fast-growing UberMoto category.

### Incentive programs

- **APAC:** Uber has committed to invest into [Australia](#) and [New Zealand](#)'s electric vehicle market. In both countries, a select number of drivers have access to a [service fee reduction](#) programme aimed at encouraging EV adoption.
- **Europe:** Our Clean Air Plan and Electric Mobility Plan (in London and France, respectively) are a critical part of our approach to helping reduce the cost of ZEVs for drivers. In 2023, ZEV incentive structures were live in France, Germany, the Netherlands, Spain, and the UK to better support drivers in the region.
- **LatAm:** [Costa Rica's Electric Mobility Fund](#) seeks to raise more than \$1 million to support drivers transitioning to electric vehicles.
- **US&C:** In the [US](#) and [Canada](#), drivers of ZEVs are eligible for a [Zero Emissions incentive](#).

## Running a ZEV

**Fast charging discounts:** For drivers who cannot charge at home or need to top up throughout the day, the costs can add up. This is why Uber's global mobility agreement with [bp pulse](#) as well as local or regional agreements (e.g. [EVGo](#) in the US) are important in offering drivers great value access to fast and more reliable charging infrastructure.

**Co-investment in public charging points:** In cities where the charging infrastructure development is lacking or delayed, Uber has leaned in to accelerate development. In 2022, Uber [committed £5 million](#) to install chargers in three London boroughs. Then in December 2023, [Uber and Carrefour](#) [partnered up](#) to offer drivers discounted kWh rates at 100 locations today; 800 locations by 2025.

**EV Charging Map:** This feature allows drivers to view nearby charging stations, connector types, prices, real-time availability, and whether it is public or restricted access. This feature can also surface partner promotions to help minimize the cost of charging on the go. Drivers no longer have to sort through countless charging applications and can optimize their charging experience. This feature is available in the US, Canada, France, UK, Portugal, Romania, Norway, and Spain.

**Battery-aware matching:** In August 2023, we piloted updating our trip matching algorithm to automatically filter out trip requests that are longer than an EV's remaining range. This feature is currently live for select drivers in US and Canada.

**Supporting charging-infrastructure planning:** Uber's proprietary EV Charging Demand Model serves up public fast and slow charging stations in the tool, to allow comparing projected Uber driver demand for EV charging against the existing supply infrastructure. This enables our public and private-sector partners to make more informed decisions on where to place new chargers, to maximize the ROI of CPO/utility investments and public funding like that from the [Inflation Reduction Act](#) (in particular the [\\$2.5B CFI funding](#) carved out from the IRA).

**Home-charging discounts:** Charging at home greatly reduces the opportunity cost of charging (downtime for drivers while online on the Uber app leading to lost earnings). Partnerships with companies such as [Wallbox](#) & [EVSE](#) provide drivers with discounts on home charging hardware, often with financing options, to help make the upfront installation costs less burdensome.



We're working with industry leaders across the globe to find easy and affordable ways to help drivers go electric

Electric vehicles



Charging infrastructure





# Riders

## Improving consumer access to more sustainable ride choices

We currently offer more green and car-free ride options than any other global mobility platform, providing access to no- and low-emission rides today in 250+ metropolitan markets. Usage of Uber Green, Uber Comfort Electric, and Uber Planet (LatAm) has also grown by more than 340% year over year.

### Uber Green

Uber Green is the most widely available on-demand mobility solution in the world for no- or low-emission rides. We've also committed to ensuring that Uber Green, where available, is offered at about the same price as UberX, our core ride option.

Uber Green is currently available across

**170+**  
metropolitan markets in  
**27**  
countries on  
**5**  
continents

### Uber Comfort Electric

A ZEV-only solution, Uber Comfort Electric allows riders to request a trip in a premium ZEV, such as a Tesla or Polestar.

Uber Comfort Electric is now available in

**50+**  
cities and  
**6**  
countries

### Uber Planet

Uber Planet is a mobility product pioneered in LatAm that allows riders to automatically offset the carbon footprint of their trips through the app. In August 2023, we began piloting Uber Planet as a travel preference (as opposed to a ride option in the app). This means that consumers can offset the carbon footprint of any of the products available in their region. Through a slight price surcharge on the trip fare, riders offset their carbon footprint with carbon credits invested in internationally certified projects.



### Green curb at airports

We partner with airports internationally to offer a range of perks—including lower fares and exclusive access to dedicated pickup zones in preferred airport locations—for riders to encourage them to make greener choices at the airport. We committed to expand this initiative in December 2023 as a part of a White House sustainable travel announcement.

**266.7 kg**  
Estimated CO<sub>2</sub> saved

### Your eco-friendly rides

Rides in low and zero-emission cars contribute to your total CO<sub>2</sub> savings.

	<b>Uber Green</b> Low and zero-emission cars	<b>244.1 kg</b> 945 rides
	<b>Uber Comfort Electric</b> Premium EVs	<b>22.5 kg</b> 22 rides

### Your positive impact

The estimated CO<sub>2</sub> you've saved is roughly equal to:

- 30 gal** of gas consumed
- 756.2 mi** driven in a gas-powered car
- 204.1 lbs** of waste recycled instead of landfilled
- 74.5 ft<sup>2</sup>** of forest saved from becoming cropland

### Rider Emission Savings

This new feature shows riders the estimated emissions they've avoided by choosing Uber Green and Uber Comfort Electric. This feature is currently available for riders in most markets throughout the world.



### Car-free options

**Lime:** Through our partnerships, such as the one with Lime, micromobility options are available across 200+ metropolitan markets worldwide.

**200+** metropolitan markets worldwide

**Tembici:** Our new partnership with this Latin American micromobility leader will make Tembici bikes and electric bikes available to book through the Uber app, giving Uber users throughout LatAm another way to go conveniently and more sustainably with Uber. As of December 2023, this service is available in Brazil and Chile.

**Transit:** We've increased our transit partnerships by more than 60% since 2022 and are now working with 70+ public agencies. Today there are 52 cities around the world that use our Journey Planning tool, Transit. New additions last year include Amsterdam, Berlin, and Madrid.

**60%+** increase in transit partnerships since Q4 2022

**One Less Car:** In March 2023, Uber announced the launch of the One Less Car trial, choosing 58 Australians from a mix of cities (Adelaide, Brisbane, Canberra, Melbourne, and Sydney), life stages (families, empty nesters and younger people living without children), and car ownership structures (zero, 1, or 2+ cars). The trial found that there are 3 major barriers to reducing private car use: access, quality, and value perception.



Find a full recap in the “One Less Car: Shifting to a sustainable transport future” white paper.



### Uber Electric Boda (Moto)

2023 marked the launch of our first electric-only Moto product. This offers consumers a low-cost option (up to 20% savings) without having to sacrifice their environmental values.

In 2023, Uber ushered in a monumental shift towards sustainability in Africa. We launched 2 groundbreaking EV products, Electric Boda (motorbike taxis) in Nairobi and our 100% EV Uber Package fleet in Cape Town. Through the power of the Uber platform, we have unlocked the real-world viability and accessibility of EVs in developing markets. The future is exciting. The future is Africa.

**Kagiso Khaole**  
General Manager, SSA

### Uber Shuttle

All over the world, bus networks play an integral role in moving more people with fewer vehicles without significant spending on infrastructure. However, these networks tend to be either heavily subsidized or highly inconvenient and uncomfortable for riders. Despite this, millions of riders commute to and from work every day using some form of a shuttle service—some paid by the consumer, others by the employer.

An Uber Shuttle ride addresses convenience and comfort at one-quarter the price of UberX. Uber Shuttle operates as a fixed-route, fixed-schedule service to move more people in fewer vehicles using buses.



Today, Uber Shuttle is available to consumers and corporations in

**27** cities across

**5** countries and growing

# Uber for Business

**For the past 2 years, Uber for Business has worked tirelessly to become our clients’ preferred global climate partner of choice. We have been helping our customers become more sustainable by providing visibility into their carbon footprint estimates, sharing insights around corporate sustainable mobility, as well as encouraging the use of no- or low-emission products, such as Uber Green and Uber Comfort Electric. We’re excited to share a number of key updates for 2023.**

Since launching the Sustainability Dashboard in September 2022, we have seen over tens of thousands of clients worldwide use this product to help them understand their progress on their relevant sustainability goals. The Sustainability Dashboard is available to every Uber for Business client globally at no extra cost and displays a number of key metrics and estimates such as volume of more sustainable trips,<sup>41</sup> total CO<sub>2</sub> emissions as well as average CO<sub>2</sub>/mile. We also made it easy to track sustainability performance of their users historically with a number of charts and filters readily available. We value feedback from Uber for Business clients, which helps to inform the Sustainability Dashboard. Recently added features included such metrics as CO<sub>2</sub> avoided (currently available in 9 countries)—insight highlighting how much estimated CO<sub>2</sub> has been avoided by our clients’ users taking a given number of EV trips.

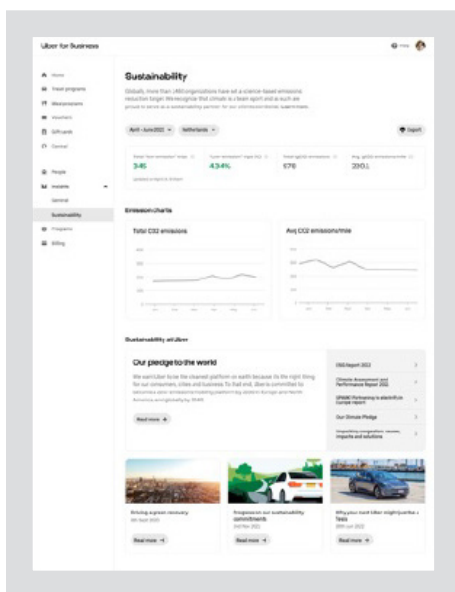
While it has been encouraging to see more clients use our Sustainability Dashboard, it has been particularly rewarding to see how that usage translated into better sustainability results for our customers. In 2023, more sustainable trips from Uber for Business customers grew 100%+ YoY.

## 2x+

**YoY growth in more sustainable trips for Uber for Business customers globally**

of sustainable thought leadership pieces. As [featured in Skift](#) and highlighted by our Sustainability Lead, Andrew Kalinin, “Being transparent and accountable is the first step in moving towards a more sustainable future. We want to further stress how important it is to take action now when it comes to implementing corporate sustainability strategies.” Crucially, we have also participated in a number of key activations and industry events—ranging from [Earth Day campaigns](#) to COP28 participation as part of Uber’s official delegation. But we are not stopping here.

Looking ahead, we will continue to innovate on our Sustainability Dashboard. We further look forward to increased partnership with our clients on ways to help reduce their carbon footprint and promote more sustainable options.



Our clients’ sustainability journeys this year are particularly impressive when we zoom in on standout initiatives. For instance, in late October we [launched Uber Comfort Electric for Uber for Business customers in Australia](#) and saw an impressive adoption rate signaling consistently growing client demand for sustainable solutions—half of all clients in Australia used Uber’s sustainable products in November 2023.

Apart from more sustainability product innovations and results, we are also proud to share that in 2023 Uber for Business has been recognized as the winner of the inaugural [Business Travel Sustainability Awards Americas](#). Our Uber for Business sustainability program has also been a key contributing factor as to why we have been recently admitted into the [WeAreAlbert Sustainable Suppliers List](#). Further building on our Uber for Business sustainability program, we shared a number

To learn more, please visit the [Uber for Business sustainability-focused web page](#).

➔

<sup>41</sup>Use of “more sustainable trips” on this page means trips in Uber Green, Uber Comfort Electric, and/or Uber Planet, where available.

# Delivery

Uber Eats has **set ambitious goals** to have **100% of deliveries globally using more sustainable packaging by 2030** and **100% of deliveries globally in zero-emission vehicles by 2040**.

To reach our goals, we are taking action in 3 areas:

- 01

**Couriers**

Helping couriers transition to electric 2-wheelers, ZEVs, and other emission-free modes by investing in partnerships and incentives that make ZEVs more affordable.
- 02

**Merchants**

Supporting the transition to more sustainable packaging, including recyclable, compostable and reusable materials through partnerships, making these options more accessible and affordable to restaurants.
- 03

**Uber Eats users**

Providing a platform that champions sustainable choices by investing in features in the Uber Eats app to promote restaurants that use more sustainable packaging.

## Couriers

We have committed to operate as a zero-emissions delivery platform globally by 2040, reaching this milestone in key European cities by 2030.<sup>42</sup> This means doing what we can to help couriers transition to emission-free modes.

As described in the Rocky Mountain Institute report "[Decarbonizing Last-Mile Delivery: A Courier-Centered Modal Shift Study](#)," there are 2 primary barriers to transitioning to a zero-emissions delivery mode expressed by couriers.

Barrier	What we're doing
<p><b>Upfront costs</b></p> <p>High upfront costs to purchase electrified delivery modes</p>	<p><b>Purchase discounts:</b> We work with partners around the globe to facilitate discounts and financing for delivery partners. This is the most direct way to lower the up-front cost for couriers who seek to own their vehicle. For example, through our partnership with <a href="#">Adie</a> in France couriers are able to access microfinancing loans of up to €12,000, as well as €700 in discounts, to purchase or rent e-bikes.</p> <p><b>Rental partnerships:</b> Rental schemes enable couriers to switch to an electric vehicle without the up-front costs and provide them with additional flexibility and choice. Uber partners with many e-moped and e-bike rental companies—such as <a href="#">Zoomo</a>, which offers full-service membership programs (which can include vehicle access, maintenance, theft replacements, and spare batteries) to couriers in Australia, the US, Canada, and the UK.</p> <p>Couriers also benefit from many programs that were established to support drivers who use our Mobility platform. For example, we extended our North American vehicle partnerships—including the <a href="#">Hertz Tesla rental program</a> and cashback for Uber Pro Card users on charging—to ensure all eligible couriers have the same options that drivers have on Uber.</p> <p><b>Fleet electrification:</b> Uber works in partnership with fleets to accelerate their electrification journey. For example, we are working with <a href="#">Closer Logistics</a>, a key fleet partner in Madrid, to help transition their fleet to 100% zero-emission vehicles in 2024.</p> <p><b>Incentive programs:</b> These programs provide the opportunity for couriers in an emission-free mode to earn an additional amount per trip when certain thresholds are reached (e.g. €100 paid out every 100 trips). As of December 2023, we have trialed incentive programs in the UK, Germany, Belgium, Spain, Taiwan, and Japan.</p>
<p><b>Charging</b></p> <p>Lack of an accessible and convenient charging infrastructure</p>	<p><b>Battery swapping</b> offers a way to reduce charging time for some delivery modes. In 2023, we <a href="#">partnered with Gogoro</a>, Taiwan's world-leading battery swapping and electric scooter company, to form the Green Delivery Program. This two-year partnership is one of the largest partnership of its kind in the last-mile delivery space and is worth close to US\$30 million, creating pricing parity between gas scooters and Gogoro's e-mopeds for couriers on Uber Eats via a discounted battery swapping program. We also offer battery swapping via partnerships with <a href="#">Ciklo</a> and <a href="#">Swobbee</a> in Europe.</p>

<sup>42</sup>Amsterdam, Berlin, Brussels, Lisbon, London, Madrid, Paris.

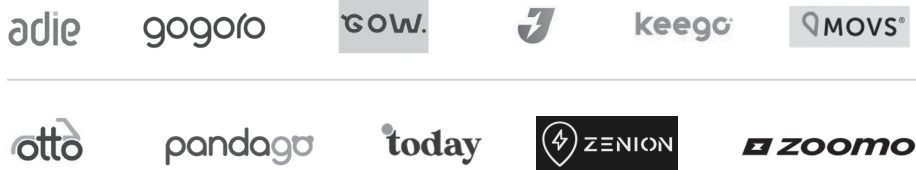


## We're collaborating with policymakers, NGOs, and innovative industry players to help accelerate the transition to zero-emission vehicles

**Partnerships with cities, policymakers and NGOs:** Working with cities and policymakers to help remove societal, infrastructure, financial, and policy barriers to the adoption of emission-free modes is a top priority for us. We've [partnered with RMI](#) to better understand the challenges keeping couriers from switching to ZEVs for delivery, and the role that cities, delivery platforms, and NGOs can play in

decarbonizing courier transport. We are applying learnings from our research with RMI to our electrification work for the Delivery business, and will continue to broaden the scope of our efforts as active members of the Shared Mobility 2030 Action Agenda, WEF's Global New Mobility Coalition, Cycling Industries Europe, and the Zero Emission Transportation Association.

### Industry partnerships





## Merchants

To address single-use plastic waste and its effects on the environment, we have set a goal to help restaurants transition to more sustainable packaging in every city where we do business by 2030.

Feedback from restaurants and early research suggest that there are three primary barriers to restaurant Merchants adopting more sustainable packaging.

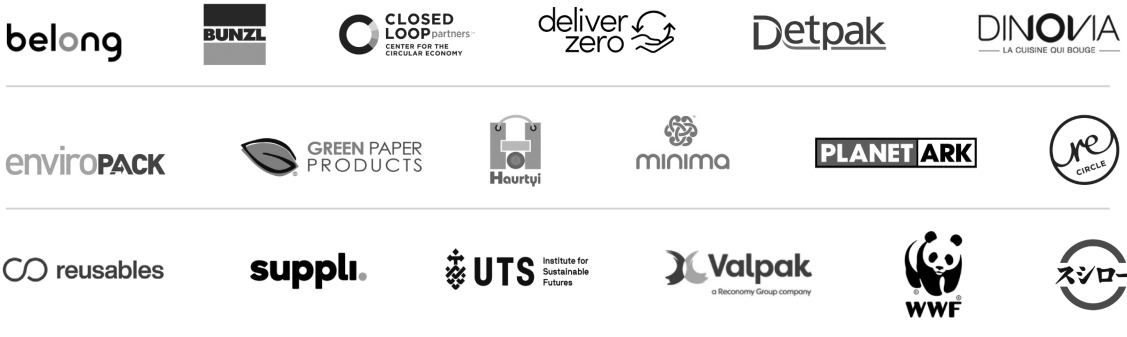
Barrier	What we're doing
<p><b>Affordability</b> The cost of more sustainable packaging is often more expensive than its single-use plastic alternative</p>	<p><b>Supplier discounts:</b> We partner with a variety of suppliers to offer discounts of more sustainable packaging solutions, supporting the transition away from single-use plastics and other environmentally harmful to-go packaging by the restaurant industry. As of December 2023, we partner with packaging suppliers across nine markets globally (including the US, UK, France, and Australia) with discounts between 8-35% off retail prices. We aim to bring similar discounts to all Uber Eats merchants in every country we do business.</p> <p><b>Grant programs:</b> Small businesses are often the most stretched to adopt more sustainable packaging, making these types of programs even more important in the journey to reduce waste. In 2023, through the <a href="#">Grants for Growth</a> program, Visa and Uber Eats provided 100 restaurants in select cities in the US and Europe with \$10,000 (USD or local equivalent) in credit toward more sustainable packaging. We also provided access to \$1 million in funding in Australia, to support the purchase of more sustainable packaging through our partner Detpak; <a href="#">this funding is planned to be extended to \$13 million</a> for programs and subsidies over the next three years.</p> <p><b>Enterprise collaboration:</b> Many of our enterprise restaurant partners have their own commitments to reduce the use of single-use plastic. At Uber, we work closely with these accounts to track their progress and identify opportunities to collaborate. For example, in 2023, we signed a sustainability deal with Sushiro in Japan for Uber to promote the merchant as it converts to more sustainable packaging.</p>
<p><b>Awareness</b> Restaurant partners are often unaware of existing alternatives and lack confidence that consumer demand warrants the switch</p>	<p><b>Sustainable packaging guidelines:</b> We are collaborating with local experts in key markets (including UK, France, Japan, Taiwan and Australia) to develop localized guidelines on more sustainable packaging criteria, taking into account regulation, infrastructure, and supply considerations.</p> <p><b>Sustainable packaging education:</b> We are working alongside the World Wildlife Fund, Closed Loop Partners, Planet Ark, and others to produce content for merchants, aiming to help demystify sustainable packaging and highlight opportunities for restaurants to reduce waste.</p>
<p><b>Quality</b> Sustainable alternatives need to meet the same high bar of quality (e.g. durability, heat retention) in delivery contexts</p>	<p>We are in the early stages of our efforts here, and have been focusing on improving our understanding of the needs of merchants and finding suppliers that can address their needs.</p>

# We're collaborating to help increase adoption of more sustainable packaging by our merchant partners

**Partnerships with cities, policymakers, and NGOs:** We know we can't do this alone. We lean on the expert advice of the [World Wildlife Fund](#) and [Closed Loop Partners](#) to guide our efforts. We'll also partner with local stakeholders to support policies—such as the [sustainable packaging charter](#) we've signed in France—that promote a fair shift to

responsible food packaging for delivery. Uber Eats has also joined the [Business Coalition for a Global Plastics Treaty](#), and WWF's [One Source Coalition](#) in the US, through which we work to advance policy initiatives that advocate for extended producer responsibility, environmental justice, and support the [global plastics treaty](#).

## More sustainable packaging



## Uber Eats users

### We champion greener options on our Uber Eats platform

**In-app features:** We continue to invest in new features and functionalities in the Uber Eats app that help our users reduce their own waste. Since 2020, Uber has made single-use cutlery an opt-in feature for consumers in some markets. Furthermore, in 2023, we trialed an in-app “Sustainable packaging” billboard to highlight and promote restaurants that adopt more sustainable packaging. This trial surfaced hundreds of sustainable packaging restaurants to consumers in Amsterdam, London, Paris, New York, San Francisco and Taipei, and was critical in forming a base-level understanding of eater preferences towards more sustainable options.

**Reuse:** We are also expanding partnerships that let consumers choose reusable packaging with their order, resulting in fewer single-use items. Consumers can have their order delivered in reusable packaging at around 1.6K restaurants across Europe and North America, as of December 2023.

**Pickup:** Uber Eats users can opt to pick up their food directly from merchants with pickup enabled.



# Freight

In 2023, Freight set a goal to shift 80% of global brokerage shipments to cleaner transportation<sup>43</sup> by 2040.

To reach our goal, we are taking action in 2 areas:

## 01 Carriers

Supporting their transition to cleaner transportation through a combination of partnerships and technology that help support the profitable early adoption of emerging technologies.

## 02 Shippers

Simplifying their transition to more sustainable transportation options, optimizing network efficiency, and empowering them with tools to help track progress on company sustainability goals.

The freight industry causes 8% of global carbon emissions. In the US, 1% of total freight emissions comes from empty trucks alone. With the volume of goods shipped in the US expected to grow by nearly 25% over the next 2 years, the urgency to solve these sustainability issues is growing and requires industry-wide collaboration.

To start, Uber Freight has taken a multifaceted approach to optimize its own network efficiency and accelerate the deployment of cleaner transportation. This work includes the usage of data and AI-powered tools that create more efficient routes, bundling capabilities that minimize empty miles, transitioning freight to more sustainable options like rail, and identifying lanes ripe for electrification. While the industry can be inconsistent, most acceptable studies estimate empty miles between 15%-35%.<sup>44</sup> At Uber Freight, we feel we are unique in our position to measure empty miles with more precision using GPS pings at dispatch, pickup, and drop off. Using that methodology, we've seen empty miles

on Freight's brokerage platform at 23% of total,<sup>45</sup> which we believe is an improvement over the industry average. We understand that progress doesn't stop here and we will aim to continue to not only improve our initial empty mile calculation methodology but also to optimize platform solutions that lead to further reduction of empty miles.

Uber Freight works with thousands of global brands and manages \$18 billion of freight alongside one of the largest networks of carriers. Underpinned by an enterprise suite of end-to-end intelligent logistics applications, managed services, and modalities, Uber Freight delivers a holistic approach to help companies integrate sustainability at every level of global logistics networks. Together, this vast ecosystem paired with world-class technology allows Uber Freight to have a profound impact on the movement of goods at scale—precisely why we believe we're uniquely-suited to help transform supply chain sustainability.

## What we accomplished in 2023

### Emissions tool

Launched the **Uber Freight Emissions Dashboard** enabling emissions estimates visibility across all modes and geographies within our network using a GLEC-aligned framework



### EV capability

Electrifying freight brings with it its own set of unique considerations and challenges. We successfully launched our **first ZEV pilot** to start our journey. Although we did not achieve connecting 50 ZEV trucks with the platform by the end of the year, we were able to develop technological solutions to help shippers perform ZEV network analytics to identify the best opportunities for electrification within their supply chain today. We uncovered invaluable insights into the requirements of electrification that will help advance broader deployments over the years to come, supporting our 2040 goal.

### Industry collaborations

Joined efforts with the **Electric Freight Consortium** led by the Electrification Coalition to push truck electrification forward

Joined efforts with the **Smart Freight Centre** to continue to push forward emissions transparency within the logistics industry

**Uber Freight's progress contributes toward Uber's ESG performance. Below are examples of the different performance raters and rankers that Uber participates in:**

- CDP
- S&P Corporate Sustainability Assessment
- EcoVadis

### Research and thought leadership

Published **research** demonstrating that **2/3 of empty miles can be eliminated** in a "perfectly" optimized network—highlighting the industry's potential

Published a **whitepaper** **outlining the roadmap for nationwide electric truck deployment**

Published a **piece** on the **benefits of Shippers and Carriers going electric**

### Partnership

**Partnered** with Greenlane to support **a US-wide charging network** for commercial vehicles

<sup>43</sup>Cleaner transportation," as applied to the freight industry (specifically heavy-duty freight), means the overall portfolio approach to decarbonization in line with the EPA's emissions requirements, and in the absence of existing successful one-to-one replacement of internal combustion engines (ICE) with EV trucks. In comparison to light and medium duty EV applications, it is still unknown whether a pure shift to EVs is feasible for heavy-duty freight as existing battery EV technology is too constrained for broad use and hydrogen-powered EV technology is not yet on the market. The industry is exploring other decarbonization solutions, such as alternative fuels and retrofitting existing ICE trucks to reduce emissions.

<sup>44</sup>Estimates of empty miles traveled by tractor-trailer trucks in the US vary between 15% and 35%. The American Transportation Research Institute (ATRI) estimates fleets' empty miles at 14.8%, and FreightWaves SONAR puts them at 16%. These estimates are mostly based on medium and large fleet surveys, which are more efficient than smaller fleets and owner-operators. Some studies argue that fleets significantly underreport their empty miles, which could be in excess of 35%. Our analysis of vehicle miles traveled (VMT) shows that empty miles likely fall on the higher end of the range. US Trucks move approximately 300 million truckloads annually (ACT Research). For hire fleets move truckloads with an average length of haul (LOH) of about 450 miles. The average LOH for private fleets is 238 miles per load. Tractor-trailers travel about 103 billion miles loaded per year. In comparison, the US Bureau of Transportation Statistics estimates the annual mileage of tractor-trailers at 175 billion miles. Assuming 10% of these miles are traveled by LTL trucks, we estimate that the fraction of empty miles traveled by US truckload fleets is approximately 35% and use this figure as the industry's empty miles baseline. Please refer to our whitepaper for more details and references.

<sup>45</sup>Based on Uber Freight Brokerage only data from March 2023.





# Corporate


While Uber’s workplace and data center practices contribute minimally to Uber’s overall emissions footprint, our goal is to be net-zero across our corporate operations by 2030.

Our journey to net-zero begins with reducing emissions within our own control, primarily through a transition to clean energy and energy reduction for our corporate operations.

## Renewable energy




Uber is activating renewable energy in a meaningful way. In 2023, we matched all of our US offices energy consumption with renewable energy. This means we’ve hit the 100% renewable energy for US offices goal 2 years ahead of schedule.

The US renewable energy comes from a 10 MW wind power VPPA. The VPPA was sized to match consumption demands from US offices while also matching a portion of the data center consumption. In addition, several of our largest Talent Hubs, San Francisco, New York and Amsterdam, procure renewable energy direct from the utility.

<p><b>2023 global renewable energy match</b></p> <p><b>68%</b> Workplace</p> <p><b>36%</b> Data centers</p>	<p><b>2023 US office renewable energy match</b></p> <p><b>100%</b> Workplace</p>	 <p>Uber is a member of the EPA Green Power Partnership and recognized for its leadership and commitment to renewable energy.</p>
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## Corporate initiatives and reductions

Our company works to minimize environmental impact by building and operating in a more sustainable way across approximately 6.5 million square feet of corporate real estate. Uber designs more sustainable, inclusive, healthy spaces for our 30,400 employees to thrive.

<p><b>Energy efficiency</b></p> <p>We are constantly focused on improving building energy efficiency. In 2023, Uber implemented energy saving measures across the global portfolio that included high efficiency systems and adjustments to HVAC and AV settings to drive reductions.</p> <p>Uber is a member of the DOE’s Better Building Challenge: a commitment to energy efficiency reductions.</p> 	<p><b>LEED</b></p> <p>Utilizing LEED, the world’s most widely used green building system, allows Uber to build higher-efficiency offices with focus on water and energy efficiency, indoor air quality, waste reduction and healthy building materials.</p> 	<p><b>WELL</b></p> <p>Uber workplace design, operations, and organizational policies and benefits prioritize the health and well-being of employees. Our efforts are validated through WELL—the leading global program that places people’s health and well-being and safety. Uber is a global leader in workplace health and well-being and was awarded the IWBI 2023 Commitment and Engagement Award.</p>  <p><b>COMMITMENT AND ENGAGEMENT AWARD</b></p> <p>Dedication to onboarding internal team members to WELL and/or promotion of WELL work to the public.</p>
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We expanded our global footprint of more sustainable, healthy workplaces through additional LEED and WELL certifications in 2023. Uber’s global portfolio now includes:

<b>76%</b> employees impacted	<b>12</b> LEED certifications	<b>7</b> WELL certifications	<b>28</b> WELL Health Safety	<b>3</b> WELL Precertifications
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## Data centers

With data centers contributing 85% toward our Scope 2 emissions, a net zero emissions strategy is essential to reach our 2030 net-zero corporate operations goal (Scope 1 + 2). This strategy will utilize the procurement of renewable energy and a migration to cloud processing (emissions shift to Scope 3).

In 2023

# 36%

**of our data center electricity is matched with renewable energy.**

**Environmental considerations are a priority in our data center planning and operations.**

**We're focused on migrating to cloud processing powered by renewable energy.**



## Carbon offsets

Consistent with guidance issued by the Science Based Targets initiative, Uber is working toward a net-zero transition by 2040 without a significant reliance on carbon offsets. We focus investment and resources on initiatives that work to help accelerate the transition to low- or zero-emission forms of mobility and delivery.

We do, however, recognize that reaching net-zero emissions by 2040 (across GHG emissions Scopes 1, 2, and 3) may require strategic use of high-quality carbon offsets to address hard-to-abate emissions or emissions from specific modes, markets, or time frames lacking feasible low- or no-carbon solutions. As such, we have made limited purchases of carbon offsets in specific contexts.

### Our use of carbon offsets is accounted for in 2 primary ways:

- 1**

**Our own Scope 1 & 2 emissions** where emissions are hard or impossible to abate based on current technologies. Also, where the levers we have to influence change (such as power generation and natural gas use) or where our preferred alternatives (like virtual power purchase agreements or 100% renewable power) are unavailable or prohibitively expensive.
- 2**

**Consumer Scope 3 (rideshare, delivery, and other businesses)** in markets or geographies lacking viable and affordable alternatives to fossil fuel-based transportation. Today, these markets include parts of Africa, Central and Eastern Europe, India, LatAm, Middle East, and South Asia.

Also, if there are either very limited options available (as is the case with Uber Freight) or the business model requires us to focus on embedded, rather than usage-based, emissions (for instance, Uber CarShare).



# Suppliers

## Strategy

We collaborated with EcoVadis to assess our direct tech suppliers in 2023 and plan to expand to other verticals like marketing, resource and staffing, logistics, professional services, and workplace in 2024. Direct technology suppliers were assessed during the initial wave of sustainability risk and performance assessments. The assessment evaluates our suppliers across, environment, labor and human rights, ethics, and sustainable procurement and provides suppliers with an objective actionable scorecard post-evaluation. As we advance in the program, we plan to define thresholds for risks identified as high, moderate, and low and create a risk-management plan for suppliers in the high-risk category. We also aim to integrate supplier sustainability into our onboarding system and evaluate the feasibility of including sustainability-focused guidance in supplier selection and/or onboarding.

## Progress

The initial wave of sustainability risk and performance assessments, which occurred between 2022 and 2023, was focused on direct tech suppliers under strategic sourcing. In 2023, we assessed roughly 75% of all Tier A, Tier B, and Tier C suppliers under Uber's global technology supplier base, which covers around 85% of overall technology spend.

**85%** of global technology supplier spend assessed





# Transparency

Uber is the only global platform that estimates emissions and reports on carbon intensity for every ride and delivery completed.

Uber reports emissions across Scopes 1, 2, and 3—covering all lines of business—globally. Aligned to the Greenhouse Gas Protocol, Uber discloses emissions against the 3 scopes as follows:

**Scope 1:** Natural gas from heating Uber’s offices.

**Scope 2:** Electricity used to run Uber’s offices and data centers.

**Scope 3:** Tank-to-wheel (TTW) CO<sub>2</sub> emissions from vehicle distance traveled on the platform, required to provide mobility, ride, and freight trip services. TTW emissions in Scope 3 are assigned

to Category 11: use of sold products. These emissions form most of our total footprint, with the bulk of them coming from Uber’s mobility business. Once calculated, we estimate well-to-wheel (WTW) emissions by applying a WTW/TTW ratio by fuel type. For more, please consult our [methodology document](#).

## ESG performance indicators

### Environmental indicators

Indicator	Scope	Unit	2021	2022	2023
<b>Emissions<sup>46, 47, 48</sup></b>					
<b>Absolute emissions</b>	<b>Global</b>	<b>tCO<sub>2</sub>e<sup>49</sup></b>			
Scope 1: Stationary Emissions	Global	tCO <sub>2</sub> e	735	1,274	1,712
Scope 2: Electricity: Location-based	Global	tCO <sub>2</sub> e	118,795	125,182	141,476
Scope 2: Electricity: Market-based	Global	tCO <sub>2</sub> e	60,705	58,502	82,042
<b>Total Scope 1 &amp; 2 Emissions: Location-based</b>	<b>Global</b>	<b>tCO<sub>2</sub>e</b>	<b>119,530</b>	<b>126,455</b>	<b>143,188</b>
<b>Total Scope 1 &amp; 2 Emissions: Market-based</b>	<b>Global</b>	<b>tCO<sub>2</sub>e</b>	<b>61,440</b>	<b>59,776</b>	<b>83,754</b>
Scope 3, Category 6 (Business Travel: Air Travel)	Global	tCO <sub>2</sub> e	1,462	12,549	11,522
Scope 3, Category 11 (use of products sold)	Belgium	tCO <sub>2</sub>	8,460	9,728	27,368
Scope 3, Category 11 (use of products sold)	Canada	tCO <sub>2</sub>	707,530	939,517	1,282,653
Scope 3, Category 11 (use of products sold)	France	tCO <sub>2</sub>	98,277	124,715	245,412
Scope 3, Category 11 (use of products sold)	Germany	tCO <sub>2</sub>	43,434	56,639	91,615
Scope 3, Category 11 (use of products sold)	The Netherlands	tCO <sub>2</sub>	12,166	17,298	34,959
Scope 3, Category 11 (use of products sold)	Portugal	tCO <sub>2</sub>	38,531	48,265	112,838
Scope 3, Category 11 (use of products sold)	Spain	tCO <sub>2</sub>	34,993	44,833	87,777
Scope 3, Category 11 (use of products sold)	United Kingdom	tCO <sub>2</sub>	313,926	381,294	616,159
Scope 3, Category 11 (use of products sold)	United States	tCO <sub>2</sub>	11,268,151	12,738,630	16,118,688
Scope 3, Category 11 (use of products sold)	Rest of globe	tCO <sub>2</sub>	7,289,107	8,650,812	12,982,815
<b>Scope 3, Category 11 (use of products sold)</b>	<b>Sum of global</b>	<b>tCO<sub>2</sub></b>	<b>19,814,573</b>	<b>23,011,730</b>	<b>31,600,284</b>
<b>Emissions intensity<sup>47, 50</sup></b>					
Scope 1	Global	tCO <sub>2</sub> e/\$1 million revenue	0.04	0.04	0.05
Scope 2: Location-Based	Global	tCO <sub>2</sub> e/\$1 million revenue	6.81	3.93	3.79
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/\$1 million revenue	6.85	3.97	3.84
Scope 1	Global	tCO <sub>2</sub> e/employee	0.03	0.04	0.06
Scope 2: Location-Based	Global	tCO <sub>2</sub> e/employee	4.05	3.82	4.65
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/employee	4.08	3.86	4.71
Scope 1	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.0011	0.0016	0.0021
Scope 2: Location-Based	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.17	0.16	0.18
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.18	0.16	0.18

<sup>46</sup>For Scope 1 and 2, the reporting criteria used to evaluate the emissions report is the WRI/WBCSD Greenhouse Gas (GHG) Protocol. This includes the following material GHGs: CO<sub>2</sub> (carbon dioxide), N<sub>2</sub>O (nitrous oxide), and CH<sub>4</sub> (methane). The following emission conversion factor sources are used in calculations: Natural gas combustion emission factors: EPA Centre for Climate Leadership. Emission Factors for Greenhouse Gas Inventories (April 2023). Purchased electricity Australia: National Greenhouse and Energy Reporting (Measurement) Determination 2008 (compiled 1 July 2023). Sourced from the Federal Register of Legislation at October 2023 and ongoing Purchased Electricity Canada: 2023 UNFCCC Submission. National Inventory Report, 1990-2021: Greenhouse Gas Sources and Sinks in Canada Annex 13: Table A13-1-Table A13-13 Purchased electricity US: EPA eGRID 2022. Purchased electricity UK: 2023 Greenhouse Gas Reporting: Conversion Factors 2023 (DEFRA) provided by gov.uk. Purchased electricity non-Australia, non-Canada, non-US, non-UK: International Energy Agency—Emission Factors 2022.

<sup>47</sup>Scope 1 emissions are calculated from natural gas used at our offices and data centers. Scope 2 emissions are calculated from electricity consumption data. Scope 2, Location-based and Scope 2, Market-based are defined in the GHG Protocol Scope 2 Guidance, 2015. Where data were not available, assumptions were applied. The greenhouse gas emissions data disclosed in this report have received limited assurance from LRQA. The verification statement can be found [here](#).

<sup>48</sup>Scope 3, Category 11 (limited to CO<sub>2</sub>): Use of sold products for all markets worldwide where Uber provides Ride, Delivery, or Freight services. Please note that 2021 and 2022 emissions are TTW, while the 2023 metric is WTW. For more, please consult our [methodology document](#).

<sup>49</sup>Tonnes of carbon dioxide equivalent.

<sup>50</sup>Intensity figures are calculated using square meters of Uber floor area, by employee, and revenue.





# ESG performance indicators

## Environmental indicators

Indicator	Scope	Unit	2021	2022	2023
<b>Fuel consumption<sup>51</sup></b>					
Total fuel consumed	Global	Gigajoules	14,599	56,514	34,007
Percent natural gas	Global	percent	100	100	100
Percent renewables	Global	percent	0	0	0
<b>Energy use<sup>52</sup></b>					
Total energy consumed <sup>53</sup>	Global	kWh <sup>54</sup>	329,732,426	367,639,268	462,247,880
Percentage grid electricity <sup>53</sup>	Global	percent	100	100	99.14%
Percentage renewables <sup>53, 55</sup>	Global	percent	41%	48%	40.17%
<b>Water use<sup>56</sup></b>					
Supplied water <sup>57</sup>	Global	cubic meters (m3)	845,772	802,348	251,846
Total water	Global	cubic meters (m3)	845,772	802,348	251,846
<b>Water use intensity<sup>56, 58</sup></b>					
Supplied water <sup>57</sup>	Global	m3/m2 floor area	1.24	0.9995	0.3156
Total water	Global	m3/m2 floor area	1.24	0.9995	0.3156
Supplied water <sup>57</sup>	Global	m3/employee	39.43	24.46	8.2844
Total water	Global	m3/employee	39.43	24.46	8.2844
Supplied water <sup>57</sup>	Global	m3/\$1 million revenue	48.45	25.17	6.7554
Total water	Global	m3/\$1million revenue	48.45	25.17	6.7554
<b>Water use in water stressed regions<sup>59</sup></b>					
Extremely high	Global	percent	1.60%	1.58%	7.01%
High	Global	percent	3.53%	6.21%	7.99%
Medium-high	Global	percent	1.93%	1.14%	69.51%
Low-medium	Global	percent	86.37%	85.97%	12.27%
Low	Global	percent	6.46%	5.05%	3.19%

<sup>51</sup>Fuel consumption represents conventional natural gas used at our workspaces. Consumption is represented in gigajoules.

<sup>52</sup>Calculations are representative of global offices and data centers, and exclude co-working and virtual office spaces.

<sup>53</sup>Total Energy Consumed includes 3,981,486 kWh of energy generated at Mission Bay 1 and 2 sites by the organization's on-site Bloom server, a solid oxide fuel cell (SOFC) power generator. The energy impact of this server has been reclassified from 2022, and was previously classified under Total Fuel Consumed.

<sup>54</sup>Kilowatt-hours.

<sup>55</sup>This number represents renewable energy matched by our VPPA at Azure Sky wind + storage project, renewable energy provided by our data center suppliers, and renewable energy supplied to individual sites via Community Choice Aggregation (CCA) or other grid-supplied elective renewables.

<sup>56</sup>The notable decrease in Supplied and Total Water Use from 2022-2023 is due to a higher quantity of actual water consumption data, due to increased water data collection efforts from the Sustainability and Facility Management teams in 2023. This lower total figure compared to previous years represents a more accurate picture of Uber's water consumption.

<sup>57</sup>Supplied water refers to water provided from public utilities.

<sup>58</sup>Intensity figures are calculated using square meters of Uber floor area, by employee, and revenue.

<sup>59</sup>Figures calculated using WRI Aqueduct Water Risk Atlas classification. Accessed January 19th, 2024.



# People and culture

## We are Uber

### At a glance

**Goal:** Continue to integrate our company values into our everyday work.

**Progress:** Our year-end employee survey showed that a majority of employees see Uber's values reflected in our everyday work. According to survey responses, 75% of employees say they know how Uber's cultural values apply to their work, and 83% of employees feel that their direct manager and team act in ways that are consistent with these values.

**Goal:** Increase equitable employment opportunities for women and underrepresented populations (URP) within the organization.

**Progress:** In 2023, representation of women increased by 0.9 percentage points globally, from 42.6% to 43.5%. This year, we redefined URP to include populations in the US that are Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern, Central Asian, and Two or More Races.

This excludes the Asian (non-Central regions) and White multiracial combination. Under this new definition, URP representation was 23.6% in 2023. With that slight deviation in measurement, we still observed URP representation remaining steady. We look forward to increasing the equitable employment opportunities for this population in 2024.

**Goal:** Ensure that our company represents the diversity of the communities we serve and that our products are inclusive of our users' varied needs. We'll continue our journey by maintaining our focus on 3 pillars (our workplace, our workforce, and our marketplace) under the guidance of our new Equity Leadership Council (ELC).

**Progress:** We continued to build on our progress by fulfilling 14 of our 15 racial equity commitments in 2023. The ELC will continue to deliver those commitments as we expand our DEI impact globally.

### Stakeholder engagement

**What we heard:** Encouraged to assess corporate culture and disclose our efforts to promote civil rights and DEI.

**How we responded:** We engaged an independent third party to assess our efforts to promote civil rights, DEI, and safety throughout the company and published our civil rights assessment in August 2023. We have taken tangible steps to begin implementing the third-party recommendations, such as adding an expert in worker health and safety to our Safety Advisory Board and establishing our Equity Leadership Council to steer our progress with oversight from management and our Board.

### Governance

The Compensation Committee is actively engaged in our people and culture strategy. The Compensation Committee regularly reviews and reports back to the Board on a broad range of human capital management topics, including talent management; culture; employee engagement, development, and retention; DEI; and equity and fairness, among other topics. Performance metrics tied to our cultural values and DEI metrics are incorporated into executive compensation.

# Letter from our Chief Diversity & Inclusion Officer

I’m incredibly excited to join Uber at this time in the company’s evolution. Uber melds the foundational “Go get it” cultural value in our DNA with a renewed understanding: with our ability to have great impact comes great responsibility. In this section of the report, we map our approach as a values-led company seeking to positively impact our people, products, and partnerships globally. Our values provide a guiding light across complex terrain as we navigate geopolitical tensions, economic volatility, cultural polarization, and technological evolution. Amid this uncertainty, one thing is clear: we engage in diversity, equity, and inclusion (DEI) because it’s the right thing to do. And at the same time, we observe that it makes clear business sense.

Why? For a start, our consumers are extraordinarily diverse, and their needs are best served by a high-performing team with diverse perspectives. But getting diverse perspectives at the table often isn’t enough. Across the tech industry, underrepresented groups leave faster than they arrive. This speaks to inclusion and belonging, which in turn depends on culture. We are all responsible for culture. But we only succeed when we inspire majority groups to support equity as much as minority groups.

For this reason, we stand by our commitment to equity in all its forms, including racial equity. Equity is an enduring principle, fundamental to our business and values. That’s why we want to encode equity in our systems—so that people from all backgrounds can do their best work at Uber. That’s why we opened ourselves up to a [civil rights assessment](#) and have begun implementing the recommendations from this assessment. That’s why we have a team focused on product equity and greater

accessibility. That’s why we have created an Equity Leadership Council, bringing together our most senior leaders.

This “People and culture” section details the ways we’re improving accessibility for people with disabilities; the progress we’ve made for women in leadership at Uber; the actions we’ve taken for veterans and active military personnel; the partnerships we’ve developed with the LGBTQIA+ community; our engagement with civil rights stakeholders; and new approaches to improving socioeconomic mobility for people of all backgrounds who lack networks or privilege. While no company has yet achieved true equity, I do believe it’s attainable. My excitement is genuine. Despite the complexity of DEI, we as a company aim to “go get it,” however difficult it may be, because we believe it’s our responsibility to do so. And we look forward to the journey of finding innovative solutions and making it happen.



**We want to encode equity in our systems—so that people from all backgrounds can do their best work at Uber.**

**Oona King**  
Chief Diversity & Inclusion Officer

# Our talent approach

Reimagining the way the world moves for the better means being bold in our decisions and building for something bigger. To achieve our mission, we need a diverse mix of people who build with heart and work at the speed and scale that’s required from our business. We’ve asked employees over the last year, “Why Uber?” And we observed a consistent answer: it’s the opportunity to work with high-caliber peers in a supportive environment where they can be their authentic selves. We’re committed to investing in our people and holding ourselves accountable for continued progress on our talent approach.

We introduced our talent approach in [2022](#), outlining 6 essential drivers of retention: belonging and equity, growth, pride, trust, well-being, and compensation. The 6-part talent approach strategy helps ensure that we consider the needs of our diverse workforce and continue to create an engaging, equitable, and inclusive experience in each of these critical areas. For this year’s report, we return with updates on our foundational programs.



**Belonging and equity**



**Growth**



**Pride**



**Trust**



**Well-being**



**Compensation**

## Governance of people and culture

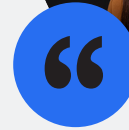
Effective engagement and management of our talent is crucial to the health of our business. Internally, we track our company-wide goals related to representation, culture, engagement, development, mobility, and efficiency quarterly and report on them to leadership and business. We report on these measures at a company level during our biannual scorecard review.

In 2023, we expanded governance through the introduction of Quarterly People Reviews that offer an opportunity for business leaders<sup>61</sup> to review key metrics of organizational health, highlight the impact of People work on business strategy, identify opportunity areas, and discuss future People strategy and goals.

In addition, all senior leaders<sup>60</sup> with teams of 100 employees or more have specific DEI strategic plans that include actions for building an inclusive working

environment. The plans work in concert with our Uber-wide priorities, giving leaders a more comprehensive approach to advancing DEI in their teams. The CEO and Executive Leadership Team review progress quarterly. Executive leaders and their teams review employee sentiment biannually, through the Uber Pulse Survey. We review these results from a DEI perspective to ensure that we understand if various groups are not having a similar experience. Guiding these conversations are culture champion teams that partner with leaders on planning relevant work for their organizations.

Uber’s Board of Directors Compensation Committee has tied Uber executives’ compensation to key DEI metrics. While business leaders and managers own their own strategic plans, there’s overarching accountability across the organization, signaling a company-wide commitment.



**We need more than representation of different groups; we also need equity and inclusion for all groups. “Great minds don’t think alike” is one of our 8 Uber cultural values and is an anchor for us as we traverse challenges across the globe.**

I’m delighted we’ve been joined in our mission by Oona King, our new Chief Diversity & Inclusion Officer. Oona’s vision for Uber’s continued leadership in DEI will build on progress made to date, with a sustained focus on inclusive leadership, business impact, and greater equity in career opportunities for our people and partners.

**Nikki Krishnamurthy**  
SVP, Chief People Officer



Learn more about our governance of people and culture and executive compensation in our [2024 Proxy Statement](#).



<sup>60</sup>Executives and senior management employees.



### Employee data sources used in this section

Data source	Description
Uber Pulse Survey (UPS)	The 2023 Pulse Survey, conducted in October 2023, 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. Note: Uber Freight, Cornershop, and on-leave employees were excluded from this survey. UPS data referenced in this section is from October 2023 unless otherwise noted.
Onboarding survey	Survey directed to new hires at the 3-, 6-, and 9-month marks in their onboarding process. It is intended to gauge their experience and the effectiveness of our onboarding process.
Global Self-ID survey (GSID)	Survey requesting voluntary disclosure of demographic and identity information. This data allows us to better understand the demographic makeup of our employees and tailor our programming to meet specific needs. Demographic data in this report is from this self-reported survey. We are not permitted to collect this information in certain regions and countries; therefore, much of our demographic information is only as robust as our ability to collect information in those geographic areas.
Employee participation or satisfaction data	Other data cited in this section of the report references employee participation in given programming or their degree of satisfaction with the experience. The teams that own the specific program solicit and manage this information.



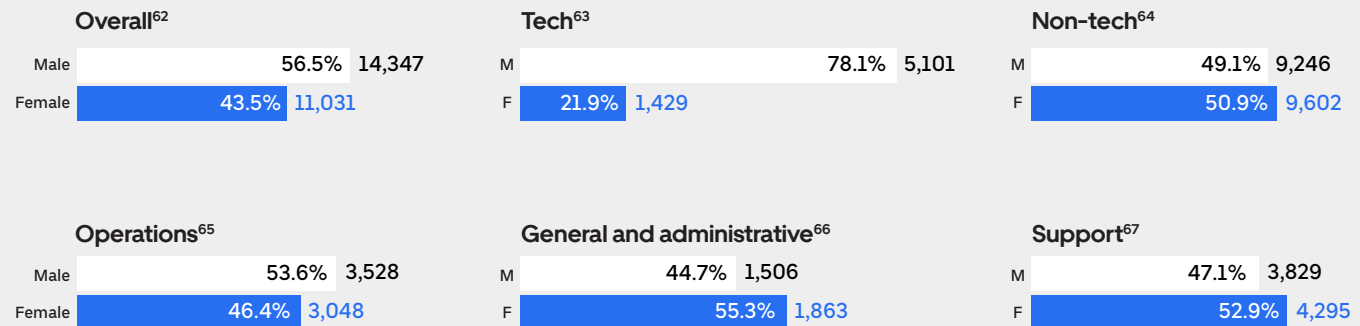
For additional information on our talent approach and how we’re improving the employee experience, please refer to our [People and Culture Report web page](#).



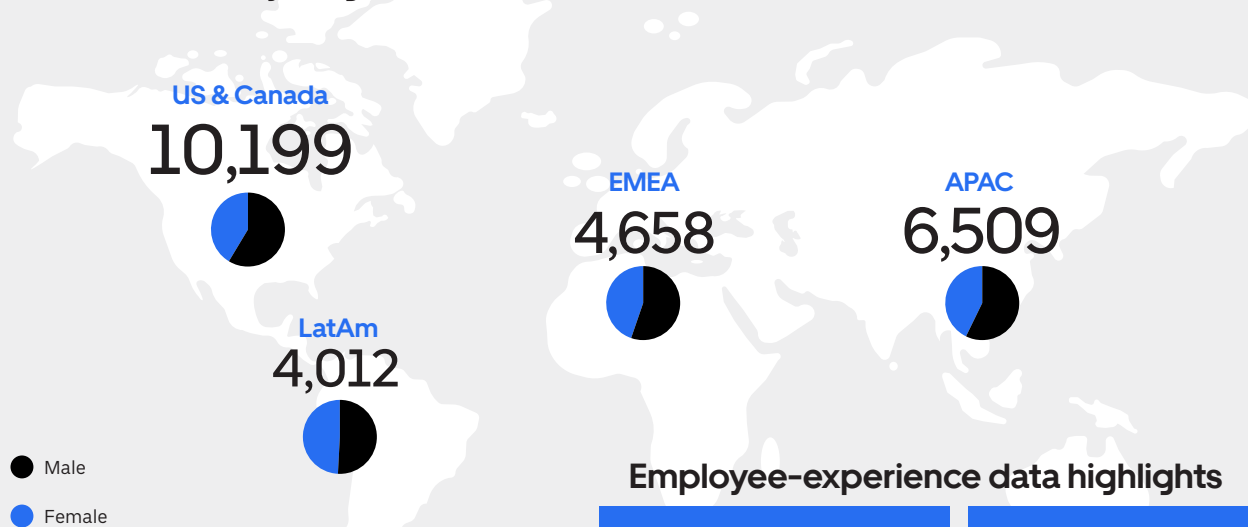
# Our workforce: overview

(workforce diversity data reflects data as of December 31, 2023)

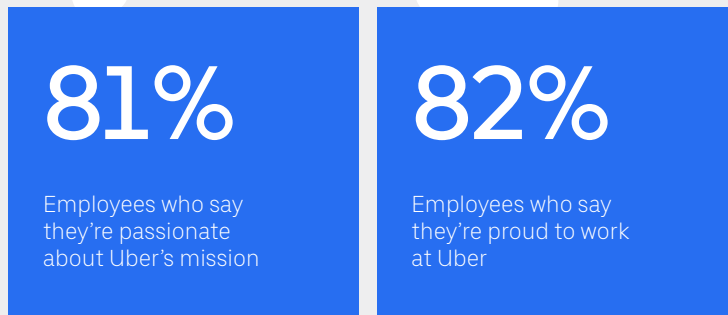
## Workforce diversity (global)<sup>61</sup>



## Workforce diversity (regional)<sup>61</sup>



## Employee-experience data highlights



<sup>61</sup>Employees who self-identified their gender.

<sup>62</sup>Total employees include all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>63</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>64</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>65</sup>Employees are categorized in Operations if their roles contribute to the core business functions.

<sup>66</sup>Employees are in the "General and administrative" category if their roles contribute to corporate functions.

<sup>67</sup>Support workforce (typically referred to as customer service employees in industry terms), which consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.



# Belonging and equity

## Cultivating diversity, equity, and inclusion

At Uber, we believe that great minds don't think alike, and we work to ensure that our company reflects the incredible diversity of the people who connect on our platform. We aim to create an environment that fosters a sense of belonging, community, and inclusion for our employees. We're working to increase equitable opportunities for employment at Uber while actively continuing our equity work, including racial equity. We want to be an ally to the communities in which we operate.

### Civil rights assessment

#### Approach

For insight into Uber's efforts to promote civil rights and DEI and to identify opportunities for improvement, we engaged an independent, third-party assessor to evaluate our impact on employees, as well as rideshare drivers, and communities in the US. The assessor:

- Interviewed each member of the company's executive team
- Interviewed more than 80 internal subject-matter experts across numerous functions and at various levels of seniority
- Held roundtable discussions with leaders of Uber's 12 ERGs
- Held a roundtable discussion with members of Uber Crew, a group of more than 70 drivers and couriers who represent the drivers and couriers in their geographic regions
- Facilitated a listening session between Uber, the third-party assessor, and national advocacy and civil rights organizations identified by Uber, the shareholder proponent of the CRA, and the third-party assessor
- Interviewed nonprofit organizations that have partnered with Uber on community initiatives
- Reviewed documents and data received from Uber, including policies, procedures, and training materials
- Reviewed publicly available documents, including Uber's Environmental, Social, and Governance (ESG), People and Culture, and Safety reports, as well as public statements by and about Uber related to civil rights and DEI

#### Our approach to civil rights and racial justice



#### Civil rights workstreams

##### Corporate workforce review

- Policies and procedures
- Complaints and investigations
- Internal DEI initiatives
- Employee experience
- Talent management

##### Products and platform review

- Marketplace fairness
- Accessibility
- Mitigation of potential bias against drivers in protected classes
- Mitigation of potential bias against riders in protected classes
- Safety and harassment
- Complaints and investigations
- Surveillance technology
- Data privacy practices

##### External commitments

- Driver-focused initiatives
- Supplier diversity
- External investments and initiatives



### External stakeholder engagement

- National civil rights organizations
- Gig worker advocate organizations
- Local/community-based organizations
- Uber Crew

### Our racial equity commitments

# 14/15

## fulfilled

Since we published our [racial equity commitments](#) in 2020, we've made significant progress on them, fulfilling 14 of the 15 commitments and embedding several solutions into Uber's daily fabric. In 2023, we expanded on some of these commitments to enhance this work.

### Progress to date

We published the results of our assessment in August 2023. Since then, we have already made significant progress in the following 3 areas:

01

#### Accountability

Established the Equity Leadership Council (ELC) to unify efforts—across our workforce, products, and platform—that address civil rights concerns and promote equity. The ELC will execute the CRA recommendations, fulfill our ongoing racial equity commitments, and create future equity commitments as we expand our impact globally.

02

#### Products and platform

Launched Product Equity 101, an interactive workshop designed to create awareness and a foundational understanding of product equity, its importance to our business and users, and how people in tech can proactively build equitable product experiences. We also added a worker health and safety leader to the Safety Advisory Board. More can be found in the "Safety" section.

03

#### Corporate workforce

Created more formal opportunities for employees to be recognized for their participation in DEI-related activities within performance reviews (such as ERG leadership).

### Oversight

Our Board of Directors and management will continue to oversee progress on the recommendations in the civil rights assessment.



We are pleased to continue this journey with our stakeholders and look forward to providing updates on our progress. For more detailed information, please refer to our [civil rights assessment](#).



Belonging  
and equity

Growth



Pride



Trust



Well-being



Compensation



# Workforce diversity

## Attracting and retaining a diverse workforce

Our inclusive recruiting strategy continues to focus on expanding access to opportunities for individuals from underrepresented populations (URP),<sup>68</sup> as well as military, veterans, and partners (MVPs); people with disabilities (PWDs); and other historically underrepresented groups. We do that by removing arbitrary barriers that do not determine success or impact the quality of hire, and by driving inclusive hiring initiatives, including:

- Creating programs that provide educational opportunities, like our apprenticeship program to upskill drivers interested in transitioning into software engineering roles
- Leaning into skills-based hiring that allows us to consider individuals from untraditional backgrounds who possess strong, transferable skills
- Building inclusive programs that help us seek out and bring to Uber top university students from around the world
- Sourcing a diverse talent pipeline by leveraging the [Mansfield Rule](#)

In 2023, we began reimagining the candidate experience—focusing on elevating and aligning the behaviors, tools, and practices we use to find and attract a diverse cohort of talent globally, and focusing the recruiting lens internally to provide our employees with new opportunities to grow within the company. As our talent approach evolves, what remains is our focus on ensuring that our candidates—whether internal or external—receive a magical Uber experience every single time.

Despite periods of economic uncertainty (when DEI regression may be expected), these actions to attract and retain a diverse workforce have resulted in our ability to sustain progress for representation in leadership. Moving forward, we plan to continue our focus on the Mansfield Rule—by expanding our DEI efforts to scale up representation in our pipeline for roles at and above the Senior Analyst level, we hope to drive enhanced diversity across the most senior roles at Uber.

<sup>68</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern/North African and Central Asian, and Two or More Races (excluding Asian and White multiracial combination).



### Demographic data

Overall, the number of employees identifying as women globally increased by 0.9 percentage points in 2023. In the US, the number of employees identifying as underrepresented people (URP) slightly decreased by 0.2 percentage points. The number of employees in the US identifying as Black or African American decreased by 1.3 percentage points overall in 2023. Also in the US, the number of employees identifying as Asian and Hispanic or Latinx increased by 2.3 percentage points and remained flat, respectively. Additionally, the demographic category of

Middle Eastern/Northern African and Central Asian has been added to the broader underrepresented people definition to align with US Census demographic categorization.

For APAC (Asia Pacific) and LatAm (Latin America), we've seen a slight decrease in women, but LatAm continues to have Uber's highest representation of women. Regionally, we have continued to see sustained, significant movement toward gender parity in the US and Canada and in EMEA (Europe, the Middle East, and Africa) since 2021.

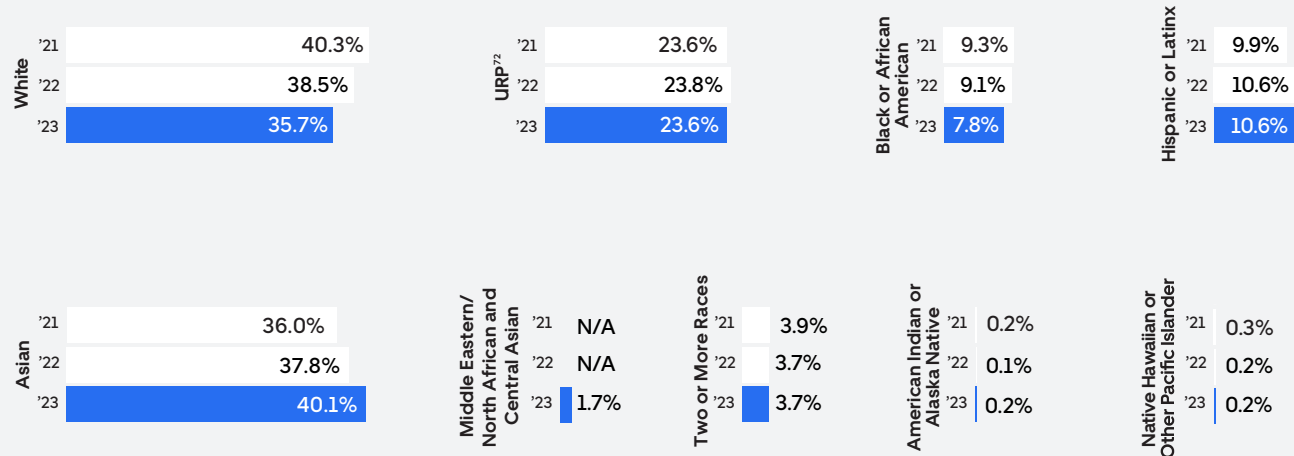
### Workforce diversity trends<sup>69</sup>

#### Global gender representation<sup>70</sup>



**Women**  
**43.5%**  
1.0-percentage-point increase since 2021

#### US race/ethnicity representation<sup>71</sup>



**Black or African American**  
**7.8%**  
1.3-percentage-point decrease since 2021

**Hispanic or Latinx**  
**10.6%**  
0.7-percentage-point increase since 2021

**Asian**  
**40.1%**  
4.1-percentage-point increase since 2021

<sup>69</sup>Numbers reflect demographic data on December 31 of the reporting year. Data callouts on trending progress reflect the net-percentage-point increase between December 31, 2021, and December 31, 2023.

<sup>70</sup>Employees who self-identified their gender.

<sup>71</sup>Overall US employees who self-identified their race/ethnicity.

<sup>72</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern/Northern African and Central Asian, and Two or More Races (excluding Asian and White multiracial combination).





# An intersectional view

We've continued to share intersectional views on our workforce data by simultaneously reflecting gender and race in the US. Considering intersectionality allows us to make meaningful, insightful observations of key trends and thus pursue more impactful and inclusive strategies to continue closing gaps and improving our culture.

Since 2021, the representation of Asian women increased 2.0 percentage points and that of Asian men increased 2.1 percentage points. Representation of Hispanic or Latinx women increased 0.3 percentage points while that of Hispanic or Latinx men increased 0.3 percentage points. We've also seen progress in the representation of

Black or African American and Hispanic or Latinx people in leadership roles since 2021 (+0.6 percentage points and +0.9 percentage points, respectively). Lastly, the representation of Black or African American leaders in tech has increased (+2.4 percentage points), while the number of Hispanic or Latinx leaders has stayed flat.

This data emphasizes the importance of how we think about equitable opportunities; mitigating potential bias for one population will not work for all. We'll continue to look at intersectional representation data to assess how well our people processes are working and how inclusive our culture is for different groups at Uber.





# Leadership representation

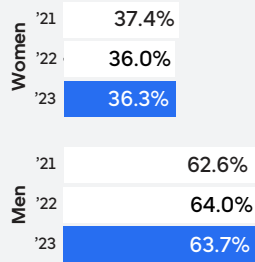
The percentage of women in leadership overall increased slightly, by 0.3 percentage points globally.

In the US in 2023, the percentage of Black or African American leaders increased by 0.7 percentage points, the share of Asian leaders decreased 1.1 percentage points, and the percentage of Hispanic or Latinx leaders increased by 0.3 percentage points.

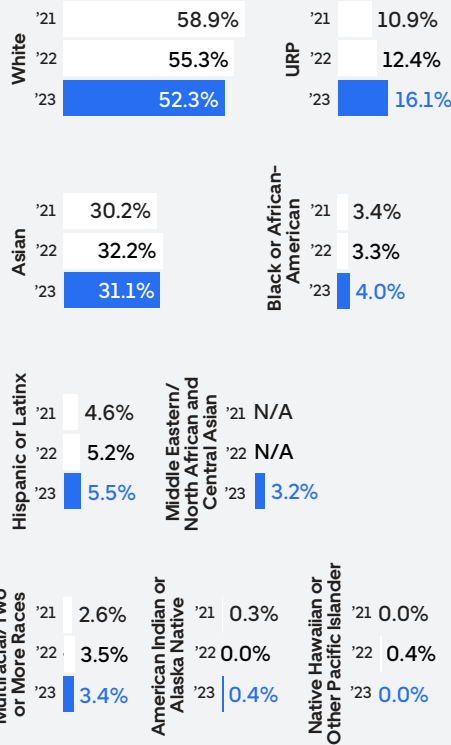
## Leadership diversity trends<sup>73</sup>

### Overall<sup>74</sup>

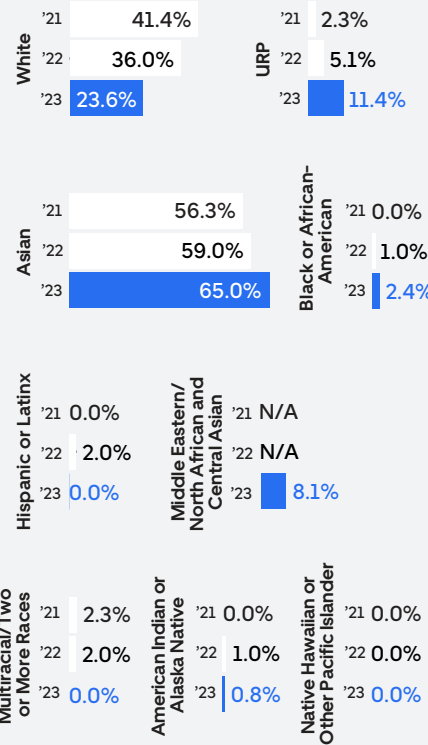
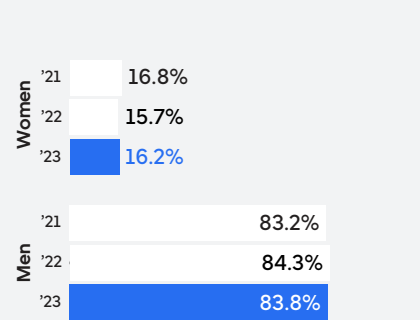
#### Global gender representation



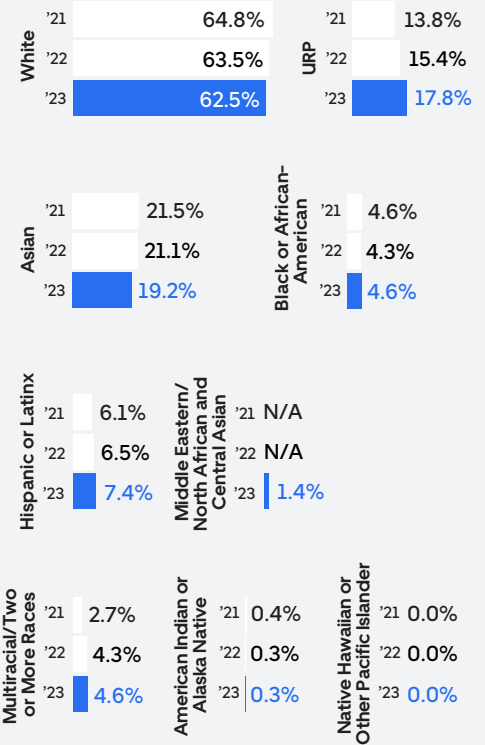
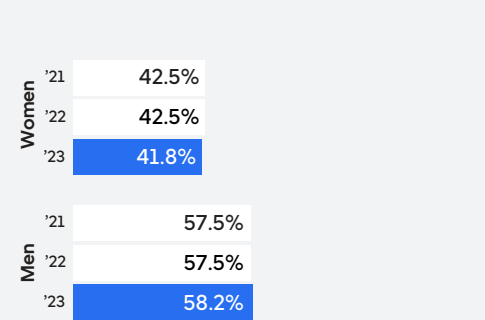
#### US race/ethnicity representation



### Tech<sup>75</sup>



### Non-tech<sup>76</sup>



<sup>73</sup>Numbers reflect demographic data on December 31 of the reporting year.

<sup>74</sup>Total employees includes all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>75</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

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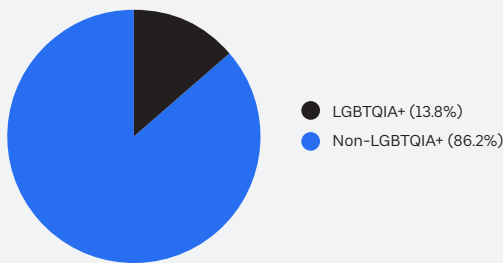


# Global Self-ID survey

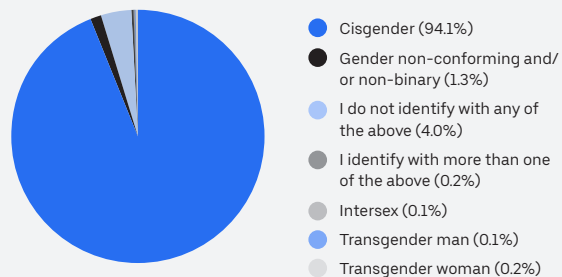
In addition to the demographics shared here, we aim to improve the scope and accuracy of our workforce demographic data. Uber administers an annual voluntary Global Self-ID survey to obtain up-to-date data on our workforce.

This is a leading practice that helps employees continue to reflect their multiple identities, from education level and caregiver status to race/ethnicity and military/veteran status (where applicable). Each year, we refresh the questions and response options to reflect a changing world, and we endeavor to create an inclusive environment where employees feel safe to update or change their status. The more data we have, the more we can achieve in terms of enhancing policies and programs to meet the unique needs of various groups and to create more equitable opportunities.

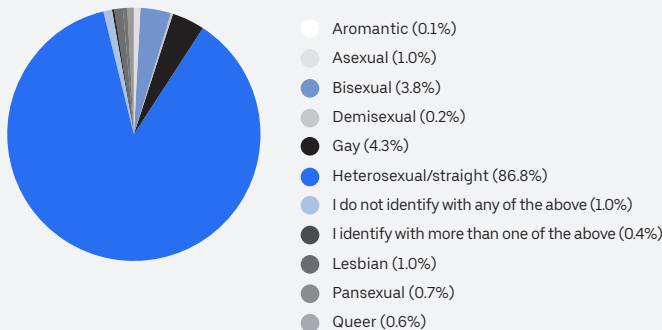
Global LGBTQIA+ representation<sup>77</sup>



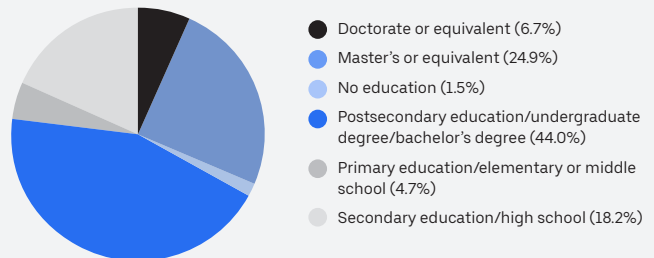
Global gender identity representation<sup>78</sup>



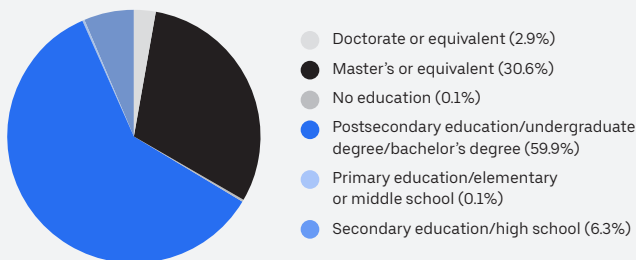
Global sexual orientation representation<sup>79</sup>



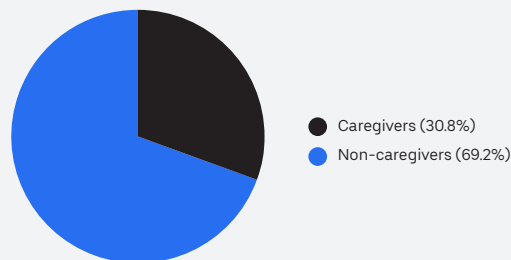
Global parent/caregiver highest level of education<sup>80</sup>



Global employee highest level of education<sup>81</sup>



Global parent/caregiver status<sup>82</sup>



<sup>77</sup>LGBTQIA+ is an acronym for "lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual/aromantic/agender" with a plus sign to recognize the limitless sexual orientations and gender identities used by members of the community. LGBTQIA+ people use a variety of terms to identify themselves.

<sup>78</sup>Gender identity is defined as a person's innate sense of their own gender, whether male, female, or something else, which may or may not correspond to the sex assigned at birth.

<sup>79</sup>Sexual orientation is defined as a person's sexual attraction to other people, or lack thereof. Along with romantic orientation, this forms a person's orientation identity.

<sup>80</sup>The education level of an individual is the highest level achieved, whether primary, secondary, degree, Master's, PhD, or professional qualification level.

<sup>81</sup>The highest education level achieved, whether primary, secondary, degree, Master's, PhD, or professional qualification level by the employee's primary caregiver (that is, parent or legal guardian) when they were a child.

<sup>82</sup>Caregiving is defined as unpaid assistance or care to a family member (such as a child, parent, spouse, or partner) or a friend. Caregiving is provided due to health conditions, disabilities, childcare, medical care, or help with everyday activities (including supervision or reminders). Disabilities and medical care could include a physical, mental, emotional, cognitive, behavioral, or developmental disability; a chronic health or psychiatric condition; or blindness or deafness.



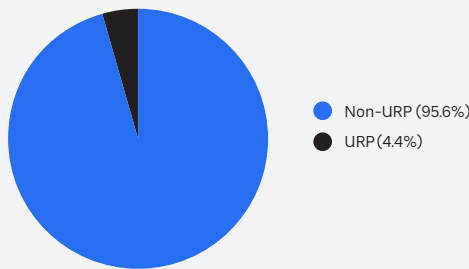
# Race and ethnicity

The continued evolution of our expanded research within the race and ethnicity categories around the world allows us to report race and ethnicity data for select countries such as Brazil, South Africa, and the United Kingdom. For 2023, we're also able to report race and ethnicity data in Australia for the first time.

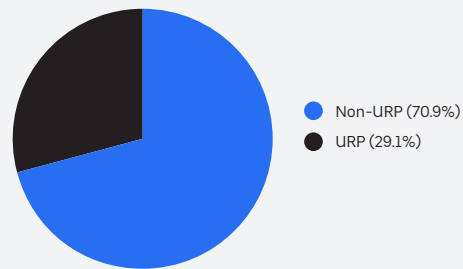
As response rates increase, we look forward to presenting more relevant data that can be leveraged to enhance our ability to build inclusive recruiting, development, and retention strategies.

## Global URP<sup>83</sup> overall

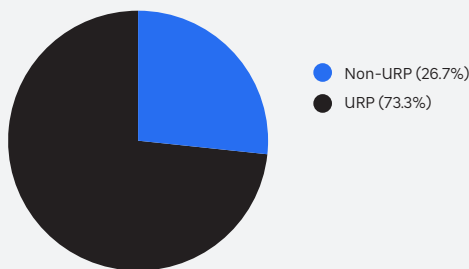
### Australia<sup>84</sup>



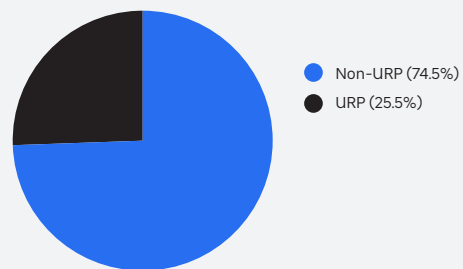
### Brazil<sup>85</sup>



### South Africa<sup>86</sup>



### United Kingdom<sup>87</sup>



<sup>83</sup>URP is an umbrella term that allows us to identify 1) populations of people who are underrepresented compared with a general population in a geographic area and 2) populations of people who have been denied access and/or are suffering systemic institutional and societal discrimination.

<sup>84</sup>In Australia, employees are categorized as URP if they self-identify into the following demographic categories: Aboriginal, African descent, Torres Strait Islander descent, and Middle Eastern/North African.

<sup>85</sup>In Brazil, employees are categorized as URP if they self-identify into the following demographic categories: Black, Indigenous, and Pardo.

<sup>86</sup>In South Africa, employees are categorized as URP if they self-identify into the following demographic categories: African and Coloured.

<sup>87</sup>In the UK, employees are categorized as URP if they self-identify into the following demographic categories: Bangladeshi, Black/African, Caribbean, Chinese, Multiracial, Pakistani, and/or Other as their race/ethnicity.

- Belonging and equity**
- Growth
- Pride
- Trust
- Well-being
- Compensation

# Aspirational leadership goals

Our leadership teams aim to meet Uber’s aspirational goals of growing the percentage of women at the Manager level and above and the percentage of US URP at the Senior Analyst level and higher.

During 2023, we saw improvements in both, plus representation for women overall, with increases from 0.9 percentage points to 1.9 percentage points.

Although progress to meet our aspirational goals may not have been as consistent as during periods of economic stability, we’re proud that we’ve been able to keep driving programming that has created some incremental gains since the last report.

We continue to expect positive acceleration over the long term. Our aspirational goal for 2025 for women at the Manager level and above is 33.5%. For URP at the Senior Analyst level and higher in the US, we’re aiming for 16% representation.

## Progress toward DEI goals

Year-end actuals

### Women overall (global)

'21	42.5%
'22	42.6%
'23	43.5%

### Women at Manager level and above (global)

'21	30.4%
'22	31.0%
'23	32.3%

### URP overall (US)<sup>88</sup>

'21	23.6%
'22	23.8%
'23	23.6%

### URP at Senior Analyst level and above (US)

'21	12.8%
'22	13.0%
'23	14.9%

<sup>88</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern/North African and Central Asian, and Two or More Races (excluding Asian and White multiracial combination).

### Spotlight

## Globalizing our efforts to support people with disabilities

In 2023, we continued to focus on accessibility to support people with disabilities.

In Brazil, Uber hired 34 people with disabilities for the Programa de Talentos—Exclusivo Para Pessoas Com Deficiência. The yearlong program included behavioral and technical training, a rotation at the midpoint of the program, and project engagement focused on supporting their development. Additionally, a program manager with a focus on inclusion and accessibility was dedicated to supporting colleagues and managers during this journey.

This resulted in the following positive feedback:

**4.8/5**

Manager’s program satisfaction

**4.8/5**

Program participant satisfaction

**60%**

Increase in retention compared with the general population



- Belonging and equity
- Growth
- Pride
- Trust
- Well-being
- Compensation

# Supporting our colleagues and community partners

In 2023, Uber continued to reinforce our commitment to our colleagues and community partners as a Gold Partner at the AfroTech Conference and a Titanium Partner at the Out & Equal Workplace Summit. In addition, we were excited to return to AnitaB.org Grace Hopper Celebration as a Platinum sponsor.

## AfroTech

The largest Black tech conference globally, AfroTech, saw more than 25,000 attendees at its 2023 event. A delegation of 50+ colleagues from 10 business functions along with executive and senior leaders represented Uber. Our US and Canada Mobility Operations and DEI teams partnered to bring Uber Charter to the conference. We also hosted opportunities for industry leaders to network and champion meaningful change.

Additionally, in partnership with *JET* magazine, Uber published a special digital and physical issue telling the stories of Uber’s global network of Black leaders, employees, merchants, drivers, and couriers and celebrating their contributions.

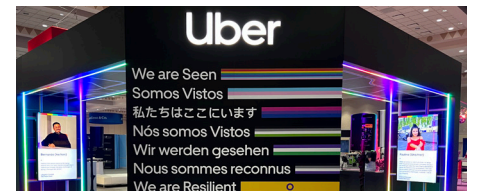


## Out & Equal

At the Out & Equal Workplace Summit, the largest LGBTQIA+ workplace inclusion event in the world, Uber showed up with 50+ attendees representing 17 functions from 12 countries across all 4 of our global mega-regions.

Uber also hosted Silent Warrior, an intersectional fireside chat, to highlight how heroes come in many shapes and sizes from across the LGBTQIA+, veteran, disabled, and

underrepresented communities. It featured Rich Fierro, who took down the gunman at Club Q, and Cassandra Williamson, a founding member of 2 trans organizations. The session showcased their intersectional work with the Transgender & Diverse Veterans of America and Transgender American Veterans Association to build inclusive culture through authentic relationships as a collective team.

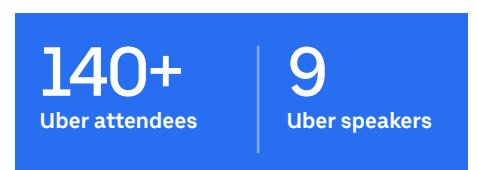


## Grace Hopper Celebration

For the first time since 2017, Uber returned to Grace Hopper Celebration (GHC), hosted by AnitaB.org, the premier globally recognized organization that connects, inspires, and guides women and non-binary technologists.

More than 140 Uber colleagues attended GHC in person or virtually, representing 16 offices

globally, and 9 Uber speakers were selected to share Uber’s learnings on topics ranging from setting objectives and key results to navigating the journey to successful management. This was an investment in our colleagues’ development.



# Employee resource groups

Our 12 employee resource groups (ERGs) play a significant role in building community and a sense of belonging within Uber and beyond. For Uber employees, creating community starts by driving awareness and fluency regarding identity and intersectionality.

Many of our ERGs have made a significant impact within and across their communities, and some have even had an impact on our business. In this year's report, we spotlight how our Veterans at Uber ERG helps to drive skills transformation and marketplace change.

## Spotlight

### Veterans at Uber

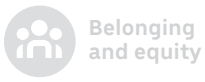
Our ERG's mission is to empower Uber to source, hire, develop, and support top-tier veteran and military-spouse talent across the organization to improve business outcomes. Veterans at Uber facilitates veteran outreach, advocacy, and networking opportunities around the military, veterans, and partners (MVP) community. We also strive to raise awareness within the company about our global active-duty MVPs, their issues, and their contributions to Uber.

The Veterans at Uber team helped connect our Uber for Business team and multiple military base installations to meet the needs of the MVP community that we serve. This resulted in the launch of

the Uber Military Program for 21 installations in 2023, which helped significantly decrease driving under the influence and serious incident reports while increasing service members' access to mobility offerings.

As a development opportunity for our colleagues in 2023, the Veterans at Uber Global Leadership Council and Jill Hazelbaker, the ERG's Executive Sponsor and Uber's SVP, Marketing and Public Affairs, hosted General Stanley McChrystal for a Fireside Chat. The retired 4-star general talked about his decorated career in uniform and the skills needed to help global businesses transform and succeed in challenging, dynamic environments.



Belonging  
and equity

Growth



Pride



Trust



Well-being



Compensation

# Growth

## Being the best place to grow your career

**A critical component of our ability to reimagine the way the world moves for the better is empowering our employees to unleash their creativity, leverage their skills to solve challenging problems, and develop their strengths in support of growing the business. Our approach to learning rethinks traditional, competency-based training programs and offers more personalized, hands-on experiences that shape the career paths of our employees. In 2023, we focused on curating experiences that allow Uber to know, grow, and move our talent to maximize impact and drive the business.**

Developing Uber talent to drive maximum business impact is not just encouraged; it's also actively supported by our People team's priorities and infrastructure. Our practices and programs encourage employees to get in the driver's seat of their career journey and leverage solutions that accelerate their readiness to take on increasingly complex assignments and roles that solve our most challenging business

problems. Everyone has access to the communities and learning experiences that promote growth, enable internal movement, and drive higher employee engagement and retention.

We offer on-demand learning, which provides all employees the opportunity to access content customized for what they need, given their specific role and the skills they're looking to develop.





### Onboarding

Rooted in our values, we provide consistent and scalable foundations for all new hires (nUbers) as they begin their Uber journey. The goal is to give a consistent nUber experience during critical moments in a new hire's first 120 days. This sets the tone for their overall experience at Uber by sharing the culture, setting expectations, and positioning them on a path for success and impact. Bringing our cultural values to life is key to creating an immediate sense of belonging as new employees experience multiple forums, including New Hire Orientation, global Uberversity, and Values in Action. For our new executives, we offer a highly customized onboarding experience, including one-on-one support, team immersion, 360 feedback to accelerate impact, and assimilation into their new role at Uber.

### The power of networks

We've embraced our hybrid working environment, creating opportunities to build community and network across organizations and geographies. We have found this approach to be an important lever to maintaining connections and driving cross-functional collaboration. Social learning is one of Uber's superpowers when attracting and retaining employees, and employees highly value the quality of the colleagues they network with and learn from. To encourage and enable employees to build robust internal networks, we offer Mentoring@Uber, actively connecting those who are passionate about sharing their experience with others who are open to learning, building skills, and seeking mentorship. The mentor/mentee pairs often lead to meaningful long-term relationships and help set up the participants for success on their learning and career journey.

#### Deep dive

##### Onboarding

#### Employee sentiment in 2023

89%

New employees who responded favorably to the statement "I have been connected with the right people at Uber to help me succeed" (an increase of 2.5 percentage points from 2022)

95%

New executive leaders who said they're satisfied with their overall onboarding experience

96%

New executive leaders who said they have been connected with the right people at Uber to help them succeed

#### Deep dive

##### The power of networks

#### Impact of mentorship

Over a 15-month period, Mentoring@Uber participants were more likely than other employees to:

##### Stay at Uber

Mentees

+8

percentage points

Mentors

+7

percentage points

##### Be promoted

Mentees

+17

percentage points

##### Transfer internally

Mentees

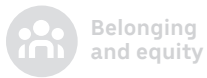
+12

percentage points

Mentors

+5

percentage points

Belonging  
and equity

Growth



Pride



Trust



Well-being



Compensation



## Performance and feedback

Uber's annual performance philosophy and practice makes sure employees know where they stand, drives their growth, and rewards them for their impact. We believe in paying for performance and ensuring equitable, fair, and transparent outcomes, rewarding similar impact with similar rewards. As a company, we hold ourselves accountable for maintaining a high talent bar and have a consistent, robust practice designed to promote ongoing conversations between employees and their managers to align on expectations, leverage values to drive impact, and drive toward achieving business goals.

Critical to our performance philosophy is timely feedback, which reinforces the behaviors we want to see more of and drives early course correction when things get off track. Ongoing feedback is essential to growing our employees' impact and their careers at Uber. Regular Impact Check-Ins between managers and employees allow time to reflect on feedback from those who worked most closely with the individual during the review period. By leveraging our performance and feedback tool, employees can easily understand their impact in real time and how they can adapt to the needs of our constantly evolving work environment.

Annually, managers use performance signals to measure the full impact made throughout the year. In 2023, we started biannually offering structured support to redirect when things are off track, well ahead of year-end reward. This always-on approach to feedback makes sure there are no surprises or misalignments between managers and their employees during the year-end reflection.

## Developing managers and leaders

At Uber, managers deliver business results, develop team members, and provide an environment where employees of every background feel a sense of belonging—all in alignment with our values. In 2023, we invested in building a consistent foundation for managers through self-paced and facilitated learning and access to a manager resource hub to help navigate key HR programs, processes, and policies. To help managers build high-performing teams, the Uber Manager Experience (UME) is our core development initiative for new people managers. It's designed to help navigate the transition from an individual contributor and provide new managers with the essential skills they need to succeed and maximize impact at Uber. Our global guiding behaviors and values-based skills offer guidance on how to live and model Uber's cultural values.

The growth and development of our senior leaders is critical to our business success. To support this group, in 2023 we deepened our commitment to providing elevated experiences for senior leaders, including transition support for those moving to a new role, development, coaching, and talent planning. In addition, we created an Executive Talent Management practice that focuses on business-critical roles and the talent pipelines needed to support business continuity. We launched the Executive Talent Accelerator program designed to advance talent readiness for new opportunities, in support of our commitment to internal mobility as a growth lever. Executive coaching is provided to help people bridge development needs and enhance growth and engagement of this critical group of leaders.

## Learn by doing

In 2023, we focused on reimagining the way we engage with our employees to make sure our products and solutions drive the desired outcomes and set the foundation for how we strategically move talent to align with business needs. Our "learn by doing" approach activates the development and growth of Uber's talent. For executives, we offer consultation to support leadership milestones, such as transitioning roles or other organizational activities geared to drive strategy through enhancing team effectiveness. At scale, our growth solutions focus on enabling feedback loops that help identify and move people where they can have the greatest impact.

The primary source of learning and growth comes from the rich experiences of working at Uber. Employees are encouraged to try different roles or take on additional responsibilities in our evolving, fast-paced environment. Among the challenging and varied experiences, we offer structured programs through gigs and short-term assignments where employees can apply their skills in a new context, build their network, and deepen their business acumen.

This creates opportunities for robust internal movement and enables employees to solve real business challenges and build adventurous, long-term careers that make a tangible impact. Uber reaps the benefits from strategically moving people to align with business needs.







# Internal mobility

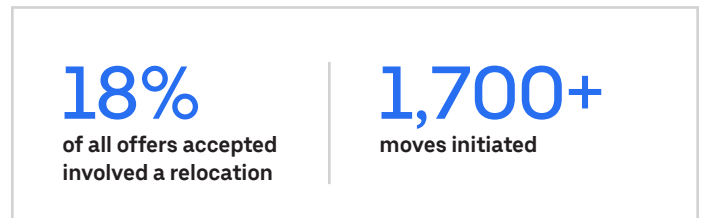
In 2023, Uber set out to bolster talent and performance by promoting growth through our internal recruiting efforts. Retaining the great talent we have is top of mind for us, but it requires a philosophical and operational shift across the company to make it meaningful. In September 2023, we launched our first Global Internal Recruiting team with a dedicated mandate to serve, prioritize, and advocate for internal talent, improve the candidate and hiring manager experience, and provide a heightened level of transparency and support to employees in search of new opportunities at Uber.

## Internal transfers

In 2023, 33.5% of total hires were internal. Our Internal Recruiting team is focused on making the hiring process easier for employees. We've shifted to a proactive approach, nurturing and advocating for our internal talent, designating roles that lend themselves to internal applicants, and building out our strategy considering Uber's aspirational goals for diverse representation.

## Relocation and immigration

In 2023, 18% of all internal and external offers accepted involved a relocation, and we initiated more than 1,700 moves. The most popular international destinations where employees immigrated were Australia, Denmark, the Netherlands, the UK, and the US. For domestic relocations, the most internal movement happened in Brazil, India, Japan, Mexico, and the US.



# Pride

## Creating a sense of purpose



**85%**  
Employees who feel that their direct team (manager and those who report to them) acts in ways that are consistent with Uber's values

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**79%**  
Employees who believe their personal values align with Uber's values and culture

Our values matter, for our company and our employees. At the company level, our values establish a common language that guides us in fulfilling our mission to reimagine the way the world moves for the better. As for our employees, we know through internal engagement surveys that values impact their intent to stay, engagement, and overall satisfaction.

Upon launching our values in October 2021, we laid out a multiphased approach that began with employees demonstrating awareness and understanding of our values. By June 2022, we progressed to internalizing our values and understanding how they connect in the context of our work. In 2023, we advanced to a focus on living and modeling, demonstrating how these values are integrated into our work, decisions, and behavior.

### 2023 highlights

**We matured the role that values play in the organization to go beyond behaviors and become integrated into core ways of working.** When Internal Audit executes a new review, for instance, they look to the values to guide decisions on audited processes and highlight the values in their audit summaries. When Global Shared Services receives a request to launch a new project, the values are discussed at each stage of the project life cycle and the “One Uber” cultural value is applied to scale to other countries or parts of the business. And in the Chief Legal Office, we updated the Business Conduct Guide to emphasize behaviors aligned with our values.

**We integrated values seamlessly across our talent and performance practices.** Uber is dedicated to fostering a workforce that exemplifies Uber's values, integrating these principles into our talent and performance discussions. This includes encouraging employees to reflect on their values-driven impact and guiding managers to consider which values are crucial for employees' promotions.

**We launched the Reimagine Awards, the first-ever company-wide recognition program.** This program celebrates the impact individuals and teams have when they deliver on company priorities and demonstrate Uber values. More than 360 nominations were received, and Uber flew the 8 winners to San Francisco for a week of events, including an awards ceremony and luncheon with the Executive Leadership Team. One winner's highlight was “being with such a great group of co-workers who all had incredibly unique stories.” Another said, “I believe this event helps the company bring our values to life while also recognizing the hard work our teams put into work every day.” The second event is set for April 2024, and we're thrilled to have a new tradition.

### Looking ahead

In 2024, Uber will maintain our living and modeling work. We'll expand on how values are integrated into core ways of working while maintaining the rituals of the past 2 years. We're extremely proud of that focus on values and believe they are being adopted intentionally yet organically and authentically.



# Trust

## Empathy, integrity, stability, and employee voice and empowerment

### Employee relations

Our Employee Relations (ER) team supports our most valuable resource: Uber’s people. With a global team of ER partners, we clear the path to an empowered employee experience by fostering a healthy and productive culture. We do this by resolving workplace challenges and improving the employment practices that affect our people.

Over the last year, we’ve made several important changes to our internal ER review process to be more responsive to the needs of our employees. We now approach concerns holistically—meaning we look at the whole picture, assessing the policy violation *and* seeking to understand

the root cause so we can support employees throughout the ER process and beyond. After a conflict or concern, employees are offered resources to repair any harm, including a restorative conversation with a certified mediator.

By promoting and refining our Restorative Practices program, we’re focused on building community, establishing a climate of trust, and enabling our employees to navigate conflict. We want employees to feel empowered to embrace these principles in their everyday interactions and use support from the ER team to help resolve complex disagreements.

To end 2023 strong, Uber hosted its second annual Respect@Uber Day to strengthen and celebrate our culture of respect. We leveraged industry experts to share helpful education and practical tips to make difficult conversations easier and turn conflict into collaboration.



# Well-being

## Providing best-in-class flexibility, equitable benefits, and safety for all employees

### Make hybrid work work

Our work philosophy is grounded in employee collaboration and productivity to maximize business outcomes. Since Uber introduced its hybrid work philosophy in April 2022, the Places team, which manages Uber’s real estate portfolio across the globe, has prioritized efforts to ensure that employee engagement and experience is at the forefront of office life for Uber employees. Uber’s hybrid work approach asks employees to spend a total of 50% of their time in the office each month, with 2 days a week being anchor days for teams (Tuesday and Thursday).



In 2023, the Places team rolled out the following initiatives, varying across selected sites (chosen based on Uber Pulse Survey [UPS] results and in-office attendance rates):

- **Space questions:** Global inclusion of 2 questions in the UPS to record employee sentiment around existing office spaces.
- **Discovery sessions:** Chosen sites had listening sessions dedicated to gathering employee feedback on their physical spaces and how they best supported their hybrid work.
- **Hybrid work office changes:** Chosen sites went through an exercise to review existing environments and activate alternative work stations. The goal was to support capacity challenges and address employee feedback. Latest UPS results have shown an increase in employee sentiment.
- **Reimagine your workplace:** Chosen sites completed an engagement activity with the goal of rediscovering existing and new spaces around the office, helping employees embrace office mobility in support of the hybrid work philosophy.
- **Office etiquette campaign:** For this global campaign, we used manager and employee toolkits and physical and digital signage to shift employee office behaviors to make better use of underutilized spaces and increase productivity when in-office.
- **Uber’s mission and values:** Global rollout of Uber graphic designs around selected offices to strengthen employees’ connection to the brand within their working environment.

In 2024, the Places team will roll out a global study to continue supporting Uber’s hybrid work goals. This project will include an employee survey, focus groups, and leadership interviews that will provide insight into employee work patterns in order to create workplace personas. The results of this study, when combined with previous initiatives, will devise a future workplace evolution strategy designed to support the future of work at Uber.

#### Goals include:

- ✓ Increasing employee engagement and productivity
- ✓ Improving employees’ sense of belonging and well-being
- ✓ Reestablishing the purpose and benefit of spending time in the office
- ✓ Reducing underutilized space by empowering choice

We at Uber acknowledge that our value “Great minds don’t think alike” and our future global Places strategy will be designed to support this sentiment as we determine how to best make hybrid work work.



### Global employee benefits

The best teams are built with diverse ideas, identities, ethnicities, experiences, and education. Great minds don't think alike, and we value that. When we reflect the incredible diversity of the people who connect on our platform, we make better decisions that benefit the world. This is why our benefits programs are built with diversity as a guiding principle and strive to be globally consistent and locally relevant.

Our philosophy is to provide a range of benefits programs that are inclusive, sustainable, and easily accessible. We know everyone has different needs at different times in life, and our programs will support employees with their wellness journey. They're designed to offer people safety, security, and support through all aspects of their well-being—physical, social, emotional, and financial.

We aim to offer a core set of benefits that support our diverse population by focusing on both physical and mental well-being and what drives the culture at Uber. At the same time, we aim to offer benefits that make sense and are commonly provided in an employee's local market, where possible. Global initiatives include access to mental health care (including free coaching and therapy sessions), maternity and fertility coverage, an 18-week parental leave policy, sabbatical leave, well-being reimbursement funds, Uber credits, and more.

### Safety, health, and sustainability

"Stand for safety" continues to be a core company value that extends beyond our platform to the core of our business—our people and places. Promoting a safer, healthier, and more sustainable work environment empowers Uber to do its best work by promoting a more sustainable

future, safeguarding the well-being of our employees, minimizing environmental impact, and upholding the highest standards of corporate responsibility. As part of Uber's injury and illness prevention plan (IIPP), we continually embrace a holistic approach to creating healthy and engaging environments by investing in our people and places.

100%

Renewable energy match for all US offices

Uber believes in doing our part to create a cleaner future for the planet. That's why in 2020 we announced goals to have 100% of our US offices matched with renewable energy by 2025 and to have net-zero emissions from corporate operations by 2030. Uber Workplace Sustainability focuses on minimizing environmental impact by building and operating offices in a sustainable way—around the world and across 6.5 million square feet—to help our 30,400 employees thrive while also supporting a net-zero future.

<p style="font-weight: bold; color: white;">Total Uber LEED certifications</p> <p style="font-size: 2em; font-weight: bold; color: white;">12</p>	<p style="font-weight: bold; color: white;">New in 2023</p> <ul style="list-style-type: none"> <li>• Taipei LEED Gold</li> <li>• Tokyo LEED Gold</li> <li>• Sunnyvale, 200 Mathilda, LEED Silver</li> </ul>
<p style="font-weight: bold; color: white;">Total Uber WELL certifications</p> <p style="font-size: 2em; font-weight: bold; color: white;">7</p>	

Belonging  
and equity

Growth



Pride



Trust



Well-being



Compensation

# Compensation

## Ensuring equitable pay for performance

### Pay equity progress

In 2023, women at Uber globally earned \$1.00 for every \$1.00 (total cash) earned by men performing similar job functions. In that same time period in the US, in aggregate, employees from underrepresented racial backgrounds earned \$0.99 for every \$1.00 (total cash) earned by non-underrepresented peers at the same job level. Uber stays committed to examining and updating our people processes to ensure that pay and compensation decisions are made without bias and with the goal of equity across our workforce. We will continue to focus on maintaining and providing transparency on this important measure going forward.



# ESG performance indicators

**Social indicators** (workforce diversity data reflects data as of December 31, 2023)

## Workforce diversity (global)<sup>89</sup>

Gender	Overall <sup>90</sup>	Tech <sup>91</sup>	Non-tech <sup>92</sup>	Operations <sup>93</sup>	General and administrative <sup>94</sup>	Support <sup>95</sup>	Leadership overall <sup>96</sup>	Leadership in tech <sup>91, 96</sup>	Leadership in non-tech <sup>92, 96</sup>	Leadership in ops <sup>93, 96</sup>	Leadership in G&A <sup>94, 96</sup>
Male	56.5%	78.1%	49.1%	53.6%	44.7%	47.1%	63.7%	83.8%	58.2%	66.5%	52.7%
Female	43.5%	21.9%	50.9%	46.4%	55.3%	52.9%	36.3%	16.2%	41.8%	33.5%	47.3%

## Women in management (global)

	Junior management positions <sup>97</sup>	Top management positions <sup>98</sup>
Total management positions	41.0%	37.6%

## Workforce diversity (regional)<sup>89</sup>

Gender	US & Canada	LatAm	APAC	EMEA
Male	58.7%	50.9%	57.4%	55.5%
Female	41.3%	49.1%	42.6%	44.5%

<sup>89</sup>Employees who self-identified their gender.

<sup>90</sup>Total employees includes all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>91</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>92</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>93</sup>Employees are categorized in Operations if their roles contribute to the core business functions.

<sup>94</sup>Employees are in the "General and administrative" category if their roles contribute to corporate functions.

<sup>95</sup>Support workforce (typically referred to as customer service employees in industry terms), which consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

<sup>96</sup>Executives and senior management employees (director-level and above).

<sup>97</sup>Employees with direct reports who are not executives and senior management.

<sup>98</sup>Executives and senior managers with direct reports.

# ESG performance indicators

## Social indicators (workforce diversity data reflects data as of December 31, 2023)

### Workforce diversity (US)

	Overall <sup>99</sup>	Tech <sup>100</sup>	Non-tech <sup>101</sup>	Operations <sup>102</sup>	General and administrative <sup>103</sup>	Support <sup>104</sup>	Leadership overall <sup>105</sup>	Leadership in tech <sup>100, 105</sup>	Leadership in non-tech <sup>101, 105</sup>	Leadership in ops <sup>102, 105</sup>	Leadership in G&A <sup>103, 105</sup>
American Indian or Alaska Native	0.2%	0.1%	0.3%	0.1%	0.3%	0.7%	0.4%	0.8%	0.3%	0.0%	0.4%
Asian	40.1%	67.0%	22.0%	21.6%	32.5%	5.1%	31.1%	65.0%	19.2%	17.3%	20.4%
Black or African American	7.8%	2.5%	11.3%	7.6%	6.3%	26.7%	4.0%	2.4%	4.6%	4.1%	5.3%
Hispanic or Latinx	10.6%	4.5%	14.6%	12.3%	9.1%	29.1%	5.5%	0.0%	7.4%	7.1%	8.0%
Middle Eastern/North African and Central Asian	1.7%	2.3%	1.3%	1.3%	1.3%	1.4%	3.2%	8.1%	1.4%	1.0%	0.9%
Multiracial/Two or More Races	3.7%	2.0%	4.9%	3.8%	5.6%	5.6%	3.4%	0.0%	4.6%	2.0%	6.2%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.3%	0.4%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
White	35.7%	21.4%	45.3%	52.9%	44.6%	31.3%	52.3%	23.6%	62.5%	68.4%	58.8%

### URP status (US)<sup>106</sup>

	Overall <sup>99</sup>	Leadership overall <sup>105</sup>	Leadership in tech <sup>100, 105</sup>	Leadership in non-tech <sup>101, 105</sup>
Non-URP	76.4%	83.9%	88.6%	82.2%
URP	23.6%	16.1%	11.4%	17.8%

<sup>99</sup>Total employees includes all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>100</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>101</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>102</sup>Employees are categorized in Operations if their roles contribute to the core business functions.

<sup>103</sup>Employees are in the "General and administrative" category if their roles contribute to corporate functions.

<sup>104</sup>Support workforce (typically referred to as customer service employees in industry terms), which consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

<sup>105</sup>Executives and senior management employees (director-level and above).

<sup>106</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Middle Eastern/North African and Central Asian, and Two or More Races (excluding Asian and White multiracial combination).





# ESG performance indicators

**Social indicators** (workforce diversity data reflects data as of December 31, 2023)

## Race or ethnicity, women<sup>107</sup>

	Overall <sup>108</sup>	Tech <sup>109</sup>	Non-tech <sup>110</sup>	Operations <sup>111</sup>	General and administrative <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>	Leadership in tech <sup>109, 114</sup>	Leadership in non-tech <sup>110, 114</sup>	Leadership in ops <sup>111, 114</sup>	Leadership in G&A <sup>112, 114</sup>
American Indian or Alaska Native	0.1%	0.1%	0.1%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian	14.9%	18.4%	12.5%	12.2%	19.0%	2.2%	9.3%	13.8%	7.7%	6.1%	9.3%
Black or African American	4.6%	0.8%	7.1%	4.2%	4.2%	17.5%	1.9%	0.8%	2.3%	2.0%	2.7%
Hispanic or Latinx	5.0%	0.9%	7.8%	6.1%	5.4%	15.1%	2.5%	0.0%	3.4%	2.0%	4.4%
Middle Eastern/North African and Central Asian	0.5%	0.5%	0.6%	0.5%	0.6%	0.6%	0.2%	0.8%	0.0%	0.0%	0.0%
Multiracial/ Two or More Races	1.9%	0.5%	2.8%	2.2%	3.4%	2.8%	1.9%	0.0%	2.6%	1.0%	3.5%
Native Hawaiian or Other Pacific Islander	0.1%	0.0%	0.2%	0.0%	0.2%	0.3%	0.2%	0.0%	0.3%	0.0%	0.4%
White	15.3%	3.6%	23.2%	25.4%	25.0%	15.4%	23.5%	3.3%	30.7%	27.6%	31.0%

## Race or ethnicity, men<sup>107</sup>

	Overall <sup>108</sup>	Tech <sup>109</sup>	Non-tech <sup>110</sup>	Operations <sup>111</sup>	General and administrative <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>	Leadership in tech <sup>109, 114</sup>	Leadership in non-tech <sup>110, 114</sup>	Leadership in ops <sup>111, 114</sup>	Leadership in G&A <sup>112, 114</sup>
American Indian or Alaska Native	0.1%	0.1%	0.1%	0.0%	0.1%	0.4%	0.2%	0.8%	0.0%	0.0%	0.0%
Asian	25.1%	48.3%	9.4%	9.4%	13.4%	2.7%	21.8%	51.2%	11.5%	11.2%	11.1%
Black or African American	3.1%	1.6%	4.1%	3.5%	2.0%	8.9%	2.1%	1.6%	2.3%	2.0%	2.7%
Hispanic or Latinx	5.5%	3.6%	6.7%	6.1%	3.7%	13.5%	3.0%	0.0%	4.0%	5.1%	3.5%
Middle Eastern/North African and Central Asian	1.2%	1.9%	0.8%	0.8%	0.7%	0.8%	3.0%	7.3%	1.4%	1.0%	0.9%
Multiracial/ Two or More Races	1.8%	1.5%	2.1%	1.6%	2.2%	2.8%	1.5%	0.0%	2.0%	1.0%	2.7%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%	0.1%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White	20.2%	17.7%	21.8%	27.3%	19.5%	15.1%	28.8%	20.3%	31.8%	40.8%	27.9%

<sup>107</sup>US employees who self-identified their gender and their race/ethnicity.

<sup>108</sup>Total employees includes all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>109</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>110</sup>Employees are categorized into tech and non-tech roles based on their job functions. Tech roles include Engineering, Product, and Uber Freight positions. All other positions are considered non-tech.

<sup>111</sup>Employees are categorized in Operations if their roles contribute to the core business functions.

<sup>112</sup>Employees are in the "General and administrative" category if their roles contribute to corporate functions.

<sup>113</sup>Support workforce (typically referred to as customer service employees in industry terms), which consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

<sup>114</sup>Executives and senior management employees (director-level and above).





# ESG performance indicators

## Social indicators (workforce diversity data reflects data as of December 31, 2023)

### Representation of new hires<sup>115</sup> (global)

Gender	Overall <sup>116</sup>	Support <sup>117</sup>	Leadership overall <sup>118</sup>
Male	53.9%	47.5%	62.7%
Female	46.1%	52.5%	37.3%

### Representation of new hires<sup>115</sup>

Race or ethnicity <sup>119</sup> (US)	Overall <sup>116</sup>	Support <sup>117</sup>	Leadership overall <sup>118</sup>
American Indian or Alaska Native	0.2%	0.4%	0.0%
Asian	31.8%	7.9%	35.9%
Black or African American	10.4%	25.4%	7.7%
Hispanic or Latinx	13.6%	31.6%	5.1%
Middle Eastern/North African and Central Asian	2.0%	3.9%	2.6%
Multiracial/Two or More Races	1.7%	1.8%	2.6%
Native Hawaiian or Other Pacific Islander	0.6%	0.0%	0.0%
White	39.8%	28.9%	46.2%

### Representation of new hires<sup>115</sup>

Race or ethnicity, women <sup>120</sup> (US)	Overall <sup>116</sup>	Support <sup>117</sup>	Leadership overall <sup>118</sup>
American Indian or Alaska Native	0.2%	0.4%	0.0%
Asian	15.2%	3.1%	5.3%
Black or African American	5.7%	15.4%	3.5%
Hispanic or Latinx	7.0%	15.8%	1.8%
Middle Eastern/North African and Central Asian	0.8%	1.8%	0.0%
Multiracial/Two or More Races	1.1%	1.3%	1.8%
Native Hawaiian or Other Pacific Islander	0.2%	0.0%	0.0%
White	18.5%	13.6%	15.8%

### Representation of new hires<sup>115</sup>

Race or ethnicity, men <sup>120</sup> (US)	Overall <sup>116</sup>	Support <sup>117</sup>	Leadership overall <sup>118</sup>
American Indian or Alaska Native	0.0%	0.0%	0.0%
Asian	16.4%	4.4%	28.2%
Black or African American	4.6%	9.6%	2.6%
Hispanic or Latinx	6.5%	15.4%	2.6%
Middle Eastern/North African and Central Asian	1.2%	2.2%	2.6%
Multiracial/Two or More Races	0.6%	0.4%	0.0%
Native Hawaiian or Other Pacific Islander	0.4%	0.0%	0.0%
White	21.0%	14.0%	23.1%

<sup>115</sup>New employees who joined Uber between 1/1/2023 and 12/31/2023.

<sup>116</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>117</sup>Support workforce (typically referred to as customer service employees in industry terms), which consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

<sup>118</sup>Executives and senior management employees (director-level and above).

<sup>119</sup>US employees who self-identified their race/ethnicity.

<sup>120</sup>US employees who self-identified their gender and their race/ethnicity.





# ESG performance indicators

## Social indicators (workforce diversity data reflects data as of December 31, 2023)

Global URP <sup>121</sup>	Overall <sup>122</sup>
Australia non-URP	95.6%
Australia URP <sup>123</sup>	4.4%
Brazil non-URP	70.9%
Brazil URP <sup>124</sup>	29.1%
South Africa non-URP	26.7%
South Africa URP <sup>125</sup>	73.3%
United Kingdom non-URP	74.5%
United Kingdom URP <sup>126</sup>	25.5%

Global LGBTQIA+ representation <sup>127</sup>	Overall <sup>122</sup>
LGBTQ+	13.8%
Non-LGBTQIA+	86.2%

Global gender identity representation <sup>128</sup>	Overall <sup>122</sup>
Cisgender	94.1%
Gender non-conforming and/or non-binary	1.3%
I do not identify with any of the above	4.0%
I identify with more than one of the above	0.2%
Intersex	0.1%
Transgender man	0.1%
Transgender woman	0.2%

Global sexual orientation representation <sup>129</sup>	Overall <sup>122</sup>
Aromantic	0.1%
Asexual	1.0%
Bisexual	3.8%
Demisexual	0.2%
Gay	4.3%
Heterosexual/straight	86.8%
I do not identify with any of the above	1.0%
I identify with more than one of the above	0.4%
Lesbian	1.0%
Omnisexual	0.0%
Pansexual	0.7%
Queer	0.6%

Global employee highest level of education <sup>130</sup>	Overall <sup>122</sup>
Doctorate or equivalent	2.9%
Master's or equivalent	30.6%
No education	0.1%
Postsecondary education/undergraduate degree/ bachelor's degree	59.9%
Primary education/elementary or middle school	0.1%
Secondary education/high school	6.3%

Global caregiver/parent highest level of education <sup>131</sup>	Overall <sup>122</sup>
Doctorate or equivalent	6.7%
Master's or equivalent	24.9%
No education	1.5%
Postsecondary education/undergraduate degree/ bachelor's degree	44.0%
Primary education/elementary or middle school	4.7%
Secondary education/high school	18.2%

Global parent/caregiver status <sup>132</sup>	Overall <sup>122</sup>
Caregivers	30.8%
Non-caregivers	69.2%

<sup>121</sup>URP is an umbrella term that allows us to identify 1) populations of people who are underrepresented compared with a general population in a geographic area and 2) populations of people who have been denied access and/or are suffering systemic institutional and societal discrimination.

<sup>122</sup>Total employees includes all active full-time employees, excluding subsidiaries, casual employees, and interns.

<sup>123</sup>In Australia, employees are categorized as URP if they self-identify into the following demographic categories: Aboriginal, African descent, Torres Strait Islander descent, and Middle Eastern/North African.

<sup>124</sup>In Brazil, employees are categorized as URP if they self-identify into the following demographic categories: Black, Indigenous, and Pardo.

<sup>125</sup>In South Africa, employees are categorized as URP if they self-identify into the following demographic categories: African and Coloured.

<sup>126</sup>In the UK, employees are categorized as URP if they self-identify into the following demographic categories: Bangladeshi, Black/African, Caribbean, Chinese, Multiracial, Pakistani, and/or Other as their race/ethnicity.

<sup>127</sup>LGBTQIA+ is an acronym for "lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual/aromantic/agender" with a plus sign to recognize the limitless sexual orientations and gender identities used by members of the community. LGBTQIA+ people use a variety of terms to identify themselves.

<sup>128</sup>Gender identity is defined as a person's innate sense of their own gender, whether male, female, or something else, which may or may not correspond to the sex assigned at birth.

<sup>129</sup>Sexual orientation is defined as a person's sexual attraction to other people, or lack thereof. Along with romantic orientation, this forms a person's orientation identity.

<sup>130</sup>The education level of an individual is the highest level achieved, whether primary, secondary, degree, Master's, PhD, or professional qualification level.

<sup>131</sup>The highest education level achieved, whether primary, secondary, degree, Master's, PhD, or professional qualification level by the employee's primary caregiver (that is, parent or legal guardian) when they were a child.

<sup>132</sup>Caregiving is defined as unpaid assistance or care to a family member (such as a child, parent, spouse, or partner) or a friend. Caregiving is provided due to health conditions, disabilities, childcare, medical care, or help with everyday activities (including supervision or reminders). Disabilities and medical care could include a physical, mental, emotional, cognitive, behavioral, or developmental disability; a chronic health or psychiatric condition; or blindness or deafness.





# ESG performance indicators

## Social indicators (workforce diversity data reflects data as of December 31, 2023)

### Employees in naturalization categories (global)<sup>133</sup>

Category	2022 total	2023 total
Foreign national	14%	15%

### Workplace safety (US)<sup>134</sup>

Workplace safety	2022 total	2023 total
Total recordable incident rate (TRIR) (direct employees)	0.13	0.1
Fatalities (direct employees)	0	0
Total recordable incident rate (TRIR) (contract employees)	0.06	0.02
Fatalities (contract employees)	0	0

### Employee engagement (global)

2023 Pulse Survey <sup>135, 136</sup>	2022 number	2022 % of total respondents	2023 number	2023 % of total respondents
Total number of FTEs surveyed	22,506	100%	25,747	100%
Employees who returned survey	17,995	80%	19,812	77%
Employees who are "actively engaged"	14,150	79%	14,789	75%
Employees who perceive Uber's mission favorably	14,791	84%	15,766	81%
Employees who are proud to work for Uber	14,841	84%	15,906	82%
Employees who feel treated fairly at Uber regardless of their personal background	15,720	89%	16,878	86%

<sup>133</sup>Foreign national is defined as any employee requiring a visa for work in the country in which they were employed as of December 31, 2023. Uber utilizes multiple immigration counsel services. The number represented here is an aggregate of records and estimates from these companies.

<sup>134</sup>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. Data values in the 2022 column have been corrected since the original publication of this report.

<sup>135</sup>The 2023 Pulse Survey, conducted in October 2023, 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. Note: Freight employees were excluded from this survey.

<sup>136</sup>Full-time employee (FTEs) include any employees who are under one of the following Employee Type categories: Regular, Contractor to FTE, or Fixed Term.



# Data privacy and cybersecurity

## At a glance

- Our Privacy Principles guide product development and business practices across Uber, from the technology that supports our thriving marketplace to the features that make our platform safer.
- To protect the security, confidentiality, and integrity of user data, we've built a robust information security program that's based on the industry-recognized ISO 27001 framework and includes written policies, processes, and standards designed to protect and secure Uber's data environment.
- Uber maintains ISO 27001 certification for its enterprise business (Uber for Business, Central, and Uber Health) and core rides business.
- Additionally, an independent third party regularly assesses Uber for SOC 2 compliance.

## Stakeholder engagement

**What we heard:** Encouraged to share more information around data privacy and cybersecurity; encouraged to share information on how Uber is monitoring artificial intelligence (AI).

**How we responded:** Maintained an industry-leading data privacy program to protect users' privacy rights and data. In 2023, we enhanced our Privacy Center by introducing Privacy Check-up, a feature allowing users to easily view and adjust their data and privacy settings. In addition to providing comprehensive disclosures regarding our cybersecurity risk

management program in our Form 10-K for the year ended December 31, 2023, we added a technology and cybersecurity experience category to the list of our Board of Directors' skills, experience, and background (go to pages [11](#) and [102](#)). Members of our Privacy & Cybersecurity Legal, Product Legal, Public Policy, Engineering teams, and others continued monitoring the regulatory and technical landscape on the evolution of AI and leveraged the expertise of leaders in our cross-functional AI Law & Ethics Council to create strategies and goals regarding applications of AI and related ethics and governance issues.

## Governance

**Cybersecurity:** Uber's Board oversees the Cybersecurity Program, and Uber's risk profile with respect to cybersecurity matters, through regular reports and reviews. These include presentations by the Chief Information Security Officer (CISO) to the Board and Audit Committee on an alternating quarterly basis and quarterly reports of certain cybersecurity incidents to the Board.

**Data privacy:** Uber's Board receives reports or reviews from Uber's Chief Privacy Officer at least annually.



# Data privacy

Uber has built an industry-leading privacy program to protect our users' privacy rights and data. This program leverages Uber's [Privacy Principles](#), which are modeled on the widely accepted Fair Information Practice Principles regarding the collection, processing, use, and protection of personal data. First adopted in 2018, our Privacy Principles demonstrate the pillars of our privacy program: governance, privacy by design, data minimization, transparency, user choice and control, and data security.

This approach focuses on doing what's right, and not merely what's legal, with respect to our users' data. We're now extending that focus to Uber's growing efforts to innovate with AI and machine learning to enhance our products and services and increase the power of our platform.

## Governance:

### We do the right thing with data

This Privacy Principle, which echoes Uber's core value that "We do the right thing, period," reflects our commitment to using data legally and ethically to foster user trust and make magic in the marketplace.

That starts by maintaining a culture of privacy within Uber. All full-time employees receive mandatory data privacy and security training during their onboarding process and biennially thereafter. Employees may also receive additional privacy and security training based on their role or if they volunteer for Uber's Privacy Champions program, through which employees receive enhanced privacy and cybersecurity training to help them understand and promote best practices.

Uber has built a large team of privacy and security professionals from Uber's Legal, Security, Engineering, Product, and Policy organizations who are dedicated to protecting user data, developing new privacy features, and enabling users to exercise their rights regarding their data.

Their work includes driving Uber's policies and processes for managing data fairly, transparently, and in ways that are consistent with Uber's values. This includes policies prohibiting advertising content that reflects or results in discrimination or harassment based on users' demographics. It also includes reviews for fairness and avoiding bias.

## Privacy by design:

### We build privacy into our products from start to finish

We believe in privacy by design—that users' privacy and data protection should be considered throughout the product life cycle.

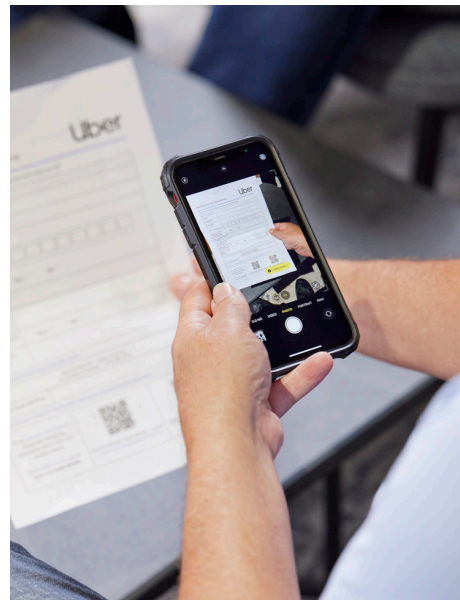
Uber's Privacy team reviews products or features that involve new or expanded data collections or uses in order to identify, evaluate, and mitigate potential legal risks; verify compliance with Uber's data-handling requirements; and enable users to exercise their rights regarding their data.

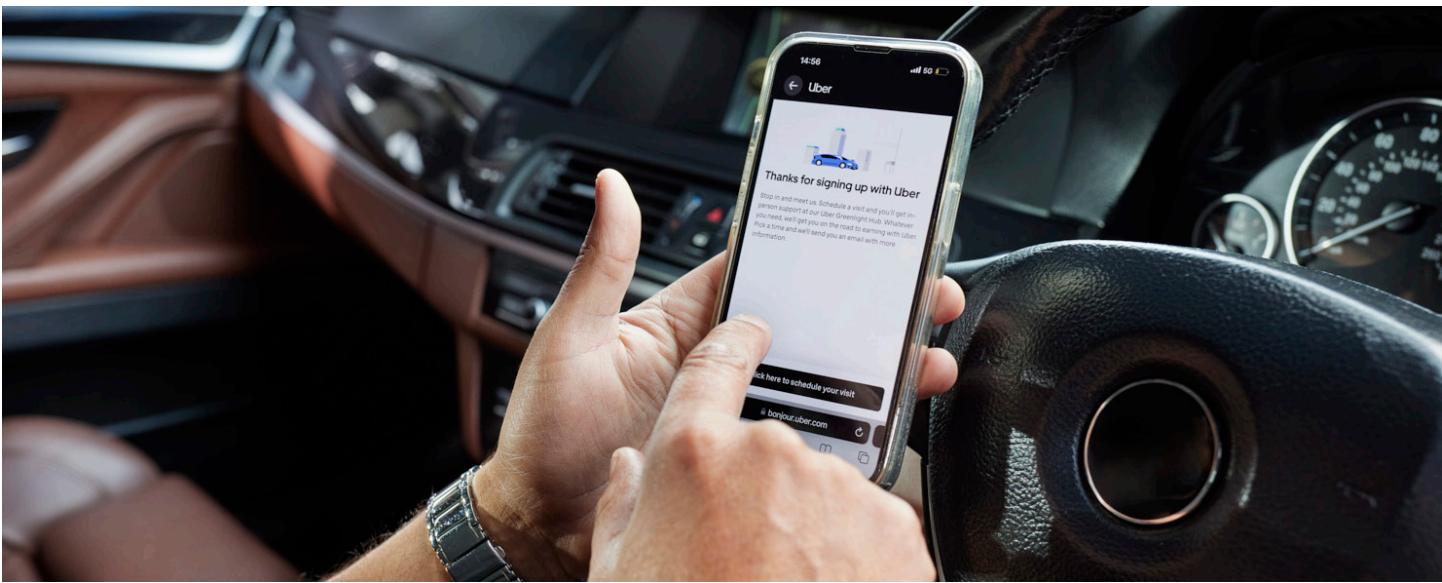
For example, when Uber introduced the in-app Audio Recording feature to help enhance users' safety during rides, we stored the encrypted records on users' devices to prevent anyone—riders, drivers, or even Uber—from accessing those recordings unless submitted by a user in connection with a reported safety incident.

## Data minimization:

### We collect only what we need

We embed the principle of data minimization in our privacy-by-design process. Product or feature owners are required to define the purpose of any new or expanded personal data collection or use, and they must confirm that they are only collecting and using the minimum amount of data required for that purpose.





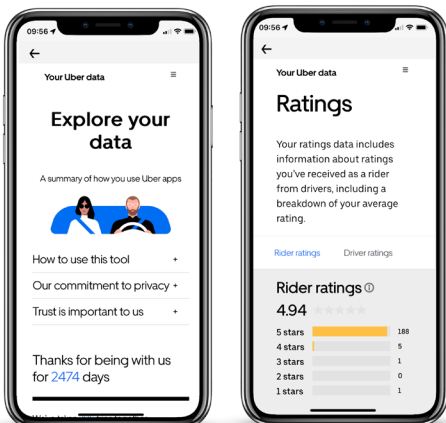
**Transparency:**

**We are transparent about our data practices**

Trust requires transparency, which we provide to users through multiple mechanisms for explaining our data practices. Uber’s [Privacy Notice](#) provides the most comprehensive description of Uber’s data practices. The key information from our Privacy Notice is summarized and highlighted in our [Privacy Overview](#), which includes frequently asked questions and visual aids that connect the dots between the data we collect and the purposes for collecting and using that data.

Uber’s [Privacy Center](#), an in-app and web-based hub for privacy features and settings, contains additional features to help users understand our data practices, including:

- [Explore Your Data](#), which allows users to access highlights of how Uber uses their personal data



- [Understanding your data](#), which walks through how Uber uses personal data to enable our services
- Additional educational modules that illustrate how Uber minimizes the amount of personal user data shared with drivers and couriers before, during, and after trips or deliveries

In 2024, we launched Privacy Check-up, a feature enabling users to easily view and adjust their data and privacy settings.

Uber also provides users and the general public with information about our practices for sharing information with government entities, including law enforcement and public health authorities. We do this where required by law or legal process. Since 2016, Uber has produced an annual [Transparency Report](#) summarizing the number of US and Canadian government requests received and responded to.

**User choice and control:**

**We give users choices about their data**

User choice and control includes providing settings that enable users to:

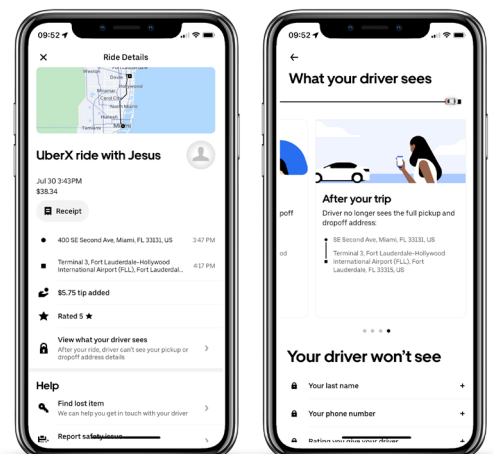
- Choose how their data is collected, used, and shared for purposes of personalized advertising, offers, or promotions

- Choose whether to share live location data with drivers for faster and more reliable pickups, or with friends or family
- Correct their data or request that Uber restrict its processing of their data
- Submit requests for data access or deletion

**Data security:**

**We safeguard personal data**

We provide reasonable and appropriate safeguards to prevent loss and unauthorized use or disclosure of personal data. Our cybersecurity risk-management program is described on the following page.



For more information, please visit [Uber’s Privacy Notice](#), which describes the personal data we collect, how it’s used and shared, and your choices regarding this data.





# Cybersecurity

Uber has established a cybersecurity risk-management program that's based on the industry-recognized ISO 27001/2 framework and includes written policies, processes, and standards designed to protect and secure Uber's data environment.

## Key elements of this program include:

- **Executive oversight and governance:** This includes primary oversight over the program by Uber's Chief Information Security Officer (CISO), as well as support by senior members of Uber's Legal and Engineering teams, and Uber's Data Protection Office. Uber's Board of Directors exercises oversight over, and receives regular updates regarding, the program.
- **Independent third-party audits and regular assessments of Uber's systems, cybersecurity controls, and infrastructure:** These include reviews to identify opportunities to strengthen Uber's

cybersecurity posture and cybersecurity audits for purposes of maintaining Uber's Payment Cards Industry (PCI), ISO 27001 and 27002, and SOC1 and SOC2 certifications.

- **Internally conducted environment and vulnerability assessments**

- **Cyber incident management**

- **Third-party risk management:** This includes performing due diligence regarding Uber's third-party suppliers, service providers, and business partners.

Uber's Public Safety Response team receives and reviews data requests from law enforcement and public health officials. At our [law enforcement portal](#), public safety officials can quickly and securely submit legal process documents to request information that may be critical in investigating potential criminal cases. In general, Uber does not disclose certain categories of user data without legal process, such as a subpoena, court order, or search warrant. Uber does not disclose precise real-time location data to government entities, including law enforcement, except in limited cases involving emergency response or operating requirements at airports.





# ESG performance indicators

## Governance indicators

### Data privacy and security

Category	Scope	2022 quantity	2023 quantity
Number of material cybersecurity breaches <sup>137</sup>	Global	0	0

### Liabilities and fines related to data privacy

Category	Scope	2022 quantity	2023 quantity
Private civil litigation <sup>138</sup>	Global	\$30,000	\$0
Enforcement/regulatory actions <sup>139</sup>	Global	\$4,607,738	\$0
Total	Global	\$4,637,738	\$0

### Privacy

Metric	2022 data	2023 data
<b>Organizational</b>		
Number of employees dedicated to Data Privacy and Data Security	213	288
Number of external assessments of our Privacy and/or Data Security programs <sup>140</sup>	6	9
<b>User controls and requests</b>		
Number of user data downloads through Download Your Data feature <sup>141</sup>	139,288	145,415
Number of privacy features available to riders, drivers, and Uber Eats users	50	51

Category	2022 data	2023 data
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations <sup>142</sup>	\$0	\$0



For data around law enforcement and public health requests, please consult Uber's [Government Transparency Report](#).



<sup>137</sup>Materiality as determined pursuant to U.S. securities laws.

<sup>138</sup>In 2022, Uber reached a settlement agreement with an arbitration claimant and a group of potential arbitration claimants in the US who alleged that the company failed to safeguard drivers' and riders' personal information and mishandled a 2016 data security breach. The case began as part of the multidistrict litigation consolidated in California federal court, proceeded in arbitration, and was resolved for \$30,000, or \$600 per claimant.

<sup>139</sup>In 2022, the Italian data protection authority, the Garante, issued one fine of \$2,303,869 USD (\$2,120,000 €) fine against Uber B.V. and a second fine in the same amount against Uber Technologies, Inc. for three alleged privacy violations: 1) failing to register a database for location data, 2) insufficient specificity of Uber's privacy notice and 3) the use of risk scores. Uber is appealing the decision, but the appeal did not stay the obligation to pay the fine.

The Dutch data protection authority, Autoriteit Persoonsgegevens, fined Uber B.V. \$10,846,050 USD (\$10,000,000 €) for alleged deficiencies in its data subject access requests process, and inadequate transparency in relation to certain elements of its Privacy Notice. The fine is stayed while Uber appeals the decision.

<sup>140</sup>Assessments performed by independent third parties.

<sup>141</sup>Number represents user data downloads requested and completed in 2023.

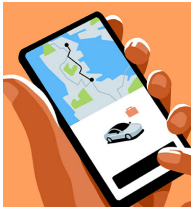
<sup>142</sup>Amount includes all judgments, fines, and penalties paid as a result of antitrust-related legal proceedings.

# Artificial intelligence (AI)

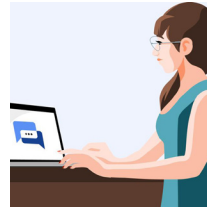
**Advancements in AI and Machine Learning (ML) technologies have created tremendous opportunities to solve challenging issues. At Uber, we are proud of the ways we have been able to leverage these technologies to help facilitate billions of trips and deliveries around the world. The introduction of these services has expanded access to transportation, essential resources, and economic opportunity, helping individuals overcome gaps in transportation systems and creating value for workers, customers, and small businesses.**

## How we use AI

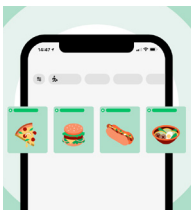
We use AI (including GenAI) to enable our products and services, enhance the safety of our platform, and continuously improve upon the user experience. These technologies are designed with the goal of creating seamless, scalable, and safe user experiences. Examples include:



Creating an efficient marketplace through matching workers and customers, forecasting demand for mobility and delivery, calculating pricing and incentives, and understanding optimal routing, location accuracy, and ETAs



Enhancing internal productivity with GenAI to support code review and testing and to automate certain customer support tasks



Providing personalized recommendations based on past food delivery orders and preferences



Enabling real-time safety checks, such as ID verification, and preventing fraud by detecting anomalies, such as duplicate account creation and unusual activity during a trip

## Governance and oversight

Advances in AI and ML have created new opportunities to innovate and achieve Uber’s mission as we “reimagine the way the world moves for the better.” We have long used algorithms and AI to operate at scale and help make our platform safer and more beneficial to users. At the same time, we recognize that these technologies can raise questions and concerns about their impact to individuals and our communities. Uber has a variety of AI governance processes in place to monitor how we use AI technologies and tools in our business.

Members of our Legal, Public Policy, Engineering, Data Science, and other teams monitor the regulatory and technical landscape on the evolution of AI. They leverage the expertise of leaders in our cross-functional AI Law & Ethics Council to create strategies and goals regarding applications of AI and related ethics and governance issues. Uber aims to foster a safe and responsible environment for the use of AI and ML via internal testing, training, evaluation, and monitoring processes

## Our recent civil rights assessment (CRA)

**As part of our recent CRA, an independent third party evaluated our approach to AI/ML and reviewed related policies and practices to provide recommendations for continued improvement. We’ve established an internal committee, the Equity Leadership Council, to oversee the implementation of these recommendations and enhance our program.**

**As the use of AI and ML at Uber continues to evolve, we are dedicated to gathering and implementing insights and recommendations from both internal and external advisors and technical experts to build upon our current responsible AI program.**

# Local and social impact

## At a glance

- We know that reliable transportation is not equally accessible to all, which is why we strive to leverage the scale and flexibility of our platform, build innovative products, and forge strong community partnerships to help ensure that transportation enables connected, healthy, empowered, and safe communities.
- In 2023, we worked with 141 partners to provide 72,000 rides and deliveries through our community grants program. This program addresses transportation access in underserved communities, which often don't have access to reliable transportation to get the critical services they need to stay healthy and safe.
- The [Health Access Fund](#) provided [137,000 rides to 27 community health organizations](#), increasing access to healthcare for underserved communities across 22 cities in 17 states in the US.
- We also expanded Uber's college campus safety pilot and helped promote campus safety during the Red Zone (the time frame in which 50% of sexual assaults on campuses occur). Through this program, we provided rides to 8,000 users and enabled more than 25,000 trips across university campuses.
- In 2023, Uber Transit launched a number of new partnerships around the US to make getting around easier, more accessible, and more affordable. We joined New York City Transit's [E-Hail Pilot Program](#), joined NJ Transit's [Access Link Riders' Choice Program Pilot](#), and launched [Ride Awake Wylie](#) in Wylie, Texas.
- Uber users can access micromobility options in our app in 200+ cities worldwide, giving them one more reason to leave their cars at home.
- In 2023, we launched Uber Moto (low-cost motorcycle taxi rides) in 21 new cities. We also [launched](#) our first-ever all-electric moto taxi product in Kenya.
- In 2023, we launched our [One Less Car](#) experiment, which found that a multimodal platform like Uber can contribute the right mix of transportation modes to help users make more sustainable choices.

## Governance

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.





# Impact

As we know, reliable transportation is not equally accessible to everyone around the world. To address that gap in access and help ensure that transportation enables connected, healthy, empowered, and safe communities, we strive to build innovative products, leverage the scale and flexibility of the Uber platform, and forge strong community partnerships.

## Connected communities

Cities and towns across the world have built infrastructure, enacted policies, and planned land use in ways that support and encourage private car ownership and habitual car usage. While private car ownership confers personal autonomy and convenience, car dominance can lead to higher levels of emissions and congestion, economic inequality, and poor public health outcomes. Uber builds innovative products and services that offer alternatives to private car ownership in an effort to make mobility more sustainable, equitable, healthy, and accessible.

In 2023, we highlighted Uber's role in a multimodal ecosystem through our [One Less Car](#) experiment. In 5 Australian cities, Uber challenged 58 participants to give up one of their cars for 5 weeks in exchange for credits to use on other modes such as bikes and scooters, rideshare, carshare, and public transport. At the conclusion of the study, we [found](#) that the primary barriers to reducing private car use include limited access to transportation alternatives; poor quality, convenience, and reliability of alternatives; and the perception that private car ownership is more affordable than other means. The report also found, however, that people can reduce their car dependence when they have reliable access to at least 4 other modes of transportation. This experiment demonstrated that a multimodal platform like Uber's can help provide a mix of

transportation options that help users make more sustainable choices.

One way we increase access to alternative modes is by partnering with public transit agencies to complement existing services and fill in gaps. In doing so, [Uber Transit](#) brings the magic of Uber to transit systems to help reduce the need to own a car. In 2023, Uber Transit launched a number of new partnerships around the US. In one example, we joined New York City Transit's [E-Hail Pilot Program](#), which subsidizes TNC (transportation network company) trips for participating paratransit riders in order to keep fares at \$4. While most paratransit riders in NYC must book their trips a day in advance, E-Hail Pilot Program participants can book with greater spontaneity, akin to the standard rideshare experience. In 2023, Uber's partnership with the New York City Transit on the Access-A-Ride (AAR) E-Hail Pilot Program served approximately 25,500 paratransit trips. Meanwhile, across the Hudson River, we joined [NJ Transit's Access Link Riders' Choice Program Pilot](#), through which that agency dispatches paratransit trip requests to TNCs like Uber. As a result, NJ Transit's on-time paratransit performance improved by 20%.

Uber Transit also expanded its strategy to serve the transportation needs of smaller, less dense cities by becoming an on-demand public transit network for an entire city. For example, we partnered with the city of Wylie, Texas, a small city outside of Dallas, to create [Ride Awake Wylie](#). Through this innovative partnership with Uber and a WAV (wheelchair-accessible vehicle) provider, the city of Wylie is following in the footsteps of other small cities (such as [Kyle](#) and [Pflugerville](#), Texas) in offering public transit service across their entire city, serving all riders efficiently, something not previously possible with traditional public transit modes.



In addition, we vastly expanded our [Uber Moto](#) product into new cities around the world, giving more riders an affordable way to get around. Uber Moto provides access to low-cost motorcycle taxi rides while creating earning opportunities with a lower barrier to entry than car-based options. In 2023, we launched Uber Moto in 21 new cities, drawing a new rider base and increasing access to mobility and public transit for price-sensitive users. In 2023, we also [launched](#) our first-ever all-electric motorbike taxi product in Kenya, inching us closer to our goal of an all-electric platform globally by 2040.

In addition, we continued to expand our micromobility partnerships, making shared bikes and scooters available through the Uber app in more cities around the world. Through our partnership with Lime, we expanded our micromobility options into more than 35 additional cities in 10+ countries. We also entered into [a partnership with Tembici in Latin America](#), which will make it possible to book bikes and electric bikes through the Uber app. As of December 2023, this service is available in Brazil and Chile. Uber users can now access micromobility options in our app in 200+ cities worldwide, giving them one more reason to leave their cars at home.





The Health Access Fund  
provided

137,000  
rides to

27  
community  
organizations across

22  
cities in

17  
states



## Healthy communities

A [2022 survey](#) found that in the US alone, one in 5 patients missed necessary medical care due to a lack of transportation. The transportation access gap is particularly acute in underserved communities, resulting in disproportionately negative health outcomes. We believe we can play a role in changing that. Uber partners with organizations across the country to make sure that lack of transportation is never a barrier to staying healthy. Through these programs, Uber offers a flexible, reliable, on-demand alternative so people can access the care they need.

Uber created the [Health Access Fund](#) in partnership with Local Initiatives Support Corporation (LISC) to support organizations working to increase access to essential healthcare services in underinvested communities. Through [137,000 rides to 27 community health organizations](#), the HAF has increased access to healthcare for community members across 22 cities in 17 states in the US. We first launched our fund for vaccine rides in spring 2021 with LISC, PayPal, and Walgreens to increase access

to COVID-19 vaccines. Since then, we've scaled up support to bridge the access gap by embedding Uber rides in healthcare programs delivered by frontline organizations such as free and charitable clinics, federally qualified health centers (FQHCs), hospital systems, affordable housing programs, and social service providers.

For example, through our [Rides for Health Equity](#) partnership with [Sostento](#), a nonprofit organization with a mission of increasing access to healthcare for low-income Americans, we've helped patients across the US access rides that connect them to medical clinics, pharmacies, and grocery stores. As of February 2024, this program has offered 24,500 rides for nearly 5,500 individuals; of these riders, 64% are uninsured, 82% are food insecure, and 39% are housing insecure.

We're also making an impact on access to healthcare in the United Kingdom. [Uber Health](#) partners with organizations across the globe to help ensure that lack of transportation is never a barrier for those seeking care. Through our partnership with [Nursing Direct](#), Nursing Direct scheduled almost 600 trips to improve appointment

adherence across Greater London. We also connected almost 600 trips to in-home caregivers working for SweetTree Home Care Services, which we fulfill through technical and organizational features to ensure the privacy and protection of Uber Health users.

### Partnership with Walgreens

Uber launched 2 innovative partnerships with Walgreens to offer community members free same-day delivery of needed medications such as Paxlovid (an oral antiviral therapy for COVID-19) and those intended to prevent and treat HIV.

### Addressing maternal healthcare gaps

Uber Health, with support from Amerigroup Georgia and Avesis/Agilix, launched the [Maternal Health Access Research Project](#), a pilot program that helps expectant and postpartum mothers in the Atlanta and Savannah metro areas access nutrition and other necessary supplies. The pilot helps facilitate access to critical maternal care and provides insights into the ways that groups across the care continuum can come together to support access to healthcare for everyone living in Georgia.



## Empowered communities

Through our small-grants program, Uber provided in-kind rides and meals for underserved communities in partnership with local, community-based social impact organizations around the globe. Our goal is to address the transportation gap in communities that often don't have access to reliable transportation so that the members of those communities can get the critical services they need to stay healthy, be safe, and thrive. In 2023, we worked with 141 partners to provide 72,000 rides and deliveries.

# 72,000

Rides and deliveries provided with 141 partners

## Safer communities

In response to disasters, Uber's capabilities across mobility, delivery, and freight platforms let us move people to safety and get them supplies and services for relief and recovery. Uber continued to show up in communities devastated by natural disasters and conflict by giving people access to rides to shelters, feeding first responders, and moving essential supplies. In 2023, we worked with many regional teams to respond effectively to crises in any location where Uber operates. Our efforts have included:

- Maui wildfire relief:** Uber launched a [series of relief initiatives](#) in response to the Maui wildfires. In addition to enabling Uber users to make easy in-app donations, Uber committed up to \$1 million to support Hawaii Community Foundation's [Maui Strong Fund](#). Uber also offered free rides to shelters for Maui residents evacuated to Honolulu and provided financial support to help meet the immediate needs of active drivers in Lahaina, which was destroyed in the fire.
- Support in Ukraine:** Since war broke out in Ukraine in February 2022, Uber has provided over 500,000 rides to meet the mobility needs of many Ukrainians, including frontline healthcare staff, educators, and humanitarian aid workers. Uber's continued operations in Ukraine have enabled over 45,000 Ukrainian drivers to keep earning on the platform. Uber has also helped raise money and has matched funds for humanitarian organizations such as the International Rescue Committee, International Federation of Red Cross and Red Crescent Societies, and UNITED24, President Zelenskyy's official fundraising platform for Ukraine. Through rider contributions and Uber-matched donations, Uber has provided nearly \$5 million for ambulances. In all, Uber's efforts have raised over \$10 million for humanitarian relief in Ukraine.
- Morocco earthquake relief:** After the September 2023 earthquake in Morocco, Uber launched an in-app initiative in Belgium, France, the Netherlands, and Spain to raise funds that would help support the Red Cross in its relief operations.
- Hurricane Idalia:** In August 2023, we provided rides to and from shelters in coordination with the Florida Division of Emergency Management and the Governor's office.
- Türkiye earthquake relief:** Uber mobilized our technology and the drivers who use our app to help local relief organizations and NGOs in their efforts on the ground following the February 2023 earthquake that struck Türkiye. We launched a feature in the Uber app in Istanbul called Earthquake Support to allow our users to donate essential aid supplies. We also launched an in-app initiative in Austria, Belgium, France, Germany, the Netherlands, Switzerland, and the UK to raise money for humanitarian relief organizations.
- College campus safety pilot (US):** Uber expanded its college campus safety pilot and helped promote campus safety during the Red Zone (the time frame in which 50% of sexual assaults on campuses occur). Through this program, we provided rides to 8,000 users and enabled more than 25,000 trips across university campuses.
- Food rescue:** In the United States, [more than one-third of food goes to waste](#), generating significant carbon dioxide emissions. In 2023, Uber piloted a food rescue initiative in partnership with Albertsons Companies, Inc. and delivered surplus food from grocery stores to food pantries around Washington, DC, through Uber Direct. The initiative aims to increase food security and reduce waste in the greater Washington region, where [over 1.2 million people \(32% of the population\)](#) are food insecure.
- Uber x Carrefour Charging Pilot:** To accelerate Uber's transition to a zero-emission platform in France, we partnered with Carrefour, the second-largest grocery store in the country, to offer discounted EV charging for drivers at its stores in underserved parts of the Greater Paris region. In December 2023, 1,000 drivers received charge cards that they can use anywhere on Carrefour's charging-station network in France.



# Governance

## At a glance

### ✓ What we do

- Independent chairperson
- Ensure diverse candidate slate for every open Board seat
- Fully independent Audit, Compensation, and Nominating and Governance Committees that meet at least quarterly
- Annual elections for all directors
- Directors elected by majority vote in uncontested elections
- Board oversight of management succession planning
- Board, committee, and individual director evaluation process
- Stock ownership guidelines for directors and executive officers
- Clawback policy in our executive compensation program
- Incorporate performance metrics tied to our cultural values into executive compensation

### ✗ What we don't do

- Dual class stock
- Allow hedging of Uber stock by directors or employees
- Allow pledging of Uber stock by directors or employees for margin loans or similar speculative transactions
- Have a stockholder rights plan ("poison pill")

### New

- Clawback policy in our executive compensation program that exceeds the Securities and Exchange Commission (SEC) and New York Stock Exchange (NYSE) requirements
- Permit stockholders, who own at least 25% of the aggregate voting power of our securities and satisfy other requirements set forth in our bylaws, to call a special meeting
- Proxy access that allows a stockholder or a group of up to 20 stockholders continuously holding at least 3% of our voting stock for three years or more to nominate up to two directors or 20% of our Board

## Responsiveness


- We engaged an independent, third-party assessor to evaluate our impact on employees, as well as rideshare drivers, and communities in the US. Please consult our [civil rights assessment](#).
- In 2023, the Board approved management's recommendation to add proxy access to our bylaws.


## Performance

- The Board and its independent Audit, Compensation, and Nominating and Governance Committees actively engaged in overseeing the components of our ESG program. In the past 3 years, our Board has amended the charters of each key committee to formalize oversight of our various ESG priorities.

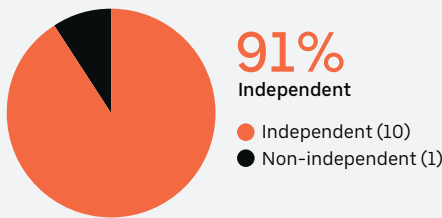
# Uber's Board of Directors

Our Board of Directors is committed to best-in-class corporate governance and firmly believes that we must be transparent with, and accountable to, our stockholders with respect to our culture, governance, and corporate responsibility. In our journey to build out a world-class public company governance structure, we have strengthened and developed a Board of Directors with a diverse set of backgrounds, skills, and experiences.



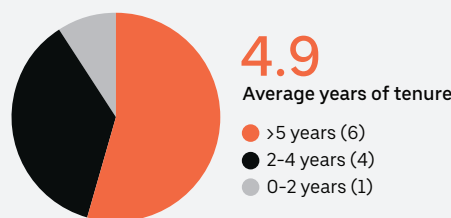
Learn more about our annual self-evaluation process in our [2024 Proxy Statement](#). 

## Board independence



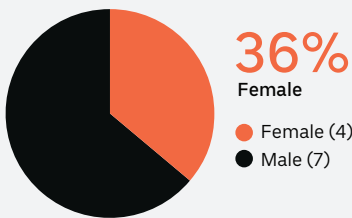
**85%** of S&P 500 directors are independent

## Board tenure<sup>143</sup>



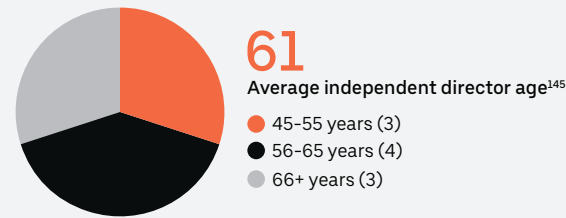
**7.8** average years of tenure of S&P 500 boards

## Gender diversity



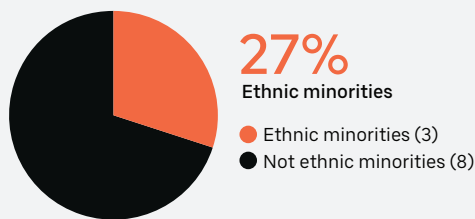
**33%** of S&P 500 directors are female

## Director age<sup>144</sup>



**63.3** years is the average age of independent S&P 500 directors

## Ethnic diversity



**24%** of all S&P 500 directors are ethnic minorities

## Skills, experience, and background



<sup>143</sup>Age and Board tenure measured as of March 25, 2024.

<sup>144</sup>Age and Board tenure measured as of March 25, 2024.

<sup>145</sup>Does not include Mr. Khosrowshahi (54), as he is not an independent director.

Note: Board composition is with respect to the Board nominees named in our [2024 Proxy Statement](#).



# Board oversight

The ESG issues identified in our assessment are important 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. The chart below summarizes the Board and each committee’s primary responsibility for the components of our ESG program and our material ESG topics.

	Audit Committee	Compensation Committee	Nominating and Governance Committee	Full Board
Climate change			✓	✓
Political lobbying			✓	✓
Driver and courier well-being	✓		✓	✓
Employee diversity, equity, inclusion, and culture		✓	✓	✓
ESG program			✓	✓
Ethics and compliance	✓			✓
Local impact				✓
Privacy				✓
Cybersecurity	✓			✓
User safety	✓			✓
Regulatory changes and risks	✓		✓	✓
Innovation	✓			✓

## Primary oversight responsibilities of the Board and its committees for each area of focus

### Climate change

Uber's Board of Directors and Nominating and Governance Committee periodically receive updates on policy and regulatory trends at the local, state, and national levels concerning climate- and emissions-related developments, and they 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 Head of Sustainability, 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.

### Driver and courier well-being

Uber's Board of Directors considers the well-being and status of drivers and couriers, in some form, at nearly every Board meeting. Driver and courier 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. The Compensation Committee tied executive compensation for our most senior executives to the achievement of driver and courier satisfaction and retention metrics in addition to safety improvement metrics.

### Employee diversity, equity, inclusion, and culture

The Board receives quarterly reports from the Office of Diversity and Inclusion regarding Uber's progress toward its diversity goals. The board also performs an annual organizational review that includes succession planning and a talent review. The Compensation Committee considers diversity, equity, and inclusion (DEI) metrics when developing compensation plans and includes DEI and cultural goals as metrics in the compensation for Uber's most senior executives. The Compensation Committee also receives summaries of employee engagement survey results and related matters. At the management level, our CEO meets with each of his direct reports quarterly to review progress against DEI operating targets and plans. The CEO also meets with our employee resource groups once a year and as needed to review strategies, review marketplace initiatives, and assess resource requests.

### 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 Ethics and Compliance Officer (CECO) and our Global Head of Internal Audit meet with the Audit Committee quarterly regarding the state of ethics and compliance, internal investigations, and the operation of the company's Integrity Helpline. Aspects of the ethics and compliance 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 CECO and the Global Head of Internal Audit report to the CLO and CFO, respectively, and work with the company's Executive Leadership Team (ELT) as part of our enterprise risk management program. Working with the ELT and the Audit Committee, the CECO 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.

### Data privacy

Uber's Board receives reports or reviews from Uber's Chief Privacy Officer at least annually.

### Cybersecurity

Uber's Board oversees the cybersecurity program, and Uber's risk profile with respect to cybersecurity matters, through regular reports and reviews. These include presentations by the Chief Information Security Officer (CISO) to the Board and Audit Committee on an alternating quarterly basis and quarterly reports of certain cybersecurity incidents to the Board.

### User safety

The Board receives annual updates and is actively engaged in user safety. The Board and management deeply understand the importance of safety, which is why safety is tied to our company values and is a performance metric for each of our most senior executives. Our Senior Vice President of Core Services reports annually to the Board on motor vehicle fatalities, physical assault fatalities, and critical sexual assaults, as well as safety product highlights.

# Management of ESG at a glance

## Leadership

### Executive leaders at the company

- Chief Executive Officer
- Chief Financial Officer
- Senior Vice President, Chief Legal Officer and Corporate Secretary
- Senior Vice President, Chief People Officer
- Senior Vice President, Marketing and Public Affairs
- Senior Vice President, Mobility and Business Operations
- Senior Vice President, Delivery
- Senior Vice President, Core Services
- Chief Product Officer and Senior Vice President, Engineering
- Vice President, Uber Freight
- Vice President, Platform Engineering

## ESG Working Group

**Uber’s ESG team, led by our Head of ESG Strategy & Engagement, works cross-functionally with global teams across the company on managing ESG risks and opportunities, including:**

- Algorithmic Fairness and Bias
- Cities and Transportation Policy
- Compensation and Benefits
- Cybersecurity
- Data Privacy
- Delivery
- Diversity, Equity, and Inclusion
- Driver Policy
- Engineering
- Ethics and Compliance
- Federal Affairs
- Financial Risk Management
- Fraud Risk
- Freight
- Government Affairs Committee
- Internal Audit
- Investor Relations
- Labor and Employment
- Legal
- Marketplace Fairness
- Mobility
- People and Places (Workplace)
- Political Law
- Product Design
- Public Policy
- Safety
- Social Impact
- Sustainability
- Work and Economic Policy

# Ethics and compliance

## At a glance

**Our Ethics and Compliance team's mission is to:**

- Foster and enable a culture of ethical decision-making
- Promote compliance with applicable laws, regulations, internal policies, and best practices
- Guide Uber to do the right thing, period
- We recently updated our [Business Conduct Guide](#), which provides our employees with clear expectations for the proper course of action when faced with ethical decisions. Updates focused on elevating the importance of whistleblowing, building awareness of our anti-retaliation protections, and using AI responsibly.

**Our suite of specific compliance policies and procedures that address identified risk areas includes:**

- Policy Against Bribery and Corruption
- Third Party Anti-Corruption Due Diligence Policy
- Global Interaction with Public Officials policies
- Insider Trading Policy
- Corporate Policy on Conflicts of Interest
- Competitive Intelligence Policy

**We take a data-driven, risk-based approach to our program and have embarked on a mission to embed additional compliance controls into core business processes, so compliance becomes second nature to employees. Examples include:**

- The automated process within our purchase requisition tool for requests to donate to or sponsor causes
- An enhanced pop-up alert within the expense approval system to remind the requester to provide more information whenever the expense involves a public official
- Incorporating training completion status as a criterion within our Performance Management program
- We engaged Ethisphere to perform a comprehensive, independent review of our Ethics and Compliance program and company culture, and were awarded its [Compliance Leader Verification](#) status. We were also named a 2023 BELA Community Champion by Ethisphere.

## Stakeholder engagement

**What we heard:** We were encouraged to enhance reporting around political and lobbying expenditures.

**How we responded:** We updated our US Political Engagement Report to include expanded disclosures based on feedback from our stockholders. We also engaged an independent, third-party assessor to evaluate our impact on employees, as well as rideshare drivers, and communities in the US. Please consult our [civil rights assessment](#).

## Governance

The Audit Committee oversees the ethics and compliance program and receives regular reports from the Chief Ethics and Compliance Officer. These reports include updates on our compliance with applicable laws and regulations and our compliance framework and program development, including oversight of our systems and controls for ethical behavior and the prevention of bribery. Additionally, the Audit Committee is informed of and oversees the investigation and follow-up (including disciplinary action) of any instances of non-compliance that could be material to the company, including material violations of the company's Business Conduct Guide. This oversight includes the review of any ongoing examinations by regulatory authorities and Uber's response. The Audit Committee regularly briefs the entire Board on these matters.



# Ethics and compliance

## Our Ethics and Compliance team's mission is to:

- Foster and enable a culture of ethical decision-making
- Promote compliance with applicable laws, regulations, internal policies, and best practices
- Guide Uber to do the right thing, period

To achieve this mission, we have built and maintain a comprehensive program of policies, processes, and controls to prevent, detect, and respond to conduct that is unlawful, is unethical, or violates Uber's policies. We also monitor company risks to continually evolve and improve the program.

The cornerstone of our comprehensive program is our [Business Conduct Guide \(BCG\)](#), which provides our employees with clear expectations for the proper course of action when faced with ethical decisions. We translate our BCG into 15 languages and have built a mobile-friendly microsite from which employees can read the BCG, access core compliance processes such as Conflict of Interest and Business Courtesy Disclosures, and directly report to the Integrity Helpline. We require every Uber employee to complete training on and acknowledge our BCG, in their local language, within 30 days of hire. We update the BCG every 2 years and require employees to complete training on and acknowledge any updates. Further, our Sarbanes-Oxley Act (SOX) controls include availability and acknowledgment of the BCG and are tested annually.

## 18,000+

Number of times Uber employees accessed our BCG microsite in 2023

## 95%

Percent of Uber employees who have acknowledged Uber's BCG, 2 months after launch

In January 2024, we released a refashioned BCG that elevates the importance of whistleblowing and enhances awareness of our anti-retaliation protections. It tackles the responsible use of AI, outlines careful communications, and addresses solicitation guidelines for political and social causes while reaffirming our commitment to support human rights, safe working conditions, and our clean platform initiative. Our BCG reinforces our programs that facilitate employee compliance with anti-corruption, antitrust, data security, privacy, and conflicts of interest policies and procedures.

In addition to the BCG, we have a suite of specific compliance policies and procedures that address identified risk areas, including but not limited to:

- Policy Against Bribery and Corruption
- Third Party Anti-Corruption Due Diligence Policy
- Global Interaction with Public Officials policies
- Insider Trading Policy
- Corporate Policy on Conflicts of Interest
- Competitive Intelligence Policy

Many of our ethics and compliance policies have their own internal online homepage with a statement from our Chief Ethics and Compliance Officer inviting employees to access FAQ, one-page learning aids, and optional mini-training modules. Additionally, in 2023, we embarked on a mission to embed compliance controls into core business processes, so compliance becomes second nature to employees.

We launched a Donating and Sponsoring Guide to describe the new automated process within our purchase requisition tool for requests to donate to or sponsor causes. We also built a pop-up alert within the expense approval system to remind the requester to provide more information whenever the expense involves a public official. Together, these new features strengthen processes and controls around Uber's corporate giving.

## Training

A key element of our comprehensive program is our risk-based ethics and compliance training curriculum that assigns training to employees based on their risk level, determined by a machine-learning solution that considers their role, location, and management responsibility. Employees falling in the medium- and lower-risk categories are assigned additional online courses beyond the standard training for all employees, and employees falling in the higher-risk category receive supplemental live training. We translate all training courses to maximize comprehension by employees.

In addition to curating ethics and compliance learning content that's highly customized for Uber, our online training curriculum uses adaptive learning technology. This technology personalizes the training topic per learner, allowing employees to demonstrate mastery of compliance topics where they have deep proficiency and receive additional training in real time for topics that are challenging for them. In 2023, we used insights from our training platform to move beyond the completion rate as a traditional sign of proficiency and built a dashboard that evaluates learner competency, employee survey data, and disclosure volume to determine where additional adapted learning content may be helpful to teams or geographies. We also integrated learning into key processes such as travel. When an employee schedules travel to a destination that's at higher risk for corruption, for instance, they receive a note about the need to exercise caution when dealing with public officials and are offered additional learning aids to help navigate challenges. Finally, in 2023, we launched our compliance tools for non-employee contractors and external talent. The tools consist of a specifically adapted code of conduct as well as training vignettes to inform on ethical principles.

## 92%+

Percent of Uber employees who have completed the BCG adaptive learning course



To complement our training curriculum for employees at Uber, we've built an interface that enables managers to monitor their employees and directly nudge those employees who need to complete training. Whether an employee has completed training is now a criterion within our Performance Management program, with managers able to access the interface for real-time status. We've further enhanced the functionality of this interface to enable the manager to send a pre-drafted message about a timely ethics topic. We believe employees should hear from their manager directly about the importance of continuously doing the right thing at Uber.

**91%**  
**Employees who feel that their manager demonstrates the importance of ethical behavior**

To reward employees for doing their training and completing compliance requirements, we offer the Ethics and Compliance Champion badge. Currently, more than 19,600 employees are Ethics and Compliance Champions. We use this audience to pilot learning and other program projects, and they receive at least monthly Ethics and Compliance communications. In LatAm, more than 60 employees have received training in our Heroes program; in APAC, more than 30 employees have been trained in our EthicAllies program, which we launched in 2023. These individuals support the Ethics and Compliance function by conducting training, facilitating related conversations, and acting as program ambassadors to further augment the team's reach.

**Culture of compliance**

To continually improve our global compliance program and align our program priorities to critical risks facing the company, our Ethics and Compliance team conducts internal risk assessments and engages in independent external assessments. Uber's compliance risk assessment approach involves surveying employees at all levels across the globe to gauge awareness of compliance topics and perceived risk. The results of these assessments inform our compliance program

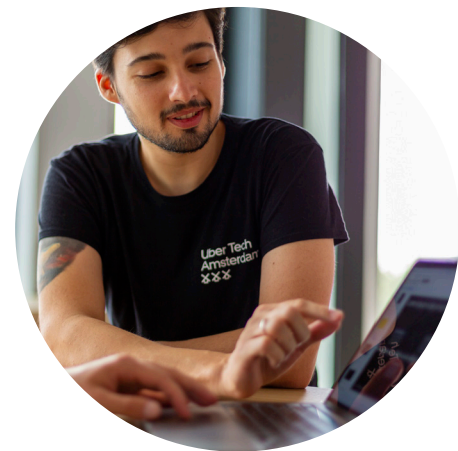
priorities and are discussed with senior regional and line-of-business leadership.

Uber also engaged an independent third party, Ethisphere, to perform a comprehensive review of our Ethics and Compliance program and company culture. In 2023, after completing the review process, Ethisphere awarded Uber its Compliance Leader Verification status for 2024. Ethisphere's Compliance Leader Verification recognizes organizations with an outstanding commitment to achieving a best-in-class ethics and compliance program. Uber was also named a 2023 BELA Community Champion by Ethisphere, an award given for outstanding contributions to the member community by way of content resources, event participation, publications, and mentorship or peer-to-peer support.



Uber encourages our employees to act like owners and take an active role in protecting the company from risks. Every year during Ethics and Compliance Week, the company refreshes our commitment to supporting a "Stand up, speak up" culture by raising awareness of the Integrity Helpline and encouraging our employees and third parties to speak up if they have a concern or if they see something they believe is inconsistent with our cultural norms or policies. Throughout the year, and during the annual Ethics and Compliance Week, office screens in Uber offices globally displayed "Stand up, speak up" graphics and contact information for the Integrity Helpline. We coordinate our awareness week campaign with Ethics and Compliance teams across the globe, including those for our newly acquired entities.

**+99%**  
**Increase from 2022 in employee engagement with our Ethics and Compliance Week 2023 intranet page**



An independent third party operates our Integrity Helpline, which allows employees to report concerns anonymously. Additionally, the web portal and call center are available in more than 20 languages. Anyone, anywhere, anytime can use the Integrity Helpline to raise a concern or report a suspected violation of our policies, our procedures, or the law. We publicize the helpline through the BCG, through multiple links and pages on the company's intranet and internet sites, and through online and in-person training sessions. Uber strictly prohibits retaliation for good-faith reporting to the Integrity Helpline or to any resource. All reports to the Integrity Helpline are assessed and triaged and, after the initial screening, are assigned to the appropriate team for review. Any necessary disciplinary and/or remedial action is taken as appropriate. We continually review our metrics and data related to case reporting and investigation to assess the Integrity Helpline's effectiveness and our investigation teams' responsiveness.

**Anti-corruption**

Uber opposes corruption in all its forms and acknowledges that corruption corrodes the social fabric of society. Our global Ethics and Compliance program is built on the essential elements of an effective compliance program as outlined by the US Sentencing Commission, the US Department of Justice Evaluation of Corporate Compliance Programs, the UK Bribery Act, and the Good Statistical Practice program guidelines endorsed by the Organisation for Economic Co-operation and Development.



**Bribery and corruption risk management**

Benchmarking data across multiple industries, including our industry peers, confirms that third party engagement presents significant bribery and corruption risk. At Uber, we have fully integrated our anti-corruption, anti-bribery due diligence (ABAC) process and risk-ranking algorithm into our global vendor onboarding platform. This integration has enabled us to automate the assessment of every third party onboarded and increased our ability to detect potential risks early, including conflicts of interest and commercial bribery risks. Our ABAC third-party risk management program helps us ensure that the organizations we work with engage in ethical business practices.

**5,900**

**Number of third parties assessed for ABAC risks, including recipients of Uber's global Access Fund donations and sponsorships, in 2023**

We continue to maintain mergers-and-acquisitions due-diligence procedures that are designed to help ensure a proper focus on pre-acquisition due diligence and post-acquisition integration of acquired entities to help maintain our strong ethics and compliance culture. Our global [Supplier Code of Conduct](#), designed 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, 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.

Further, we continue to require employees of suppliers assigned to Uber as contractors and consultants, referred to as EXTs, to acknowledge EXT Work Principles and take Ethics and Compliance training provided by an external company. The principles and training are focused on ethical business practices, financial integrity, conflicts of interest, data privacy and security, and a respectful workplace.

**Global Anti-Corruption Data Analytics program**

In 2021, we established the foundation and infrastructure for a more robust, data-driven compliance program. In 2022, we equipped our regional teams with the skills and tools necessary to access a centralized data source in real time. We also completed the first audit of our risk-scoring methodology for our ABAC monitoring program. In 2023, we built a customized ABAC data analytics and financial transaction monitoring program using the industry-leading EY Virtual platform with 70+ tests. This new monitoring program has many enhanced features, including the ability to assess risks related to third-party spending and

travel and entertainment expenses, such as business courtesies and government-related expenditures. As a result, our Legal Compliance team will be able to perform deep forensic data analysis work, making our risk detection and risk mitigation capabilities more sophisticated.

**Political activities**

Uber participates in discussions surrounding federal, state, and local public policies that may impact our operations. Our involvement is nonpartisan, aimed at shaping public policy responsibly in ways that are aligned with our ethical principles and support our business goals. In addition to the Ethics and Compliance team, senior-level Uber colleagues play a key role in our responsible advocacy, with Policy team leaders promoting awareness through fireside chats and the Board of Directors Nominating and Governance Committee overseeing political activities and lobbying through their charter. In the US, various policies govern our interactions with public officials. Furthermore, our Ethics and Compliance teams in APAC, EMEA, and LatAm have implemented policies on Interaction with Public Officials and conduct in-person training for employees and consultants involved in engaging with public officials on Uber's behalf.



For additional information, please review Uber's [US Political Engagement Report](#).



**Other  
performance**

**COMUNIDAD**





# Sustainability Accounting Standards Board

This report includes metrics responsive to the recommendations 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’ve 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. Although its remit has been fulfilled and has since disbanded, we have also provided information responsive to aspects of the all-sector recommendations of the Task Force on Climate-related Financial Disclosures, and specifically on governance, strategy, risk management, metrics, and targets. We continue to monitor the evolution of reporting standards, such as the International Sustainability Standards Board.

Topic	Location
<b>SASB—Internet Media and Services</b>	
Total energy consumed	p. 58
Percentage grid electricity	p. 59
Percentage renewables	p. 59
Total water consumed	p. 59
Percentage of total water consumed in regions with high or extremely high baseline water stress	p. 59
Integration of environmental considerations into strategic planning for data centers	p. 56
Description of policies and practices relating to behavioral advertising and user privacy	pp. 91-95
Total amount of monetary losses as a result of legal proceedings associated with user privacy	p. 95
<b>1</b> Number of law enforcement requests for user information	p.95; <b>Government Transparency Report</b>
<b>2</b> Number of users whose information was disclosed	
<b>3</b> Percentage resulting in disclosure	
Number of material cybersecurity breaches	p. 95
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	pp. 91-95 Also see the <a href="#">2023 10-K</a> , pp. 45-46
Percentage of employees who are foreign nationals	p. 90
Employee engagement as a percentage	p. 90
Percentage of gender and racial/ethnic group representation for <b>1</b> leadership, <b>2</b> tech staff, and <b>3</b> all other employees	pp. 85-89
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive-behavior regulations	p. 95
Entity-defined measure of user activity	p. 2 (MAPCs)

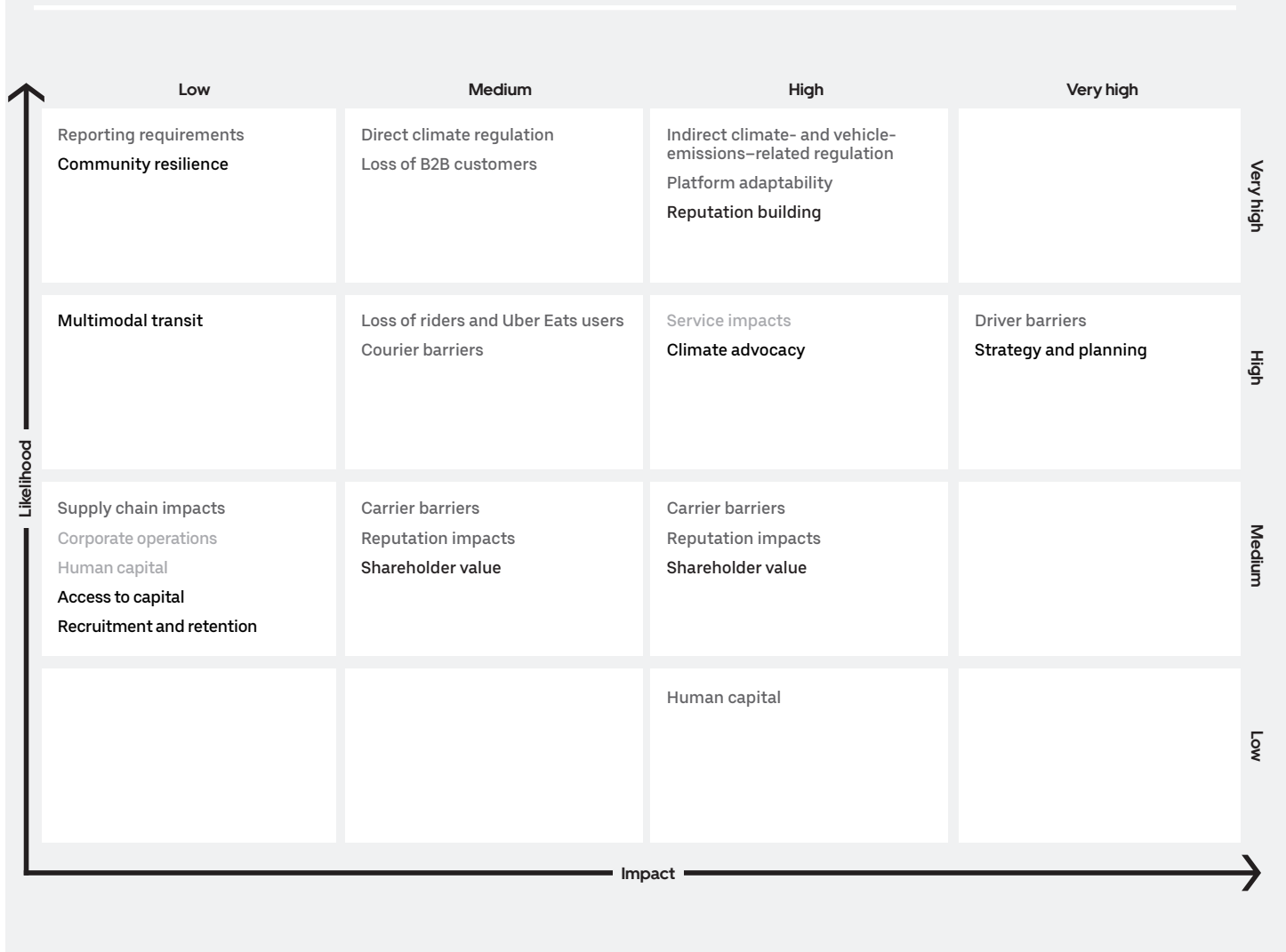
# SASB and Task Force on Climate-related Financial Disclosures

Topic	Location
<b>SASB—Road Transportation</b>	
Gross global Scope 1 emissions	p. 58
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.	pp. 33-59
1 Total fuel consumed 2 Percentage natural gas 3 Percentage renewables	p. 59
1 Total recordable incident rate for direct employees and contract employees 2 Fatality rate for direct employees and contract employees	p. 90
Number of motor vehicle fatalities (platform)	p. 31; <a href="#">US Safety Report</a>

Topic	Location	Notes
<b>Task Force on Climate-related Financial Disclosures (TCFD)</b>		
<b>Governance</b>		
Disclose the organization's governance around climate-related risks and opportunities.	p. 42	Also see <a href="#">Uber's 2024 Proxy Statement</a>
<b>Strategy</b>		
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.	pp. 33-59	Also see the <a href="#">Climate Assessment and Performance Report</a>
<b>Risk management</b>		
Disclose how the organization identifies, assesses, and manages climate-related risks.	pp. 33-59	Also see the <a href="#">Climate Assessment and Performance Report</a>
<b>Metrics and targets</b>		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	pp. 33-36, 58-59	Also see the <a href="#">Climate Assessment and Performance Report</a>

# TCFD index prioritization matrix of risks and opportunities

● Transition risk ● Physical risk ● Opportunity



**Climate-related risks and decarbonization opportunities were informed by those described in Uber’s 2021 ESG Report, supplemented by stakeholder interviews.**

Internal experts, including leaders across the company, were consulted to select the risks and opportunities prioritized in our TCFD reporting. Risks include transition risks from direct and indirect climate regulation such as carbon pricing, factors that influence the economic parity of zero-emission vehicles, and physical impacts from extreme weather events.

Opportunities build on Uber’s sustainability commitments, focusing on customer willingness to pay, better access to financing for decarbonizing companies, and offering green transportation options to position Uber as a climate leader.

Scenario analysis is used to quantify key risks and opportunities. Cost and revenue implications are determined by combining Uber data with variables from scenarios. For example, analysis of the total cost of ownership (TCO) of a vehicle uses Uber-specific assumptions around driver earnings and total kilometers driven, which are combined with scenario-specific

assumptions around carbon price, oil price, and electricity price. Along with vehicle capital expenditure costs, these operational expenditure inputs are used to estimate the per-kilometer cost of owning and operating a vehicle in different possible futures.

**Analysis relies on country case studies. Case studies for mobility and delivery are built around the UK because of its leading climate policy and importance as an Uber market. Freight centers around the US, which is Uber’s largest freight market.**



# TCFD climate-related risks and opportunities

Below are brief definitions of climate-related transition risks, physical risks, and opportunities that may affect Uber's business or operations over the short, medium, or long term. Many risks and opportunities are interrelated and may overlap.

## Transition risk

**Carrier barriers:** Battery EV and greener vehicle supply markets, supportive charging and green refueling infrastructure, government regulations and incentives, and other factors will contribute to the economic and perceptual switching costs carrier fleets face for switching to lower-emission vehicles.

**Direct climate regulation:** Direct climate-related policy and regulation on Uber, such as California's Clean Miles Standard, which regulates transportation network companies (TNCs), including Uber, on emissions resulting from electric vehicles used to serve rides booked on TNC passenger mobility apps.

**Driver/courier barriers:** Battery EV and greener vehicle supply markets, supportive charging and green refueling infrastructure, government regulations and incentives, urban land use policies, consumer preferences, and other factors will contribute to the economic and perceptual switching costs drivers and couriers face for switching to lower-emission vehicles.

**Human capital:** Challenges to employee acquisition, retention, and productivity if Uber does not meet expectations for climate change impacts.

**Indirect climate- and vehicle-emissions-related regulation:** Policies including fees, taxes, fuel- or engine-type urban access restrictions, and other regulations that impact drivers', couriers', and carriers' total cost of vehicle ownership or acquisition and, by extension, likelihood of using Uber's app to offer mobility services.

**Loss of B2B customers:** Loss of B2B customers (for instance, Uber for Business clients, shippers) who have made low-carbon commitments and/or net-zero pledges that Uber does not meet.

## Loss of riders and Uber Eats users:

Consumer preferences including increased demand for sustainable goods and services; additionally, lower demand, higher acquisition costs, and lower retention due to increased prices resulting from increased supply chain, compliance, and driver acquisition costs due to climate-related impacts.

**Platform adaptability:** High cost to adapt platform for EV transition and to meet expectations and requirements of stakeholders.

**Reporting requirements:** Greater reporting requirements and associated costs.

**Reputation impacts:** Losing business to competing forms of transportation; reputational risks based on stakeholder perceptions and performance relative to competitors.

**Supply chain impacts:** Higher costs as a result of indirect supply chain impacts (such as IT infrastructure, vendors) and direct supply chain impacts (for instance, shortage of raw materials).

## Physical risk

**Corporate operations:** Uber's offices and infrastructure may face operational disruptions and rising costs due to extreme weather events. This may include increased insurance costs.

**Human capital:** Uber's employees may face health and safety risks, and cost of health and other insurance may rise due to extreme weather, both chronic and acute.

**Service impacts:** Uber's service may face disruption due to extreme weather events, including infrastructure impacts (roads, bridges, electricity). This may negatively impact Uber's revenue and users' access to earning on the platform. Chronic weather changes may also affect the density of city centers.

## Opportunity

**Access to capital:** Debt becomes more affordable as climate-related items are factored into pricing.

**Climate advocacy:** Build partnerships with policymakers to support EV and low-carbon transition.

**Community resilience:** Assess likelihood of and plan ahead for climate disasters in communities, and provide support during extreme weather events.

**Multimodal transit:** Further integrate with multimodal transit.

**Recruitment and retention:** Improve ability to more effectively recruit and retain high-quality talent looking for a climate-conscious company.

**Reputation building:** Be the rideshare and delivery option of choice for green transport, and develop reputation as a climate leader.



**Shareholder value:** Some investors will prefer Uber as a result of positive climate performance.

**Strategy and planning:** Further integrate climate risks and opportunities into business strategy and planning decisions.


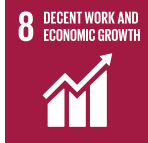


# Sustainable Development Goals



Uber aims to align to many of the United Nations Sustainable Development Goals (SDGs). Due to the nature of our business and operations, we primarily contribute to 9 of them: Good Health and Well-Being; Gender Equality; Affordable and Clean Energy; Decent Work and Economic Growth; Reduced Inequalities; Sustainable Cities and Communities; Climate Action; Peace, Justice and Strong Institutions; and Partnerships for the Goals. The following pages include a few examples of Uber’s contributions to the goals, with an emphasis on our contributions in 2023 and the early part of 2024.

Topic		
Priority SDGs and targets	Example activities	Location
<p><b>Goal 3:</b> Ensure healthy lives and promote well-being for all at all ages.</p> 	<p><b>US:</b> Uber Health, with support from Amerigroup Georgia and Avesis/Agilix, launched the Maternal Health Access Research Project, a pilot program that helps expectant and postpartum mothers in the Atlanta and Savannah metro areas access nutrition and other necessary supplies. The pilot provides critical maternal care and insights into the ways that groups across the care continuum can come together to support access to healthcare for everyone living in Georgia.</p>	p. 99
	<p><b>UK:</b> Uber Health partners with organizations across the globe to help ensure that lack of transportation is never a barrier for those seeking care. Through our partnership with them, Nursing Direct scheduled almost 600 trips to improve appointment adherence across Greater London.</p>	p. 99
	<p><b>US:</b> Through our Rides for Health Equity partnership with Sostento, we’ve connected patients to medical clinics, pharmacies, and grocery stores through rides across the US. As of February 2024, this program has offered 24,500 rides for nearly 5,500 individuals; of these riders, 64% are uninsured, 82% are food insecure, and 39% are housing insecure.</p>	p. 99
	<p><b>US:</b> Uber created the Health Access Fund in partnership with Local Initiatives Support Corporation (LISC) to support organizations working to increase access to essential healthcare services in underinvested communities. The fund has enabled 137,000 rides for 27 community health organizations, reaching people across 22 cities in 17 states.</p>	p. 99
	<p><b>Global:</b> We partner with leading insurance companies to offer a range of protection solutions, including on-app coverage for accidents and injuries while working—and, in some markets, income protection when drivers or couriers can’t work due to injury or sickness.</p>	p. 18
	<p><b>Global:</b> Drivers and couriers on the Uber platform come from many age groups: 18-29 (30%), 30-39 (33%), 40-49 (22%), 50+ (15%).</p>	p. 13
	<p><b>Canada, EU, and US:</b> We believe that every worker deserves the option to protect themselves and their loved ones if they’re injured at work, when they get sick, or when it’s time to retire. We continue to advocate for portable benefits models in Canada, the EU, and the US. In 2023, US platform companies agreed to portable benefits principles, an important first step toward legislation.</p>	p. 17
	<p><b>Global/internal:</b> We aim to offer a core set of benefits that support our diverse population by focusing on both physical and mental well-being. These initiatives include access to mental health care (including free coaching and therapy sessions), maternity and fertility coverage, an 18-week global parental leave policy, sabbatical leave, well-being reimbursement funds, and more.</p>	p. 83
	<p><b>Global/internal:</b> “Stand for safety” continues to be a core company value that extends beyond our platform to the core of our business—our people and places. Promoting a safer, healthier, and more sustainable work environment empowers Uber to do its best work by promoting a more sustainable future, safeguarding the well-being of our employees, minimizing environmental impact, and upholding the highest standards of corporate responsibility. As part of Uber’s injury and illness prevention plan (IIPP), we continually embrace a holistic approach to creating healthy and engaging environments by investing in our people and places. Uber Workplace Sustainability focuses on minimizing environmental impact by building and operating offices in a sustainable way—around the world and across 6.5 million square feet—to help our 30,400 employees thrive while also supporting a net-zero future. Uber’s global portfolio now includes: 12 LEED certifications, 7 WELL certifications, and 28 WELL Health Safety certifications.</p>	pp. 45; 83
	<p><b>Goal 5:</b> Achieve gender equality and empower all women and girls.</p> 	<p><b>US:</b> Uber Health, with support from Amerigroup Georgia and Avesis/Agilix, launched the Maternal Health Access Research Project, a pilot program that helps expectant and postpartum mothers in the Atlanta and Savannah metro areas access nutrition and other necessary supplies. The pilot provides critical maternal care and insights into the ways that groups across the care continuum can come together to support access to healthcare for everyone living in Georgia.</p>
<p><b>Global/internal:</b> We continue to remain focused on enhancing our ability to track our demographic data and using the results to ensure our ability to meet our targets for improving representation for women globally and underrepresented populations (URP) in the US. We’re also committed to growing the percentage of women at the manager level. In 2023, we saw incremental increases in representation of women globally and incremental increases in representation of women in leadership globally. While the definition of URP changed this year, we sustained our gains in URP leadership and saw some incremental increases.</p>		p. 70
<p><b>Global/internal:</b> Pay equity is monitored in employee compensation data year-round, and we continued to make adjustments to achieve fair and consistent pay outcomes across race and gender demographics. In 2023, women at Uber globally earned \$1.00 for every \$1.00 (total cash) earned by men performing similar job functions. We’ll continue to focus on maintaining this important measure of pay equity going forward.</p>		p. 84




# Sustainable Development Goals

Topic		Location
Priority SDGs and targets	Example activities	
<p><b>Goal 7:</b> Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	<p><b>Global:</b> For drivers who cannot charge at home or need to top up throughout the day, the costs can add up. This is why Uber's global mobility agreement with <a href="#">bp pulse</a> as well as local or regional agreements (e.g. <a href="#">EVGo</a> in the US) are important in offering drivers great value access to fast and more reliable charging infrastructure.</p> <p><b>France and the UK:</b> In cities where the charging infrastructure development is lacking or delayed, Uber has leaned in to accelerate development. In 2022, Uber <a href="#">committed £5 million</a> to install chargers in three London boroughs. Then in December 2023, <a href="#">Uber and Carrefour partnered up</a> to offer drivers discounted kWh rates at 100 locations today; 800 locations by 2025.</p> <p><b>Global:</b> EV Charging Map: This feature allows drivers to view nearby charging stations, connector types, prices, real-time availability, and whether it is public or restricted access. This feature can also surface partner promotions to help minimize the cost of charging on the go. Drivers no longer have to sort through countless charging applications and can optimize their charging experience. This feature is available in the US, Canada, France, UK, Portugal, Romania, Norway, and Spain.</p> <p><b>US:</b> Uber is activating renewable energy in a meaningful way. In 2023, we matched all of our US offices energy consumption with renewable energy. This means we've hit the 100% renewable energy for US offices goal 2 years ahead of schedule. The US renewable energy comes from a 10 MW wind power VPPA. The VPPA was sized to match consumption demands from US offices while also matching a portion of the data center consumption. In addition, several of our largest Talent Hubs, San Francisco, New York and Amsterdam, procure renewable energy direct from the utility.</p>	<p>p. 45</p> <p>p. 45</p> <p>p. 45</p> <p>p. 55</p>
	<p><b>Goal 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <p><b>Global:</b> In 2023, we worked with 141 partners to provide 72,000 rides and deliveries through our grants program. This fund addresses transportation access in underserved communities, which often don't have access to reliable transportation to get the critical services they need to stay healthy and safe.</p> <p><b>Global:</b> To the millions of people who have driven or delivered on the Uber platform in the past decade, Uber has become synonymous with flexible earning opportunities. Available in 70+ countries and more than 10,000 cities across 6 continents, Uber is one of the world's largest open platforms for work. In Q4 2023, 6.8 million people used Uber's platform to earn. In all of 2023, drivers and couriers generated nearly \$62 billion in earnings, including tips.</p> <p><b>Global:</b> We're committed to partnering with workers and their advocates, governments, and other platform companies to improve the quality and security of independent platform work. We believe good platform work should provide independent platform workers with flexibility, earnings, benefits and protections, voice, and growth.</p> <p><b>Global:</b> As part of our participatory and consultative approach with drivers and couriers, we continue to partner with driver and courier associations, including unions.</p> <p><b>Canada, EU, and US:</b> We believe that every worker deserves the option to protect themselves and their loved ones if they're injured at work, when they get sick, or when it's time to retire. We continue to advocate for portable benefits models in Canada, the EU, and the US. In 2023, US platform companies agreed to portable benefits principles, an important first step toward legislation.</p> <p><b>Global:</b> We partner locally with academic and learning institutions, labor unions, and leading NGOs around the world to expand opportunities for lifelong learning and career advancement to eligible drivers, couriers, and, in some cases, their loved ones. Our global partnership with Rosetta Stone has provided more than 110,000 eligible drivers and couriers around the world with free language courses.</p> <p><b>South Africa:</b> Our partnership with the Gauteng Department of Economic Development supports their last-mile delivery initiative with Uber Eats. Over the next 3 years, this program aims to support the training of 2,000 drivers and couriers in business management and operations.</p> <p><b>UK:</b> Our partnership with the Open University in the UK has enrolled 1,400 drivers and their family members since its launch in 2020.</p> <p><b>US:</b> Since our partnership with Arizona State University launched in 2018, nearly 13,000 drivers, couriers, and their family members have enrolled in undergraduate degree programs online, with full tuition coverage.</p> <p><b>Global/internal:</b> "Stand for safety" is a core company value that extends beyond our platform to our people and places. Enabling a healthy, safe, sustainable work environment for all employees, contractors, and guests empowers them to do their best work by promoting a sustainable future, safeguarding the well-being of our employees, minimizing environmental impact, and upholding the highest standards of corporate responsibility. As part of Uber's injury and illness prevention plan (IIPP), we continually embrace a holistic approach to creating healthy and engaging environments by investing in our people and places.</p> <p><b>Global:</b> Uber engaged Ethisphere to perform a comprehensive review of our Ethics and Compliance program and company culture. In 2023, after completing the review process, Ethisphere awarded Uber its Compliance Leader Verification status for 2024, recognizing Uber for a best-in-class program.</p>	<p>p. 100</p> <p>p. 13</p> <p>p. 17</p> <p>p. 21</p> <p>p. 17</p> <p>p. 19</p> <p>p. 19</p> <p>p. 19</p> <p>p. 19</p> <p>p. 82</p> <p>p. 108</p>
		

# Sustainable Development Goals

Topic		
Priority SDGs and targets	Example activities	Location
 <p><b>Goal 10:</b> Reduce inequality within and among countries.</p>	<p><b>US:</b> Uber created the Health Access Fund in partnership with Local Initiatives Support Corporation (LISC) to support organizations working to increase access to essential healthcare services in economically excluded communities. The fund has enabled 137,000 rides for 27 community health organizations, reaching people across 22 cities in 17 states.</p>	p. 99
	<p><b>US:</b> Through our Rides for Health Equity partnership with Sostento, we've connected patients to medical clinics, pharmacies, and grocery stores through rides across the US. As of February 2024, this program has offered 24,500 rides for nearly 5,500 individuals; of these riders, 64% are uninsured, 82% are food insecure, and 39% are housing insecure.</p>	p. 99
	<p><b>US:</b> In 2023, Uber piloted a food rescue initiative in partnership with Albertsons Companies, Inc. and delivered surplus food from grocery stores to food pantries around Washington, DC, through Uber Direct. The initiative aims to increase food security and reduce waste in the greater Washington region, where over 1.2 million people (32% of the population) are food insecure.</p>	p. 100
	<p><b>Global:</b> Low barriers to entry helps ensure that people from all backgrounds, regardless of race, ethnicity, gender, sexual orientation, education, or other characteristics, have equal access to work. This also means that platform work attracts diverse groups of workers who may have been historically marginalized from the labor market.</p>	p. 14
	<p><b>South Africa:</b> Our partnership with the Gauteng Department of Economic Development supports their last-mile delivery initiative with Uber Eats. Over the next 3 years, this partnership will digitize townships and marginalized communities and help enable 2,000 drivers and couriers to be skilled and trained in business management and operations.</p>	p. 19
	<p><b>US:</b> Since we published our racial equity commitments in 2020, Uber has made significant progress on them, fulfilling 14 of the 15 commitments and embedding several solutions into Uber's daily fabric. In August 2023, Uber published our civil rights assessment (CRA) that was designed to evaluate our impact on rideshare drivers, communities, and employees in the US; promote civil rights; and identify opportunities to improve as an equitable and inclusive platform. In response, we established the Equity Leadership Council to execute on the CRA recommendations and unify efforts across our workforce, products, and platform.</p>	p. 65
 <p><b>Goal 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable.</p>	<p><b>US:</b> In 2023, Uber piloted a food rescue initiative in partnership with Albertsons Companies, Inc. and delivered surplus food from grocery stores to food pantries around Washington, DC, through Uber Direct. The initiative aims to increase food security and reduce waste in the greater Washington region, where over 1.2 million people (32% of the population) are food insecure.</p>	p. 100
	<p><b>Australia:</b> In 2023, we highlighted Uber's role in a multimodal ecosystem through our <a href="#">One Less Car</a> experiment. At the conclusion of the study, we found that the primary blockers to reducing private car use include limited access to transportation alternatives; poor quality, convenience, and reliability of alternatives; and the perception that private car ownership is more affordable than other means. This experiment demonstrated that a multimodal platform like Uber's can help provide a mix of transportation options that help users make more sustainable choices.</p>	p. 98
	<p><b>Ukraine:</b> When war struck Ukraine in early 2022, Uber quickly mobilized to support communities in need, committing to helping as long as the war continues. Since then, we've provided critical relief to the Ukrainian people and culture in a variety of ways.</p>	p. 100
	<p><b>Global:</b> In 2023, we launched Uber Moto in 21 new cities, drawing a new rider base and increasing access to mobility and public transit for price-sensitive users. In 2023, we also launched our first-ever all-electric motorbike taxi product in Kenya.</p>	p. 98
	<p><b>US:</b> We joined New York City Transit's E-Hail Pilot Program, which subsidizes TNC (transportation network company) trips for participating Access-A-Ride paratransit riders in order to keep fares at \$4. While most paratransit riders in NYC must book their trips a day in advance, E-Hail Pilot Program participants can book with greater spontaneity, akin to the standard rideshare experience. In 2023, this partnership served approximately 25,500 paratransit trips on Uber.</p>	p. 98
	<p><b>Global:</b> Uber is continuing to invest toward \$800 million in resources to help drivers transition to zero-emission vehicles. As of the end of 2023, we have set aside or invested more than \$439 million.</p>	p. 45
	<p><b>Global:</b> For drivers who cannot charge at home or need to top up throughout the day, the costs can add up. This is why Uber's global mobility agreement with <a href="#">bp pulse</a> as well as local or regional agreements (e.g. <a href="#">EVGo</a> in the US) are important in offering drivers great value access to fast and more reliable charging infrastructure.</p>	p. 45
	<p><b>France and the UK:</b> In cities where the charging infrastructure development is lacking or delayed, Uber has leaned in to accelerate development. In 2022, Uber committed £5 million to install chargers in three London boroughs. Then in December 2023, <a href="#">Uber and Carrefour partnered up</a> to offer drivers discounted kWh rates at 100 locations today; 800 locations by 2025.</p>	p. 45
	<p><b>Global:</b> EV Charging Map: This feature allows drivers to view nearby charging stations, connector types, prices, real-time availability, and whether it is public or restricted access. This feature can also surface partner promotions to help minimize the cost of charging on the go. Drivers no longer have to sort through countless charging applications and can optimize their charging experience. This feature is available in the US, Canada, France, UK, Portugal, Romania, Norway, and Spain.</p>	p. 45

# Sustainable Development Goals

Topic		
Priority SDGs and targets	Example activities	Location
<b>Goal 13:</b> Take urgent action to combat climate change and its impacts.  	<b>France:</b> To accelerate Uber’s transition to a zero-emission platform in France, we partnered with Carrefour, the second-largest grocery store in the country, to offer discounted EV charging for drivers at its stores in underserved parts of the Greater Paris region. In December 2023, 1,000 drivers received charge cards that they can use anywhere on Carrefour’s charging-station network in France.	p. 100
	<b>Australia:</b> In 2023, we highlighted Uber’s role in a multimodal ecosystem through our <a href="#">One Less Car</a> experiment. At the conclusion of the study, we found that the primary blockers to reducing private car use include limited access to transportation alternatives; poor quality, convenience, and reliability of alternatives; and the perception that private car ownership is more affordable than other means. This experiment demonstrated that a multimodal platform like Uber’s can help provide a mix of transportation options that help users make more sustainable choices.	p. 98
	<b>Global:</b> In 2023, we launched Uber Moto in 21 new cities, drawing a new rider base and increasing access to mobility and public transit for price-sensitive users. In 2023, we also launched our first-ever all-electric motorbike taxi product in Kenya.	p. 98
	<b>Global:</b> Uber is working toward a more sustainable future because it’s the right thing to do for our business, the people who use our platform, and the cities in which we operate. We continue to publish our progress toward our goals and Uber’s climate impact through our <a href="#">Environmental, Social, and Governance Report</a> .	p. 34
	<b>Canada, Europe, and the US:</b> Uber’s <a href="#">Climate Assessment and Performance Report</a> reflects metrics for trips completed by zero-emission vehicles (ZEVs) from the beginning of the first quarter of 2021 to the end of the first quarter of 2024. This report shows EV uptake by Uber drivers exceeds that of the average motorist in Europe, Canada, and the US.	p. 41
	<b>UK and US:</b> Uber’s TCFD analysis combines scenario-specific data with Uber’s internal data to quantify a wide range of risks and opportunities across Uber in specific geographies.	p. 43
	<b>Global:</b> Consistent with the challenges described in our paper “ <a href="#">Driving the Next Phase of Electric Mobility in Europe</a> ,” we know the main barriers drivers face in their transition to electric vehicles involve factors associated with: ZEV supply, ZEV affordability, and running a ZEV.	p. 44
<b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.  	<b>Ukraine:</b> When war struck Ukraine in early 2022, Uber quickly mobilized to support communities in need, committing to helping as long as the war continues. Since then, we’ve provided critical relief to the Ukrainian people and culture in a variety of ways.	p. 100
	<b>US:</b> Uber created the Health Access Fund in partnership with Local Initiatives Support Corporation (LISC) to support organizations working to increase access to essential healthcare services in economically excluded communities. The fund has enabled 137,000 rides for 27 community health organizations, reaching people across 22 cities in 17 states.	p. 99
	<b>Global:</b> In 2023, we continued to prioritize meaningful engagement and listening sessions with drivers and couriers around the world and conducted various surveys to gather valuable feedback.	p. 20
	<b>Australia:</b> Four Advisory Forums were held with 28 driver and courier advisers to discuss cancellation for drivers, earnings and safety for couriers, app performance, and Uber Pro.	p. 20
	<b>India:</b> Our Driver Advisory Council continued for a second year with an expansion to 3 cities and more than 50 drivers. In 2023, we held 2 Driver Advisory Council (DAC) forums.	p. 20
<b>US:</b> In 2023, US Crew Members met with nearly 4,000 drivers and couriers, collected over 5,000 pieces of feedback through office hours and submissions portal, and participated in 45 sessions with Uber employees.	p. 20	
<b>Goal 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.  	<b>Canada, EU, and US:</b> We believe that every worker deserves the option to protect themselves and their loved ones if they’re injured at work, when they get sick, or when it’s time to retire. We continue to advocate for portable benefits models in Canada, the EU, and the US. In 2023, US platform companies agreed to portable benefits principles, an important first step toward legislation.	p. 17
	<b>Global:</b> We have built and continue to maintain a comprehensive program of policies, processes, and controls to prevent, detect, and respond to conduct that is unlawful, is unethical, or violates Uber’s policies. We also monitor company risks to continually evolve and improve the program.	p. 107
	<b>Canada and the US:</b> Canada and the US: Uber’s Public Safety Response team receives and reviews data requests from law enforcement and public health officials. At <a href="#">our law enforcement portal</a> , public safety officials can quickly and securely submit legal process documents to request information that may be critical in investigating potential criminal cases. In general, Uber does not disclose certain categories of user data without legal process, such as a subpoena, court order, or search warrant. Uber does not disclose precise real-time location data to government entities, including law enforcement, except in limited cases involving emergency response or operating requirements at airports. For data around law enforcement and public health requests, please consult Uber’s <a href="#">Government Transparency Report</a> .	pp. 94; 95



# Recognition

As we've outlined in this report, we believe our employee experience and diversity, equity, and inclusion work are critical to the success of our business. We would pursue these efforts regardless of external recognition. That said, we are proud of the awards we've received over the years and appreciate how they showcase our commitment to our employees and help tell our story to consumers, potential employees, and the public. Below is some of the recognition Uber received in 2023 and early 2024.

<p><b>Built In</b></p> <p><b>100</b></p> <p>Best Places to Work in the US</p>	<p><b>EPA Green Power Partnership</b>   Uber appears at:</p> <table border="0"> <tr> <td data-bbox="446 682 657 865"> <p><b>#86</b></p> <p>on the National Top 100 List</p> </td> <td data-bbox="657 682 901 865"> <p><b>#19</b></p> <p>on the Top 30 Tech &amp; Telecom List</p> </td> <td data-bbox="901 682 1169 865"> <p><b>#45</b></p> <p>on the Fortune 500 Partners List</p> </td> </tr> </table>	<p><b>#86</b></p> <p>on the National Top 100 List</p>	<p><b>#19</b></p> <p>on the Top 30 Tech &amp; Telecom List</p>	<p><b>#45</b></p> <p>on the Fortune 500 Partners List</p>	<p><b>WELL Health-Safety Rating</b></p> <p><b>28</b></p> <p>Total WELL Health-Safety Rating sites</p>
<p><b>#86</b></p> <p>on the National Top 100 List</p>	<p><b>#19</b></p> <p>on the Top 30 Tech &amp; Telecom List</p>	<p><b>#45</b></p> <p>on the Fortune 500 Partners List</p>			

**Ask Insights**

Best Allyship Practices (Uber India)

**Comparably Awards**

**16**

in total, including:

- Best Career Growth
- Best CEOs (ranked #1)
- Best Company for Diversity
- Best Company for Women
- Best Global Culture
- Best HR Teams
- Happiest Employees

**Disability Equality Index**

Best Places to Work for Disability Inclusion

**Ethisphere**

- Compliance Leader Verification status for 2024
- 2023 BELA Community Champion

**Financial Times X Statista Europe**

Diversity Leader

**Great Place to Work®**

Australia's Best Workplaces™

**Human Rights Campaign**

- Best Places to Work for LGBTQ+ Equality in Brazil, Chile (through the Iguales Foundation in partnership with the Human Rights Campaign), Mexico, and the US.

**LEED Certification**

Total Uber LEED certifications:

**10**

New in 2023

- Taipei, LEED Gold
- Tokyo, LEED Gold
- Sunnyvale, 200 Mathilda, LEED Silver

**LGBTQ+ Certified**

- Best Places to Work for LGBTQ Equality
- Peru (Empresa Presente)
- Costa Rica (San José Declaration)
- IWEI (India Workplace Equality Index) Silver Award
- Japan Pride Index Gold
- Singapore LGBTQ+ Inclusion Index Silver
- Taiwan LGBTIQ+ Inclusive Workplace

**LinkedIn Top Companies (ranked #5)**

Best Company for Career Growth (the Netherlands)

**Military Friendly Employers (Silver)**

- Military Friendly Brand
- Military Friendly Employer
- Military Friendly Spouse Employer
- Veteran Friendly Employer

**Skill Bridge Partner**

**WELL Certification**

Total Uber WELL Certifications:

**7**

- WELL Pre-Certified sites: Amsterdam, Dallas, and Mexico City



# About this report

## Forward-looking statements

This report contains 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 “aim,” “anticipate,” “believe,” “commit,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “goal,” “hope,” “intend,” “may,” “might,” “objective,” “ongoing,” “plan,” “potential,” “predict,” “project,” “should,” “strategy,” “strive,” “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: competition; managing our growth and corporate culture; financial performance; investments in new products or offerings; our ability to attract drivers, consumers, and 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 couriers. 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, 2023, 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. The targets, goals, plans and commitments in this report and any related website disclosure are aspirational; as such, no guarantees or promises are made that they will be met or successfully executed. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in our reports filed with the SEC carefully in evaluating the forward-looking statements in this report and

the related website disclosure. We cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. We undertake no duty to update this information unless required by law.

The use of terms in this report such as “drivers,” “couriers,” “earn,” “zero-emission vehicle,” and “sustainable packaging” are general, and follow the general use-case of the word by Uber Technologies, Inc. Regional variations of words should be considered at the reader’s discretion.

The information contained in this report and any related website disclosure are subject to the accuracy of our data collection and analysis methods, which are subject to future evolution and calibration. Such information is subject to additional uncertainties since there are limitations inherent in our data collection and analysis methods. While we consider information from external resources to be reliable, we do not assume responsibility for its accuracy. Unless otherwise indicated, all ESG data, statistics, and metrics included in this report and the related website disclosure are non-audited and have not received limited verification assurance, are not prepared in accordance with generally accepted accounting principles, are subject to the quality and comprehensiveness of the reporting received by us from internal and external sources and may be based on assumptions believed to be reasonable at the time of preparation that may be subject to revision. Therefore, certain data, statistics, and metrics included in this report and any related website disclosure may be approximate and/or estimated values. Please also note that the availability of data, statistics, and metrics varies from section to section in this report and the related website disclosure.

### Third-party data assurance

LRQA has verified several ESG data indicators disclosed in this report. LRQA’s verification statement can be found [here](#).





Uber