



**Uber**

**Environmental,  
Social, and  
Governance Report**

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# Letter from our CEO

In 2022, our strategy to create best-in-class verticals, amplified by the power of the Uber platform, really came to life.

Our mobility business roared back as the world reopened post-pandemic, hitting its best quarter ever across key operating metrics. Delivery continued to grow at a healthy pace while making enormous strides in profitability and scaling of new verticals. And our cross-platform advantage began to compound: 5.4 million people now drive and deliver on Uber, helping to bring our marketplaces into balance, and almost 12 million people worldwide are part of our membership programs.

Along the way, we continued to lead on the issues that matter. On climate, we more than tripled the number of electric vehicles on the platform, and the Science Based Targets initiative (SBTi) approved our near- and long-term science-based emissions-reduction targets. On safety, we pioneered new tech, including audio and video recording, to help keep riders and drivers safe. And on the future of work, we advocated on behalf of drivers and couriers in markets around the world to preserve the flexibility of work while expanding access to benefits and protections.



The world entered 2023 in an increasingly uncertain environment. That means all our stakeholders, such as investors, employees, drivers and couriers, merchants, and consumers, will be looking to Uber to see how we manage the issues that are critical to our business. There is so much that we have yet to accomplish, but I consider this an opportunity to lead, to unite as #OneUber, and to continue to build with heart—together.

**Dara Khosrowshahi**  
Chief Executive Officer

# Letter from our CLO

At Uber, we believe in creating a long-term sustainable business. We believe in showing up in our communities, maintaining our social license to operate, and reimagining the way the world moves for the better. When we apply the appropriate governance, risk analysis, and thoughtfulness to our approach, we protect the areas most important to our bottom line: the material environmental, social, and governance priorities that matter to our stakeholders and help to create and deliver value to all.

One of the ways we demonstrated our commitment to our stakeholders in the past year was through our response to a stockholder proposal for our 2022 Annual Meeting. Because it was consistent with our company values and the right thing to do at this point in Uber’s journey, we voluntarily began conducting a civil rights assessment.

We continue to assess and manage the material ESG risks to our business in order to create more value to our stakeholders.

Throughout this 2023 Environmental, Social, and Governance Report, we’re pleased to provide an update on our ESG performance through our:

- First-in-class corporate governance
- Leadership and prioritization of safety and safety enhancements on the platform
- Commitments to diversity, equity, inclusion, and culture
- Relentless effort to achieve zero emissions



- Work to put mutual respect, ethical conduct, and individual dignity at the center of our workplaces
- Vision that supports flexible work with benefits and protections as the future
- Swift agility during incident response, whether cyber or physical threats

I continue to be excited about Uber’s future and will keep focusing on the issues that matter most to our company, our employees, and the stakeholders who rely on our platform to deliver long-term value.

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

# Business overview<sup>1</sup>



**~70**  
countries

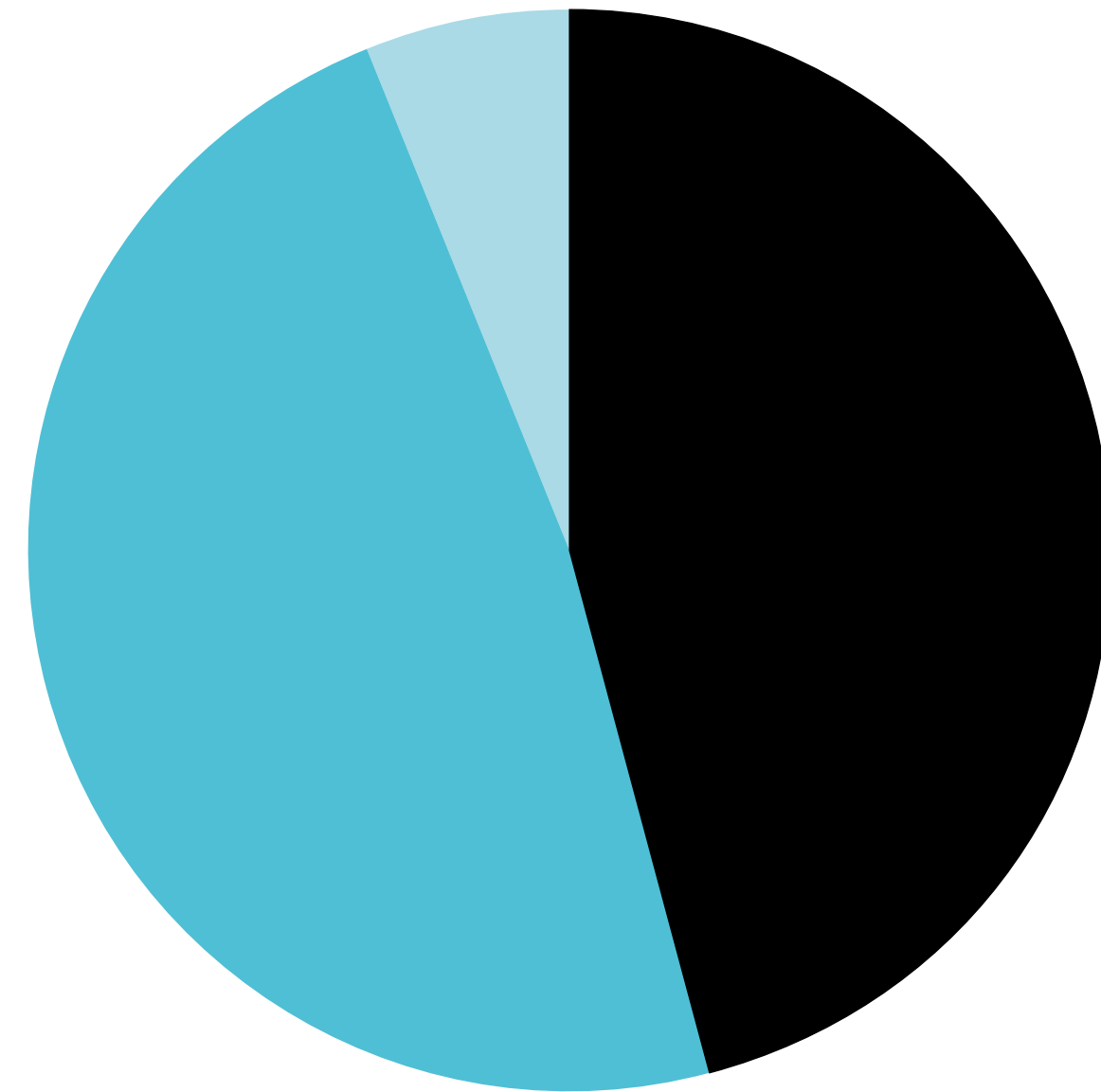


**10K+**  
cities<sup>2</sup>



**7.6B**  
trips

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



**48%**  
● Delivery

**46%**  
● Mobility

**6%**  
● Freight

**\$115B** gross bookings

**+33%**  
year over year<sup>4</sup>

**131M** MAPCs<sup>5</sup>

**+11%**  
year over year

**5.4M**  
drivers and couriers

**890K+**  
merchants

<sup>1</sup>Gross bookings, trips are FY 2022. MAPCs, drivers and couriers, and merchants are as of Q4 2022.

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

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

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

<sup>5</sup>Monthly active platform consumers.



# Being a values-led organization

Uber’s values define who we are as a company and provide the clear 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. To learn more about what we’re doing to embed our values throughout all aspects of our business, see the “People and culture” section of this report.

## Extending our values through our ESG vision

A critical component of being values-led is extending our values beyond our walls, into our products, our partnerships, and our interactions globally. And a key way we do that is through Uber’s ESG vision and strategy.



# ESG materiality

Uber’s ESG strategy and reporting is built around our company’s material environmental, social, and governance issues. As we reimagine the way the world moves for the better, the key to driving economic value and sustainable 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.) Our last assessment, completed in June 2020, captured the ESG issues deemed to be of greatest relative importance to Uber at that time. 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) inform our ESG reporting. Our ESG refresh was informed by ESG standards, frameworks, and trends; desktop research (including industry benchmarking and sustainability 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.



**Uber’s ESG strategy and reporting is built around our company’s material environmental, social, and governance issues. As we reimagine the way the world moves for the better, the key to driving economic value and sustainable 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.**

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

# ESG highlights

## ESG materiality matrix prioritization view



High priority

Monitor	Differentiate	Prioritize
<p><b>Areas to continue monitoring</b></p> <ul style="list-style-type: none"> <li>● Ethics and conduct</li> <li>● Community impact</li> <li>● Business resilience</li> <li>● Air quality</li> <li>● Waste and packaging</li> </ul>	<p><b>Opportunities to differentiate ourselves in the market or lead among peers</b></p> <ul style="list-style-type: none"> <li>● Human rights and labor practices in operations</li> <li>● Lobbying and policy influence</li> <li>● ESG governance</li> </ul>	<p><b>Critical for business success and/or opportunities for investment</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>● Climate risk and opportunities</li> <li>● Diversity, inclusion, equity, culture, civil rights, and equality</li> <li>● Data privacy and cybersecurity</li> <li>● Innovation</li> </ul>

Importance to business success

- **Monitor:** ESG material topics to continue monitoring. Uber can consider making investments in line with growing stakeholder expectations in these areas.
- **Differentiate:** Important topics that offer opportunities for Uber to differentiate itself in the market and/or lead among peers.
- **Prioritize:** ESG material topics that stakeholders identify as being critical for business success and/or opportunities for investment.

- Environmental
- Social
- Governance



# Environmental highlights

# 77M

Trips taken in zero-emission vehicles across our mobility business

# 31M

Unique riders who have had the chance to experience an EV

# 3.5x

Growth in the number of active EVs year over year<sup>6</sup>

# 200+

Cities where Uber Green, Uber Comfort Electric, and/or Uber Planet are available

Published our third [Climate Assessment and Performance Report](#)

Disclosed global Scope 1, 2, and 3 emissions

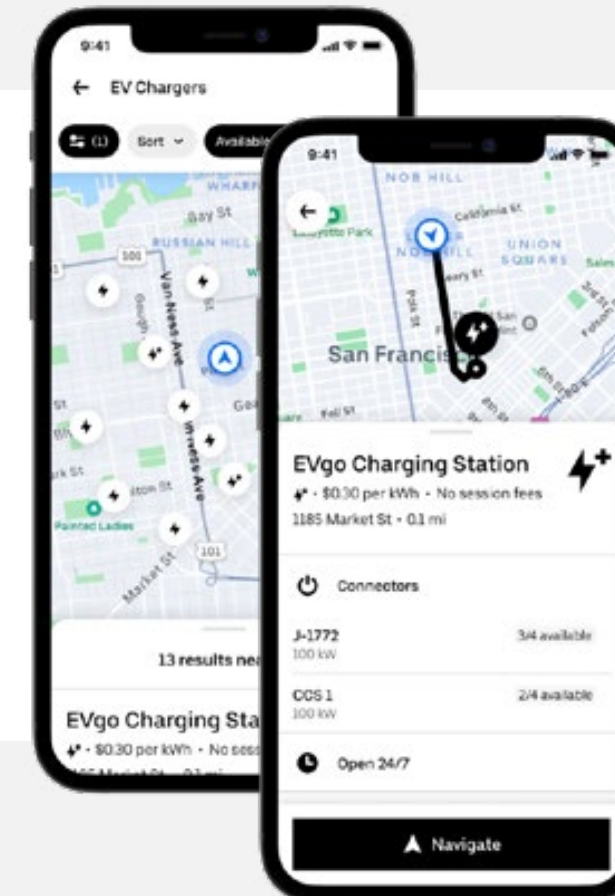
Provided periodic progress in investor materials

Saw usage of sustainable ride products grow by 150% year over year

Launched our [Shell Recharge Solutions partnership](#) and signed a [global mobility deal with bp Pulse](#) to help further our electrification goals

Expanded EV Hub outside of Canada and the US

Added EV charging locations to the Driver app



Had near- and long-term science-based emissions-reduction targets approved by the [Science Based Targets initiative \(SBTi\)](#)

Launched [Uber Comfort Electric](#) and expanded it to 25 cities in Canada and the US

Published our [EV driver survey](#) covering 8 countries in North America and Europe

Made our first [sustainability commitment in the Middle East](#)

Cemented partnerships with [Moove](#), [Stellantis](#), and [Wallbox](#) in EMEA

Published updates on our progress in [ANZ](#) and the [UK](#)

Partnered to provide couriers with access to discounted e-bikes in France, the UK, and the US

Piloted enabling restaurants to offer reusable packaging to consumers

Launched an [emissions tracking dashboard](#) for Uber for Business customers

<sup>6</sup>Climate Assessment and Performance Report, Uber (December 2022), comparing Q4 2022 to Q4 2021



# Social highlights: people and culture

# 32K+

Employees globally across Uber Technologies, Inc. and subsidiaries

# 11

Anti-racism commitments fulfilled<sup>7</sup>

# 1.5

Percentage point increase in underrepresented people (URP)<sup>8</sup> in leadership

# 84%

Employees who say they're proud to work at Uber and are passionate about our mission<sup>9</sup>

Made meaningful progress in activating our mission and values throughout the organization

Continued to make progress toward our anti-racism commitments

Sustained the progress we've made in demographic representation, with minimal change in overall representation and representation in leadership

Continued our commitment to growing the percentage of women at the manager level and above and the percentage of US underrepresented people at the Senior Analyst level and above

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 their careers through meaningful experiences and connections that create nontraditional learning opportunities

Continued feedback and check-in practices that minimize recency bias during the performance assessment process, creating fair and equitable promotion and compensation decisions

Ensured a focus on pay equity across gender and race in the US for the fourth consecutive year

Provided 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

Created engaging, healthy, and sustainable workplaces, with flexible and hybrid work options for global employees

<sup>7</sup>"Fulfilled" means we accomplished the commitment's original goal(s). While the work is ongoing, we fulfilled what we set out to do. It doesn't mean the work stops internally; it means that for many of our commitments, the work is now embedded into "business as usual" at Uber.

<sup>8</sup>Uber categorizes US employees as Underrepresented People (URP) if they self-identify into the following demographic categories, because these racial groups are underrepresented at Uber compared with the general US population: Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races.

<sup>9</sup>Employee sentiment from Uber Pulse Survey (UPS) in Q4 2022.



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

## Driver and courier well-being highlights

Improved drivers' and couriers' satisfaction

### Welcomed 2 bills

advancing benefits and protection for independent contractors while preserving flexibility in Chile and Washington State (US)

### Made 400+ app improvements

and built new features that focus on enhancing flexibility, transparency, and choice, based on feedback from drivers and couriers

Signed a Memorandum of Understanding with the International Transport Workers' Federation, a democratic, affiliate-led federation of nearly 700 transport workers unions from 147 countries, representing 20 million workers

Entered into partnerships with 3 labor unions in Australia, Belgium, and Canada, and signed a sectoral agreement in France

Engaged directly with drivers and couriers to collect their feedback through surveys and listening sessions, and worked directly with drivers and couriers representing their communities through participatory programs like Uber Crew (US), Driver and Courier Advisory Forum (Australia), and Driver Advisory Council (India)

## Impact highlights

Expanded the Vaccine Access Fund with our partner Local Initiatives Support Corporation (LISC) into the Health Access Fund, which now supports broader access to essential healthcare services for communities

Launched a community access fund and provided 54 organizations across 16 countries with transportation access that enabled equitable access to doctor appointments, meals, domestic violence shelters, refugee services, health screenings, and job appointments

Helped the Washington Metropolitan Area Transit Authority fulfill daily paratransit requests with an on-time rate of 93%

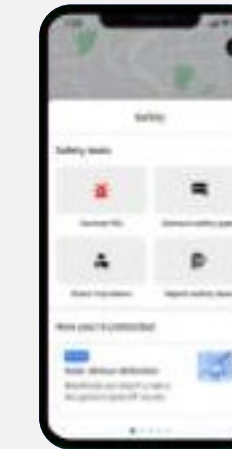
Increased our transit partnerships to work with 70+ public agencies

Expanded our micromobility options (through our partnership with Lime) into more than 3 dozen cities, making shared e-bikes and e-scooters now available on the Uber app in 200+ total markets globally

Launched Uber Moto—which provides access to low-cost motorcycle taxi rides while creating earning opportunities with a lower barrier to entry than car-based options—in 75 new cities

## Safety highlights

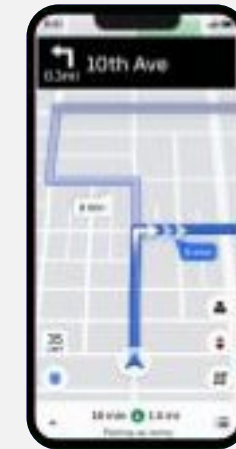
In 2022 we launched or expanded a number of features including:



**New Safety Toolkit**



**Text to 911**



**Reducing turns into oncoming traffic**



**Partially controlled intersection alerts**



**Record My Ride: Audio Recording and Video Recording**

### Published our second US Safety Report

to track our progress, drive accountability, and strengthen safety on our platform and beyond

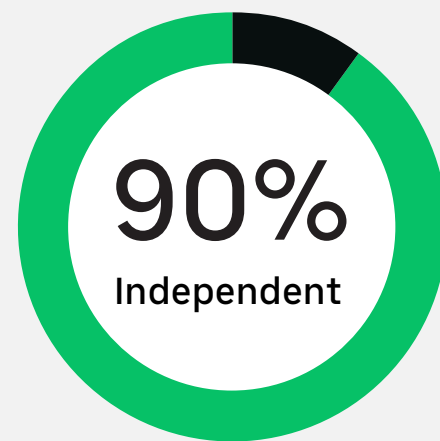




# Governance highlights

## Board composition<sup>10</sup>

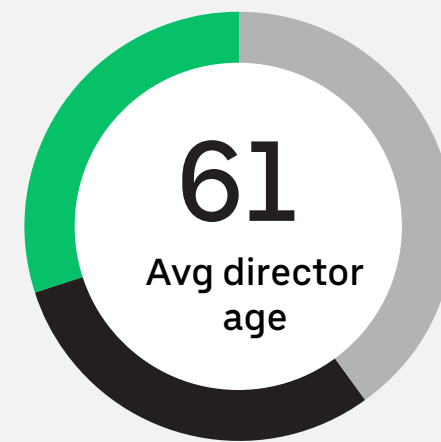
### Board independence



86% of S&P 500 directors are independent.

- Non-independent (1)
- Independent (9)

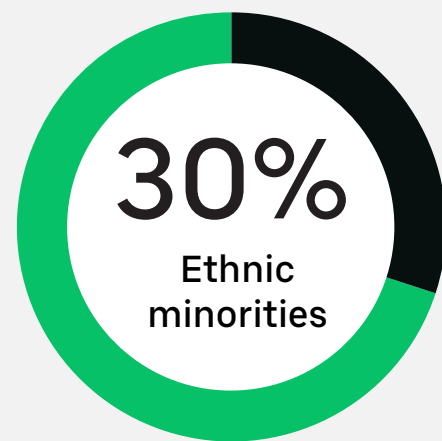
### Director age<sup>11</sup>



63 years is the average age of independent S&P 500 directors.

- 45-55 years (4)
- 56-65 years (3)
- 66+ years (3)

### Ethnic diversity



22% of S&P 500 directors are from an underrepresented racial or ethnic group.

- Ethnic minorities (3)
- Not ethnic minorities (7)

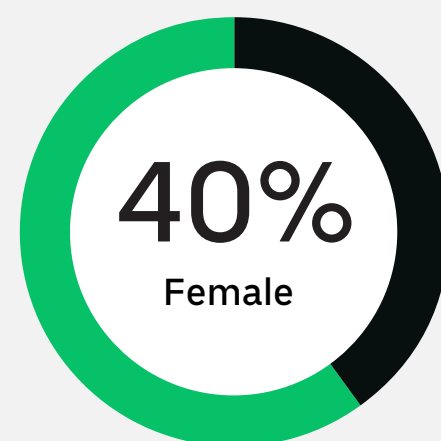
### Board tenure<sup>11</sup>



7.8 years is the average tenure of S&P 500 boards.

- 2-4 years (4)
- 4-5 years (1)
- >5 years (5)

### Gender diversity



32% of S&P 500 directors are female.

- Female (4)
- Male (6)

### Skills, experience, and background

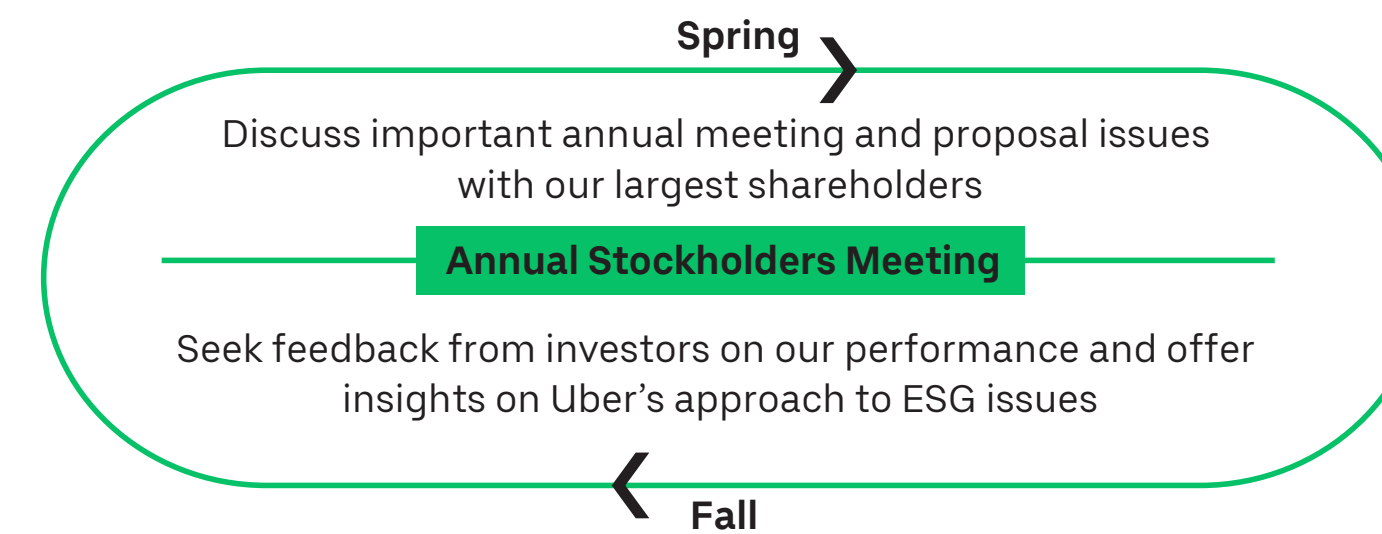


Began conducting a civil rights assessment. Although this was in response to a stockholder proposal from our 2022 Annual Meeting, we voluntarily embraced the opportunity because it aligns with our values and we felt it was the right thing to do at this point in our company's journey.

Agreed to recommend adding proxy access to our bylaws before our 2024 Annual Meeting.

Uber's Board of Directors 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.

### Investor engagement feedback cycle



**81.4**

Inaugural score (out of 100) on the 2022 CPA-Zicklin Index of Corporate Political Disclosure and Accountability



Enhanced our [US Political Engagement Report](#), which now includes disclosures around climate lobbying

**94%+**

Uber employees who have completed their [Business Conduct Guide \(BCG\)](#) training using adaptive learning technology

	Audit	Compensation	Nominating and Governance	Full Board
Climate change			✓	✓
Human capital management (including DEI)		✓	✓	✓
Driver and courier well-being			✓	✓
Ethics and compliance	✓			✓
Privacy and cybersecurity	✓			✓
User safety	✓			✓
Regulatory changes and risks	✓		✓	✓
Innovation	✓			✓

<sup>10</sup>Board composition is with respect to the Board nominees named in our 2023 Proxy Statement.

<sup>11</sup>Data is as of March 28, 2023.

# Driver and courier well-being

## At a glance

- More than 20 million people used Uber's platform to earn between January 1, 2020, and December 31, 2022, and they generated over \$100 billion in earnings, excluding tips.
- Drivers and couriers overwhelmingly choose platform work because they value the flexibility to work when, where, and how they want, as reflected in various surveys conducted across multiple markets.
- 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.
- Welcomed 2 bills advancing benefits and protection for independent contractors while preserving flexibility in Chile and Washington State (US).
- Signed a Memorandum of Understanding with the International Transport Workers' Federation, a democratic, affiliate-led federation of nearly 700 transport workers unions from 147 countries, representing 20 million workers.
- Entered into partnerships with 3 labor unions in Australia, Belgium, and Canada, and signed a sectoral agreement in France.
- Engaged directly with drivers and couriers to collect their feedback through surveys and listening sessions, and worked directly with drivers and couriers representing their communities through participatory programs like Uber Crew (US), Driver and Courier Advisory Forum (Australia), and Driver Advisory Council (India).
- Made app improvements and built new features that focus on enhancing flexibility, transparency, and choice, based on feedback from drivers and couriers.

## Stakeholder engagement

- **What we heard:** Encouraged to provide more information on the experience of drivers and couriers earning on our platform.
- **How we responded:** Included driver and courier well-being metrics in our executive compensation program; provided an update on how we've advocated on behalf of drivers and couriers in markets around the world to preserve the flexibility of work while expanding access to benefits and protections; highlighted multi-app users; and disclosed outcomes and links to several surveys, studies, and opportunities for learning and growth as it relates to drivers and couriers who earn with Uber.

## Governance

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.

# Driver and courier well-being

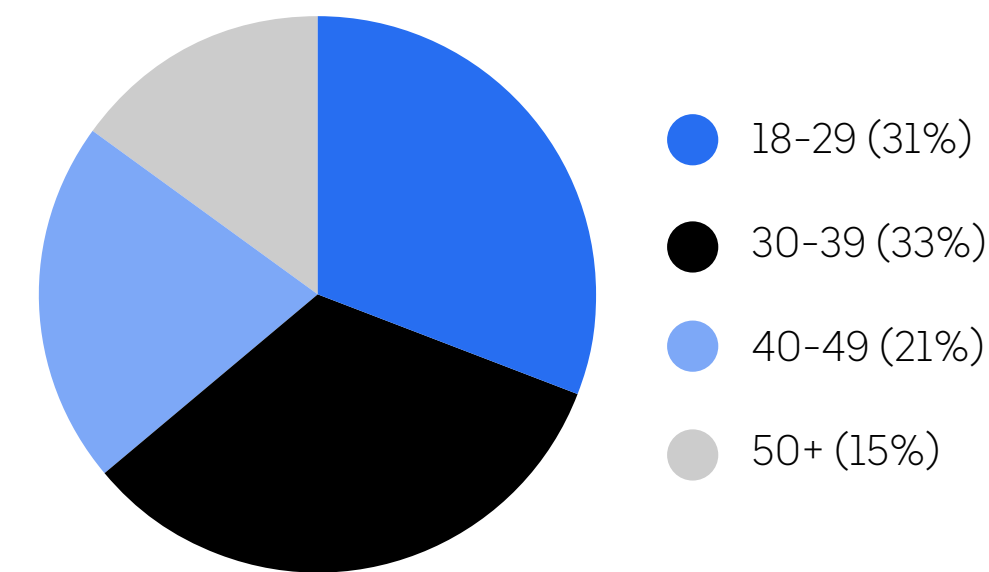
To the millions of people who have driven or delivered on our platform in the past decade, Uber has become synonymous with flexible earning opportunities. Available in approximately 70 countries and over 10,500 cities across 6 continents, Uber is one of the world’s largest open platforms for work. From January 1, 2020, to December 31, 2022, more than 20 million people used Uber’s platform to earn—including more than 5 million drivers and couriers per month in Q4 2022 alone. In total, during that same 3-year period, they generated over \$100 billion in earnings, excluding tips.

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

## Who’s earning with Uber?

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 many people in between.

## They come from all age groups<sup>12</sup>



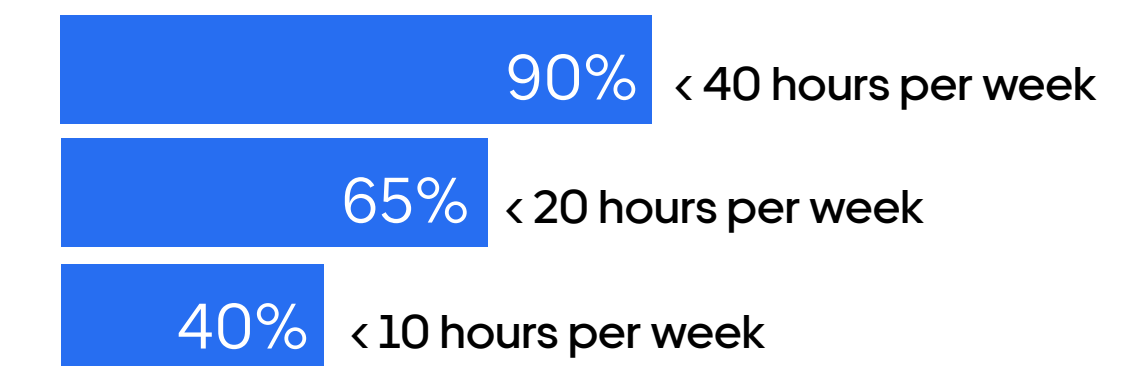
**15%** of drivers and couriers globally are women.

In the US, women account for 17% of drivers, 46% of couriers, and 29% of those who both drive and deliver.<sup>13</sup>

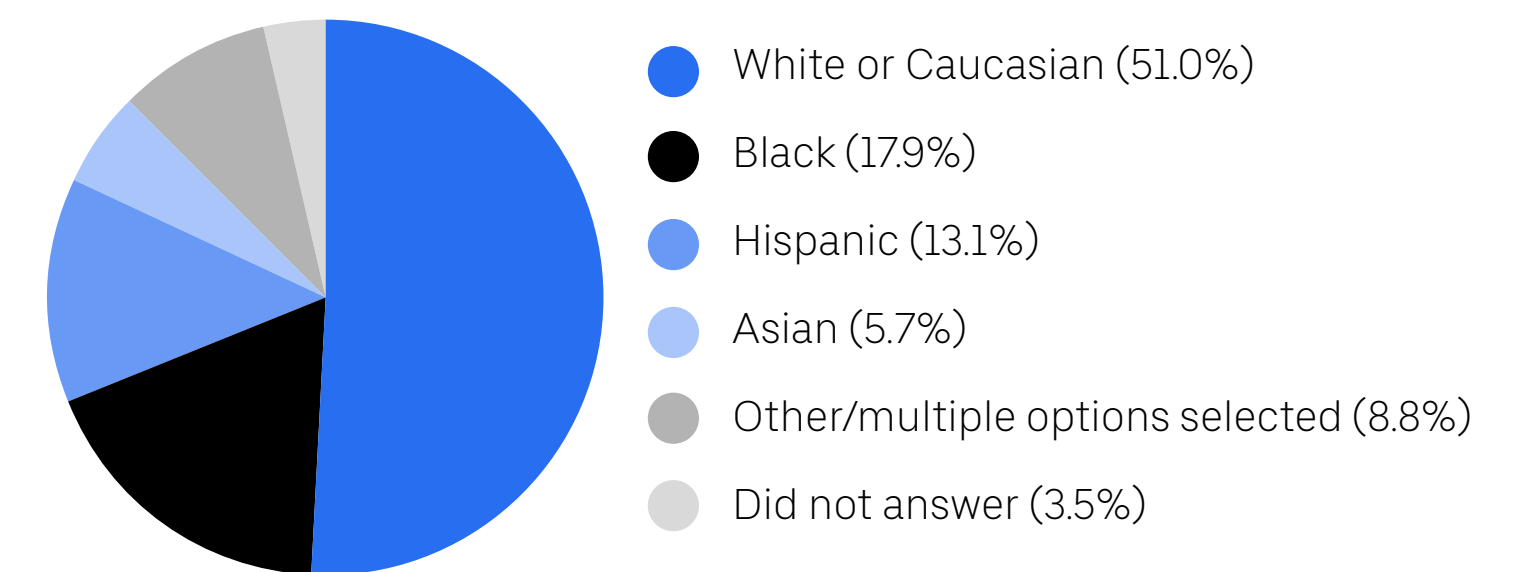
<sup>12</sup>Figures as of Q4 2022. We take age from birth date data on driver’s licenses, where available.  
<sup>13</sup>Gender information is taken from driver’s licenses and other identification documents provided by drivers and couriers, where available.

## They work part-time and are supplementing other work or endeavors<sup>14</sup>

Drivers and couriers are online with Uber:



## They are racially and ethnically diverse<sup>15</sup>



<sup>14</sup>Figures as of Q4 2022.  
<sup>15</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 platforms like Uber’s do not need to wait for a job opening or even interview for a role. While regulatory requirements vary across countries and cities, in many 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 of passing a background screening.

Low barriers to entry 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.

## Control and autonomy

Drivers and couriers on Uber’s platform have real-time control over when, where, and how they work. Workers can log on or log off 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 the flexibility to work when, where, and how they want.

Survey results released in 2022 continued to demonstrate the importance drivers and couriers place on their flexibility.

## The percentage of drivers who agreed that schedule flexibility is important when looking for work

90%

of drivers and couriers in Taiwan

90%

of drivers and couriers in New Zealand

89%

of drivers and couriers in Australia

88%

of drivers and couriers in Japan

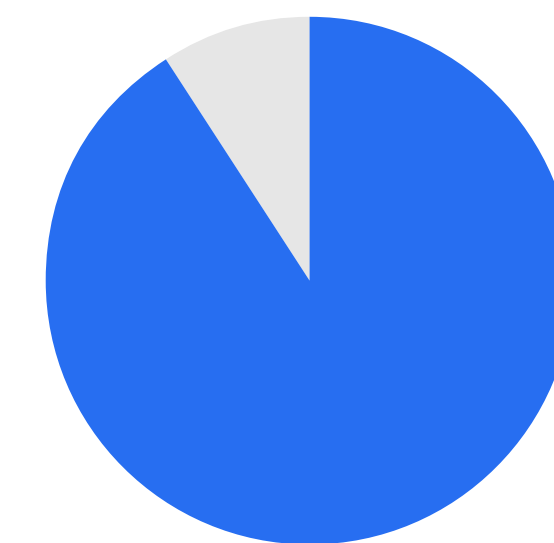
87%

of drivers in Brazil

71%

of drivers in Hong Kong

## The percentage of drivers who say they wouldn’t be able to keep driving if it didn’t offer a flexible schedule



91%

of drivers and couriers in Australia

## Earnings

Drivers and couriers who work with Uber as independent contractors are paid by the job, rather than per unit time. This model is what makes platform work so flexible, with drivers and couriers choosing which jobs fit their preferences and when to log on and off.

Drivers and couriers value the opportunity presented by dynamic earnings. In Australia, for example, 78% of [drivers surveyed](#) prefer being paid per ride with increased earnings during surges or promotions over being paid a guaranteed flat rate per hour.

A driver or courier’s earnings on Uber depend on factors that affect gross earnings and operating costs, such as:

- **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.
- **Preference and strategy.** Platform workers who have learned how to earn the most for the time and distance they put in tend to earn more than their peers who haven’t.
- **Their mode.** Drivers and couriers face costs associated with getting and operating their vehicles; [more-efficient vehicles](#) may have lower operating costs, thereby increasing net earnings.
- **Additional costs they face.** In some places, drivers may be required to get special licenses, maintain special insurance coverages, or pay recurring fees.

## Platform work as a financial safety net when prices are high

In 2022, many countries saw their highest inflation rates in decades. The US Consumer Price Index (CPI) for All Urban Consumers, for instance, increased 9.1% [between June 2021 and June 2022](#)—the largest increase since 1981.

In many of the cities where Uber operates, we have seen people turning to gig work to help cover the rising costs of living.

# 72%

When we asked drivers who started working with Uber in the US between mid-April and early June 2022, 72% said inflation and increased costs of living played a role in their decision to sign up. In addition, 74% said they use their earnings from Uber to cover basic necessities, like rent and bills.<sup>16</sup>

# 66%

A survey in Canada found that 66% of drivers and couriers signed up to help with increasing inflation and unexpected expenses or to mitigate reduced hours or job loss.<sup>17</sup>

# 76%

[In a survey](#) of nearly 10,000 drivers and couriers in Belgium, France, Germany, Italy, Poland, Portugal, and Spain, 76% said inflation and the rising costs of living impacted their decision to sign up to drive or deliver.

Open access and flexibility enable drivers and couriers to start earning, flex hours up or down to fit their needs, and build a financial safety net, especially during uncertain times.

Research has shown that gig work can [plug gaps for unemployment insurance beneficiaries](#), [reduce reliance on unemployment insurance benefits after a layoff](#), and [offset income losses](#).



# >80%

**More than 80% of drivers and couriers who started working with Uber in the early months of the COVID crisis reported that gig work acted as a financial safety net during the pandemic.**

<sup>16</sup>Based on an internal survey conducted in the US between June 3 and 6, 2022, with 400 drivers and couriers who signed up in the 6 weeks prior to June 2.

<sup>17</sup>Based on an internal survey conducted in Canada between November 24 and 30, 2022, with 1,010 respondents.

# Working with Uber

Around the globe, drivers and couriers partner with Uber under one of 3 models:

## 01

### Independent contractor

In most of the places where Uber operates, drivers and couriers are self-employed independent contractors or operators. They are responsible for covering their own costs, including taxes and protections, but they benefit from real-time flexibility and control over where, when, and how they work.



## 02

### Independent contractor plus benefits

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. For example:

- **Chile:** The legislature passed a law that incorporates platform workers into the government’s healthcare and pensions scheme and introduces new requirements for platform companies to guarantee earnings at 120% of the minimum wage for time spent actively working, maintain on-app insurance coverage, provide couriers with safety equipment, and reconsider disputed decisions. The bill also provides a pathway to unionization for independent contractor workers.
- **United Kingdom:** Drivers on Uber’s platform are classified as “workers,” a preexisting third classification unique under UK employment law. As workers, drivers never earn less than the National Living Wage for time spent actively working, and they receive holiday pay. Eligible drivers are enrolled in a pension plan.
- **Washington State (US):** The legislature passed a law that was drafted in collaboration with Teamsters 117 and their affiliated Drivers Union. It preserves rideshare driver independence and confers new benefits such as a minimum earnings guarantee, injury protection and paid sick leave, and a process to appeal deactivations.

## 03

### Fleet employment or contracting

In a number of European and Latin American markets, drivers and couriers are employed or contracted by a fleet that in turn contracts with Uber.

**In survey after survey, drivers and couriers report that they prefer to work independently. While we adapt to local requirements as needed, at present no driver or courier is directly employed by Uber.**



# 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’s 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.

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:

### Flexibility

The freedom to choose if, when, where, and how to work

### Earnings

Fair and transparent earning opportunities

### Benefits and protections

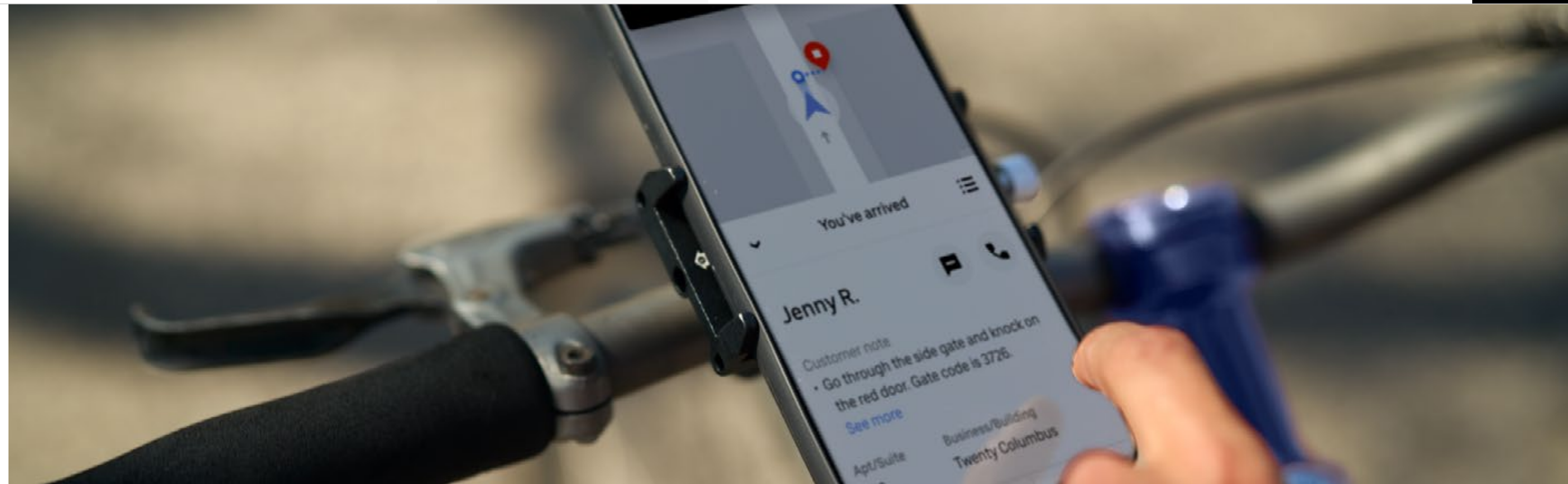
Access to social protections and benefits that fit the work

### Voice

Meaningful representation, with demonstrable action on feedback

### Growth

Lifelong learning and development opportunities



## 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 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 work with Uber to supplement income from a full-time job or to help pay for school, and they 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 been advocating for such models in [Canada](#), the [EU](#), the [US](#), and elsewhere, and are prepared to contribute toward such schemes where sectoral regulatory requirements make it possible for us to do so.

# Taking care of drivers and couriers

## Safety

Uber is committed to 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 include Uber’s partnerships with:

- **Allianz in the UK and across Europe and AXA in France:** In all these markets, Uber fully funds on-trip and off-app benefits—including injury, sickness, maternity, and paternity payments—for eligible drivers and couriers
- **AXA in Mexico and Chubb in Australia and Brazil:** In each of these countries, 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
- **Mitsui Sumitomo Insurance in Japan:** 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 are select examples of drivers and couriers and their experiences with the insurance products offered. Not every experience is positive, and we’re continually improving our processes and the experience for drivers and couriers.

# 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>18</sup> they earn points in our Uber Pro and Uber Eats Pro loyalty programs. Their Pro status is determined by these points and their customer feedback; as they move up in status, they’re able to access additional perks. In 2022, we refreshed our US Uber Pro program, introducing a new [Uber Pro debit card](#) that enables drivers and couriers to cash out their earnings after every trip and earn up to 10% cash back on gas and up to 12% on EV charging.<sup>19</sup> We also added new US perks, including preferred pickup and dropoff areas, discounts on drinks and snacks from 7-Eleven, and a Gold Star Costco membership for eligible drivers.<sup>20</sup>

In addition, 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.



<sup>18</sup>Uber Pro is live in all Uber markets except Germany, Israel, Italy, the Netherlands, Pakistan, Qatar, Switzerland, and Uruguay. Uber Eats Pro is live in Argentina, Australia, Canada, Chile, Colombia, Costa Rica, Ecuador, Japan, Mexico, New Zealand, Peru, Portugal, South Africa, Taiwan, the UK, and the US.

<sup>19</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. Base cash back benefit is between 6% and 2% for gas purchases and between 12% and 4% for EV charging, depending on your Uber Pro status. Total cash back you can earn with the Uber Pro Card on refueling (gas or EV charging) is \$100 per month, excluding any Mastercard Easy Savings cash back. Mastercard Easy Savings may not be available in all locations. For more information on Mastercard Easy Savings, visit their [Terms and Conditions page here](#).

<sup>20</sup>Available to Uber Pro Platinum and Diamond drivers in the US. Costco membership only applies to new Costco members.



**US**

Since its launch in 2018, our partnership with Arizona State University (ASU) has enrolled nearly 5,000 drivers, couriers, and their family members in undergraduate degree programs online, with full tuition coverage. More than 500 have graduated with a bachelor's degree. In addition, more than 10,000 have participated in English language learning and entrepreneurship courses.

**Latin America**

We partnered with Endeavor and Sebrae to create and promote content about finance education, future of work, and well-being for more than 204,000 drivers from Argentina, Brazil, Chile, Colombia, Costa Rica, and Mexico. The International Finance Corporation provided technical assistance in the preparation of the financial literacy modules.

**UK**

Our partnership with the Open University in the UK has enrolled 1,200 drivers and their family members since its launch in 2020. Eligible drivers or a family member can take a fully funded undergraduate degree-level course or other short courses.

**France**

We partnered with the NGO Each One to offer job training programs for refugee and migrant couriers. After completing the program, 31 were offered full-time roles.

**Kenya**

We partnered with Zydii in Kenya to offer drivers online programs focused on money management, first aid, and peer-to-peer learning.

**Global**

We partner with Rosetta Stone to provide eligible drivers and couriers around the world the opportunity to learn a new language for free. Close to 70,000 have used the program to study 24 languages.

**Kate M. has been in the real estate industry for 15 years and started driving with Uber to supplement the loss of income due to her husband's health issues. When she reached Uber Pro Gold status, she decided to take advantage of the Uber Pro ASU tuition coverage reward.**

**The flexibility of driving on Uber and learning online enabled Kate to pursue a career change while working and caring for her family. She graduated in spring 2022 with a bachelor's degree in project management.**



# Listening to drivers and couriers

Feedback from drivers and couriers helps us understand their diverse perspectives and informs our work to improve their experience, address their pain points, and support their needs. In 2022, we held over 300 engagement and listening sessions with drivers and couriers around the world and conducted more than 50 surveys to gather feedback. In the US, we launched [UberListen](#), a program that enables Uber employees to get drivers' feedback during a ride.

Going a step further, in places like Australia, India, and the US, groups of drivers and couriers can provide assistance to fellow drivers and couriers and work directly with Uber's Operations and Product teams on behalf of their communities. For example:

- The Uber Crew program in [the US](#) enables 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 collaborate on new product features. In 2022, US Crew Members met with more than 1,400 drivers and couriers, collected over 3,000 pieces of feedback through office hours and a submissions portal, and participated in 26 sessions with Uber employees.
- In 2022, teams from Uber Australia held 4 forums with 28 driver and courier advisers to discuss cancellations for [drivers](#), earnings and safety for [couriers](#), app performance, and Uber Pro.
- In India, we held 3 forums with 35 members of the [Driver Advisory Council](#) to discuss earnings, support, cancellations, and the app experience with Uber India's team directly.





## 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.

In 2022, we signed a Memorandum of Understanding with the [International Transport Workers' Federation \(ITF\)](#), a democratic, affiliate-led federation of nearly 700 transport workers unions from 147 countries, representing 20 million workers. The agreement allows Uber and the ITF to collaborate on measures to benefit drivers and couriers, including 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.

In addition to continued partnerships with the Independent Drivers Guild in New York, Unione Generale del Lavoro in Italy, and GMB in the UK, we entered into new union partnerships in 2022 and 2023:

- **Uber Australia** [signed a Statement of Principles](#) with the country's largest transport-sector union, the Transport Workers' Union (TWU). Through this agreement, Uber and TWU will jointly support industry-wide standards that ensure minimum, transparent earnings and benefits for platform workers; dispute resolution mechanisms; and the rights of platform workers to have an effective collective voice.

- **Uber Belgium** [announced a collaboration](#) with union ABVV-BTB (Belgische Transportbond), one of the main transport workers' unions in Belgium. The agreement enables the union to represent drivers, appeal a loss of account access, maintain a presence in Uber's driver support hub in Brussels, meet with Uber leadership for quarterly social dialogue, and collaborate with Uber to advance working conditions.

- **Uber Canada** [signed an agreement](#) with Canada's largest private-sector union, United Food and Commercial Workers Canada (UFCW Canada). The agreement enables UFCW to represent 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. During 2022, [the partnership](#) helped over 200 drivers and couriers regain access to their accounts or resolve account-related issues.

- **Uber France**, along with the other private-hire-vehicle (PHV) platforms operating in the country, [signed a sectoral bargaining agreement](#) with drivers' representative unions in January 2023. This first agreement sets a minimum revenue per trip for all independent PHV drivers (regardless of the app they use) and enhances representation and bargaining rights for workers' representatives.

# Introducing features that drivers and couriers want

In 2022, we continued to fix bugs and build features that drivers and couriers have told us they want. Our FixIt program made 400 app improvements, and we continued to introduce features that focus on enhancing flexibility, transparency, and choice.

- **Earnings transparency**

- **Upfront fares:** In a number of markets around the world, the trip request screen that drivers see makes it easier for them to decide if a trip is worth their time and effort by providing all the details, including exactly how much they'll earn and where they're going.
- **Trip Radar:** Historically, drivers have been sent just one trip request at a time. In the US, we introduced a feature called Trip Radar, which shows drivers a list of other trips happening nearby.
- **Surge widget:** Drivers can now add a widget to their app homescreen that shows current surge pricing in areas where they've previously driven.
- **Earnings statement:** In the US, we revamped and simplified [driver earnings statements](#) so drivers can see how much customers paid and how much the weekly Uber Service Fee was.

- **Review center:** We introduced an in-app feature that makes it easier for drivers and couriers to share additional information when they've lost access to their Uber account. With the safety of all users in mind, our team of trained agents uses this new information to review the previous decision.
- **Expanding communications:** We launched the Tune-Up, a monthly newsletter that contains changes, fixes, and product updates, in Australia, Latin America, New Zealand, and the US; launched a "Did You Know" campaign to highlight potentially overlooked-yet-valuable features; and revamped our [YouTube learning content](#) to set up new drivers and couriers for success.
- **Apple CarPlay integration:** US drivers with an iPhone have a more convenient way to see demand heatmaps, accept trips, and use on-screen navigation right from their vehicle's screen.





# ESG performance indicators

## Social indicators

Driver and courier well-being (global)	2021	2022
Drivers and couriers satisfied <sup>21</sup>	72%	75%

<sup>21</sup>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.

# Regulatory

## Highlighted court rulings

In March 2023, the California Court of Appeal and the Ninth Circuit issued decisions that were favorable to Uber on constitutional grounds. We continue to welcome innovative policy development at the state level and are in ongoing discussions with legislators, drivers, and other stakeholders regarding driver and courier working conditions and their preference to maintain their independent status.

## Governance

Uber's Board of Directors considers the legal landscape and regulatory challenges, in some form, at every Board meeting. Driver and courier classification and other regulatory matters are among the issues the Board considers 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 advancing driver and courier well-being and innovative legislative models.

# Regulatory

## US driver and courier classification

### Key court rulings

In March 2023, the California Court of Appeal issued a ruling on the constitutional challenge to Prop 22, finding that Prop 22 was constitutional. The court severed certain provisions but kept the core of Prop 22 intact, preserving the independent contractor status of drivers. We expect that the decision will be appealed to the California Supreme Court.

Following the 2019 passage of AB5, a bill codifying an employment classification test with exemptions for many industries and businesses, Uber challenged its constitutionality as it was applied to Uber, and the Ninth Circuit found that we adequately alleged an Equal Protection violation. Assuming no further review, the case will be sent back to the district court for further litigation.

### US Department of Labor proposed independent contractor rule

In October, 2022, the US Department of Labor (DOL) issued a new proposed rule for determining independent contractor status under the Fair Labor Standards Act (FLSA), which governs wage and hour laws at the federal level for all workers.

The Department of Labor listened to drivers, who consistently and overwhelmingly state that they prefer the unique flexibility that comes with being an independent contractor. The proposed rule takes a measured approach, essentially returning us to the Obama era, during which our industry grew exponentially. In a time of deep economic uncertainty, it's crucial that the Biden administration continues to hear from the more than 50 million people who have found an earning opportunity with companies like ours. We look forward to continued and constructive dialogue with the Administration as this process progresses.

### Legislative spotlight

We proactively engage in discussions with legislators, drivers and couriers, and other stakeholders on legislation that protects drivers' and couriers' ability to work flexibly while introducing new benefits and protections. In Washington State, the legislature passed a law that was drafted in collaboration with Teamsters 117 and their affiliated Drivers Union. It preserves rideshare driver independence and confers new benefits such as a minimum earnings guarantee, injury protection and paid sick leave, and a process to appeal deactivations.



# Safety

## At a glance

- At Uber, we embed safety into everything that we do and are committed to helping make Uber safer for everyone using our platform.
- Uber’s global safety management system (SMS) structures and defines our commitment to safety. This system drives organizational safety practices globally to evaluate and control for safety risks, monitor and analyze the success of safety initiatives and risk mitigations.

- **Safety features:** We continue to set a new standard for innovating on safety. Over the past year we’ve invested in driver and courier safety, and expanded safety features to newer lines of business like Uber Moto.
- **Reporting:** Safety incidents remain incredibly rare. Uber has continued our transparency efforts with the publication of our industry-leading [Safety Report](#) in 2022. For our safety performance, visit the ESG performance indicators on pages [34](#) and [35](#).

## Stakeholder engagement

- We prioritize learning from our stakeholders, including our shareholders and the people using our platform, to understand how they want us to help support their safety. We have engaged with hundreds of organizations worldwide to incorporate their perspectives into our leadership on transparency, as well as our processes and features.
- **What we heard:** Encouraged to continue disclosure around safety and be responsive to stakeholders impacted by our platform.
- **How we responded:** Published our second US Safety Report to track our progress, drive accountability, and strengthen safety on our platform and beyond. Enhanced transparency of our global, company-wide safety management system (SMS).

## Governance

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 used as 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.

## User safety

As a global platform, we have a tremendous opportunity to help create a safe experience for all users and support broader safety outcomes. We are committed to making the platform safer for everyone through a proactive safety management approach.

Uber uses a global, company-wide safety management system (SMS) in order to structure and define our commitment to safety. SMS refers to the integrated collection of safety principles, processes, and practices that are in place to enhance organizational decision-making and resource prioritization based on safety risk. 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.

# 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 for achieving safety goals and pursuing continuous improvement.

## 02

### 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.

## 03

### Safety risk management

Refers to the proactive identification, assessment, and mitigation of 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 policy and objectives

“Stand for safety” is embedded in Uber’s [company values](#), governance, and organizational structure.

Our Executive Leadership Team (ELT) has accountability for company-wide safety risk and performance. In 2020, we reorganized our Safety team to report directly to the ELT.

Uber’s Safety team drives a consistent and effective company-wide safety approach by providing independent guidance and oversight to Uber’s mobility and delivery teams around the world. The team consists of a central core team organized around safety risk management and regional teams that partner directly with local business leaders to operationalize Uber’s safety standards and manage market-level risks.

Safety reporting is embedded in our governance structure. Uber’s Board of Directors receives annual updates and is actively engaged in user safety. The Board and management are deeply focused on the importance of safety, which is why safety is tied to our company values and serves as a performance metric for each of our most senior executives. Uber’s 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 feature highlights.



**We want Uber to be the safest way to go anywhere and get anything, and we’ll continue to lead by taking an expert-driven, action-oriented, and transparent approach.**

**Gus Fuldner**  
Senior Vice President, Core Services

# 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 is the foundation of any SMS, and we're invested in promoting a positive safety culture internally and externally.

Our commitment to safety begins with our company values, which are communicated to every employee during onboarding, embedded in our employee performance reviews, and celebrated in company-wide forums. As part of these values, every Uber employee is encouraged to understand how their role has the potential to impact safety and to take responsibility for achieving high safety standards. Executives regularly communicate safety-related matters and performance through company all-hands presentations and cultural activation programming.

## Consultation

Uber prioritizes learning from platform users' needs and partnering with experts to ensure that our safety work is best in class. We have engaged with hundreds of organizations worldwide, including driver and courier groups, women's safety groups, road safety organizations, and crime-prevention experts to make sure we incorporate their perspectives into our processes and follow best practices.

We know that our users can provide us with important safety insights when they share their experiences with us. This is why at Uber, we remain committed to listening to and learning from the people who use our platform—in particular, drivers and couriers. We regularly survey users on their experiences and suggestions for safety at Uber. We supplement this with qualitative research, including roundtables, focus groups, and events targeting specific user groups. For example, see the "[Listening to drivers and couriers](#)" section of this report.

Since 2015, Uber has also retained a Safety Advisory Board to bring new approaches, feedback, and expertise to our safety processes and technology. Former US Secretary of Homeland Security Jeh C. Johnson chairs that board, which also includes leaders in gender-based violence and domestic violence prevention, road safety, public health, and law enforcement.

We're proud to have worked with hundreds of global partners to develop impactful programs and initiatives, including these:

- Drunk-driving prevention:** Since 2012, we've partnered with Mothers Against Drunk Driving (MADD) to reduce drunk driving throughout the US. We launched a first-of-its-kind coalition with MADD and Anheuser-Busch to raise awareness of and ultimately shift behavior related to drinking and driving. Together, we reached tens of millions of people with our "Decide to Ride" campaign and provided discounted rides to help keep drunk drivers off the road. In addition, we partnered with the Governors Highway Safety Association to support impaired-driving-prevention efforts in states across the US.
- Global road safety education:** In partnership with the Association for Safe International Road Travel, Uber launched a series of road safety education modules that focus on key safety topics, like safe pickup and dropoff, speeding, distraction, and sharing the road with bicyclists and pedestrians. Drivers receive this education during onboarding and early tenure, as well as reactively based on rider feedback.
- Global women's safety partnerships:** Since 2017, Uber has provided over \$5 million to organizations working to prevent, address, and respond to gender-based violence around the world through our Driving Change program. This funding has supported the critical work of organizations working to eliminate gender-based violence, including those that are survivor-led and that provide culturally specific resources and support to communities. Examples include our collaboration with [NO MORE](#) on a global [#DontStandBy bystander awareness campaign](#), [Fundación Origen](#) on a [dedicated support hotline](#) for women drivers and couriers in Mexico, and [HandsAway](#) in France on [safety education for drivers](#).

As part of our commitment to stand for safety, we also work with other industry players to set a high bar for platform safety. In the US, we created the [Industry Sharing Safety Program](#), an initiative that enables companies to exchange information about drivers who have been deactivated for serious sexual assault or physical assault fatalities to help prevent these individuals from operating on another platform. In Bangladesh, we helped drive the launch of [industry-wide safety standards](#) to improve safety for all users.

# Safety reporting

Going beyond rigorous internal performance tracking and auditing, Uber has led the industry in continuing to publish a [US Safety Report](#) to share our safety progress and promote safety. We're proud that Uber was the first company in this industry to make this commitment and the only company that has continued to share this information. Uber also continues to comply with all local regulatory disclosure requirements worldwide.

Uber's US Safety Report shows that 99.9% of trips on the Uber platform ended without a safety incident. Of the 0.1% of trips that had a support request for a safety-related concern, most were about less-severe safety issues, such as complaints about driving or a verbal argument.

On all US trips, 0.0002% had a report of a critical safety incident, which includes motor vehicle fatalities, sexual assault, and physical assault resulting in fatality. Uber's second Safety Report provides information on these incidents and tracks performance over time. Although these incidents are incredibly rare, we recognize that each one represents a devastating experience for the individuals, families, and communities affected.

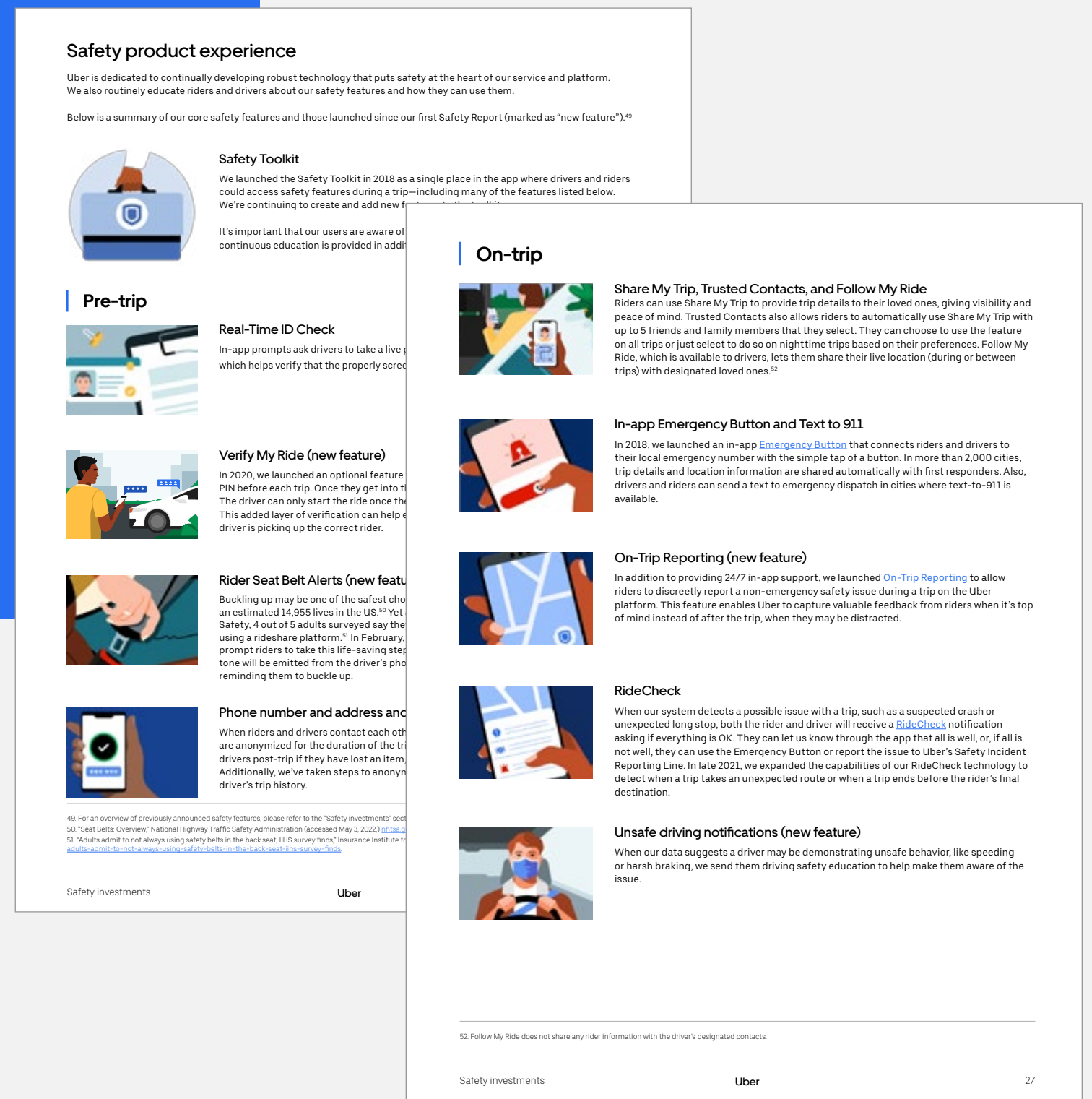
Our commitment to transparency also continues. We encourage others—such as airlines and taxi, rideshare, homeshare, and hotel companies—to be transparent on safety, too. We all have a responsibility to make our companies and communities as safe as possible.

## By the numbers<sup>22</sup>

**99.9%**  
Uber trips that ended without any safety-related issue

**0.0002%**  
Uber trips that had a reported critical safety incident

**2.8M+**  
US Uber trips per day



<sup>22</sup>“2019–2020 US Safety Report,” Uber (June 30, 2022).

# Safety risk management

Safety risk management refers to the proactive identification, assessment, and mitigation of 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 there are significant changes to our operations, such as the launch of a new line of business.

## Spotlight 1: Driver safety

Through roundtables and feedback, drivers have made it clear to us that they want Uber to continue to invest in their safety. We listened to drivers’ concerns and consulted with safety experts to determine what would be the most impactful improvements Uber could make to help mitigate road and personal safety risks.

In 2022, we introduced a suite of new product features geared toward safety in the driver’s seat, including:



### Reducing turns into oncoming traffic

Anyone who drives in the US knows the challenge of making a left turn, especially in a busy city. According to the [National Highway Traffic Safety Administration](#) (NHTSA), 22% of crashes in the US involve making a left turn at an intersection. Uber has now improved our in-app navigation system to suggest fewer left turns. With just some minor adjustments to GPS routing that have little to no impact on trip time, drivers who choose to use Uber’s in-app navigation can enjoy a less stressful driving experience.

### Partially controlled intersection alerts

According to NHTSA, a quarter of traffic fatalities and about half of all traffic injuries occur at intersections. In 2018 alone, more than 6,700 fatalities involved intersections without signals. When a driver using Uber’s in-app navigation is approaching an intersection without a 4-way stop, the app will now highlight this on the map screen with a message reminding them to “watch for cross traffic.”

### Record my ride

- **Audio Recording:** Already available to riders and drivers in more than a dozen countries, our optional in-app Audio Recording feature became available in more US cities in 2022. We’ve seen many instances where this technology has helped us determine the best course of action after a safety incident. The majority of drivers and riders in our original pilot cities say this feature helped them feel safer when using Uber. [Learn more](#) about Audio Recording and how the feature was built with privacy and safety in mind.
- **Video recording:** Since the launch of Audio Recording, we’ve been exploring the ability to allow drivers to choose to record video using the front-facing camera on their smartphone, similar to a dashcam. Many drivers use traditional dashcams today, but those can require extensive setup and often come with a hefty price tag. The feature Uber is piloting is free and can be set up in seconds. We’re listening to drivers in Brazil and the US to learn from their feedback and are tracking impact on safety metrics.

## Spotlight 2: Vulnerable road users

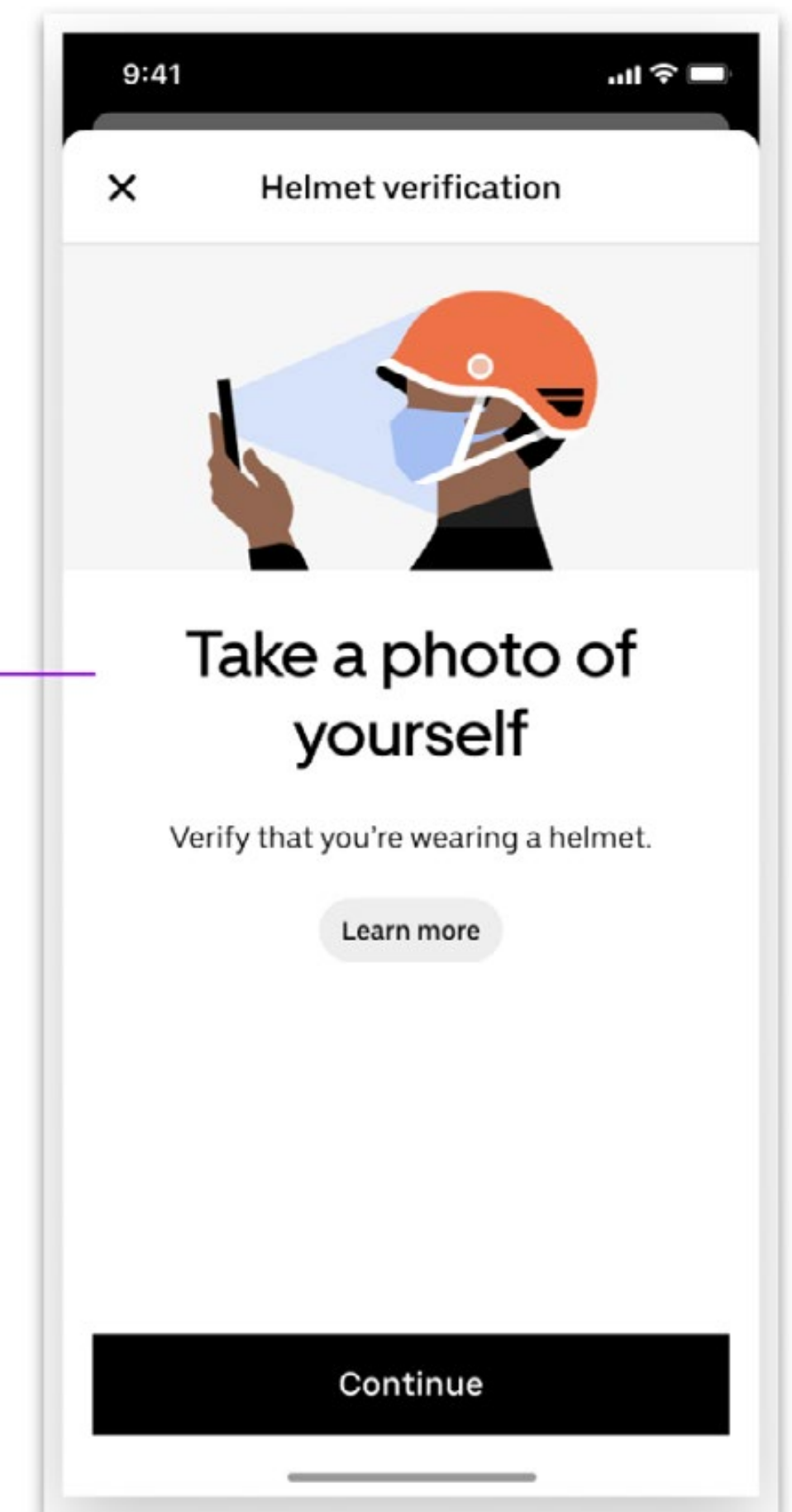
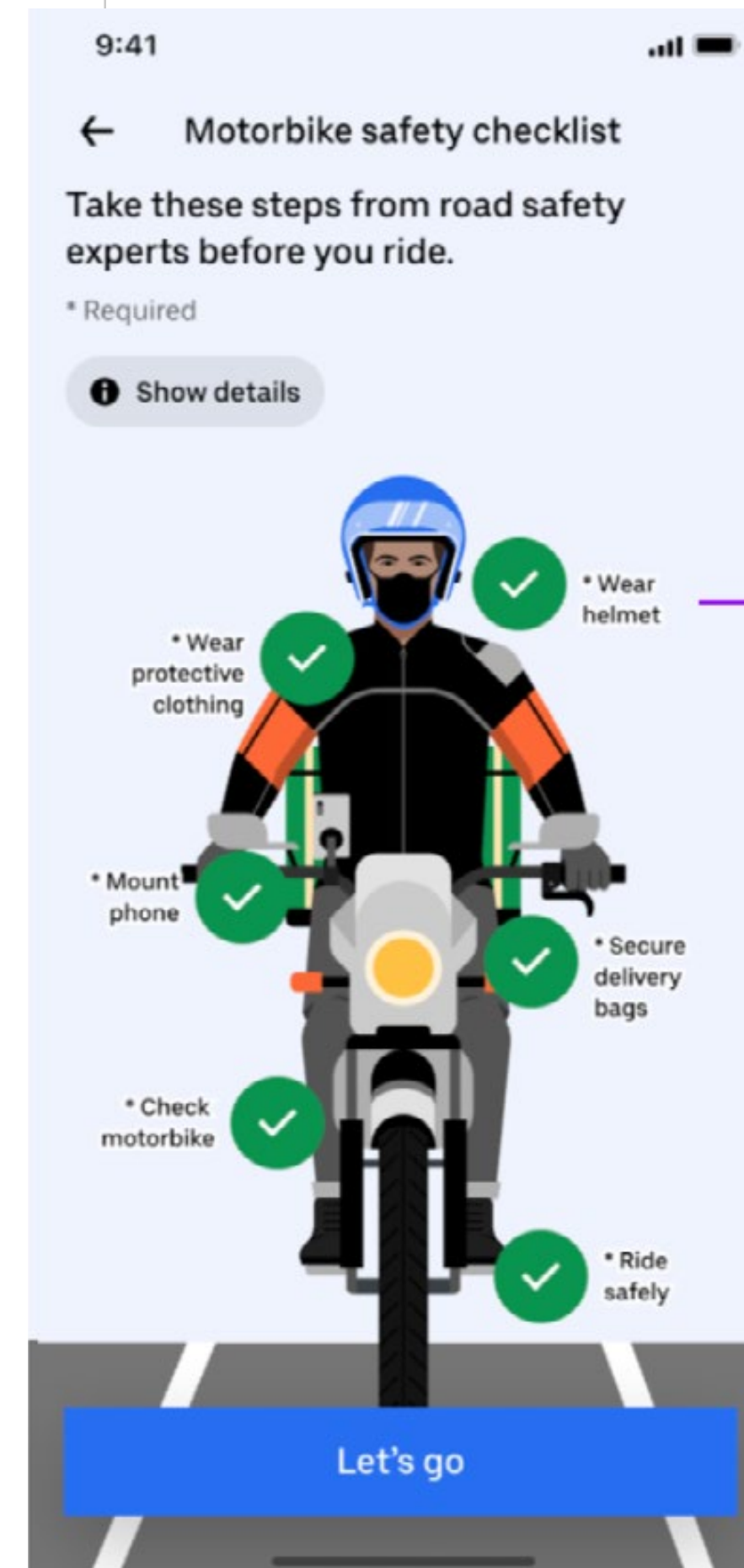
As Uber’s platform expanded to connect users to delivery and other transportation options like Uber Moto, we’ve increased our investment in safety controls and education to support vulnerable users. We leveraged our safety risk management process to identify potential hazards and approaches to mitigate safety risks.

The term “vulnerable road user” encompasses any road user who is unprotected by an outside shield (like a vehicle) and is therefore at greater risk. While many of our existing safety features, like our [driving-hours tool](#), [Follow My Delivery](#), and [crash detection](#), are helpful to Uber Moto drivers and couriers on 2 wheels, our Safety teams have continued to innovate, developing and launching the following new features that are specific to vulnerable road users:

- **Bike and motorcycle education:** Uber has partnered with the [Governors Highway Safety Association](#), the [League of American Bicyclists](#), and the [Association for Safe International Road Travel](#) on a range of road safety education efforts, including biking safety education that’s now available worldwide.
- **Bike-friendly navigation:** We know that navigating streets on a bike is different than in a car. This is why Uber offers bike-specific navigation to help keep bike couriers safe and help them have the latest bike-friendly routes on the way from order pickup to dropoff.

- **Bike and motorcycle safety checklist:** When 2-wheel couriers sign in to the app, they’ll also review a visual safety checklist. We’re using our technology to remind couriers of the importance of safety precautions, such as checking tires, brakes, and gears and following road rules before accepting deliveries.
- **Local partnerships to increase access to helmets:** Helmets save lives. This is why we’re partnering with organizations around the world to make it easier for couriers to access helmets. In Mexico, for example, we [worked](#) with the [Fédération Internationale de l’Automobile](#) to provide safe and affordable helmets for couriers using mopeds or scooters in Mexico. We also have [partnered](#) with local distributors to provide 2-wheel couriers with access to gear stores for safety and personal protective equipment.
- **Helmet detection:** Uber created a new safety feature to help drive usage of helmets. In certain countries where helmet use is mandatory, we require couriers delivering on 2 wheels to confirm they’re wearing a helmet before they can start delivering with the app.

We’re proud of the investments we’ve made in road safety and the impact we’ve had on helping to improve the safety of our users. But we know that tech interventions and education alone won’t solve the challenge. Uber is committed to making streets safer for everyone. To that end, we’ve joined the US Department of Transportation’s [Call to Action](#), as well as campaigns outside the US, and urge other companies to do the same.



# 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.

## 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 are 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 10+ channels to report a safety incident. We receive and gather safety incident reports in multiple ways, including:

### 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 (Twitter, Facebook, etc.)
- News media mentions

### Uber outreach to users

- RideCheck
- In-app Emergency Button

### Incoming third-party communications

- Law enforcement
- 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 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.

## Safety incident response

Uber has strict internal requirements for how we respond to reported safety incidents. We have teams working 24/7 who are tasked with responding to and supporting users within one hour of receiving a report of a serious safety incident. If someone reports a safety incident, they’re provided with support resources, tailored to the type of incident and the country they are in.

## Monitoring, audit, and improvement

Uber continually refines our safety approach by collecting and analyzing information through a variety of monitoring and review mechanisms. We establish performance metrics, objectives, and review cadences for our most critical safety controls to ensure their continued adequacy at managing safety risks on our platform.

Uber’s Executive Leadership Team (ELT), as well as regional business leadership, sets business goals focused on incident rate reduction. These safety incident trends, as well as control performance, are reviewed regularly. Uber’s Internal Audit team provides independent oversight and assurance to our Board of Directors on the suitability of our company-wide safety approach. Uber also complies with local regulations in providing safety incident data where legally obligated.

# ESG performance indicators

## Social indicators

### Safety data<sup>23</sup>

#### Motor vehicle fatalities (US rides)

#### Motor vehicle fatalities by vehicle miles traveled<sup>24</sup>

#### (Per 100 million VMT)

	2017-2018	2019-2020
	Uber rate <sup>25</sup>	Uber rate <sup>25</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>26</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

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.

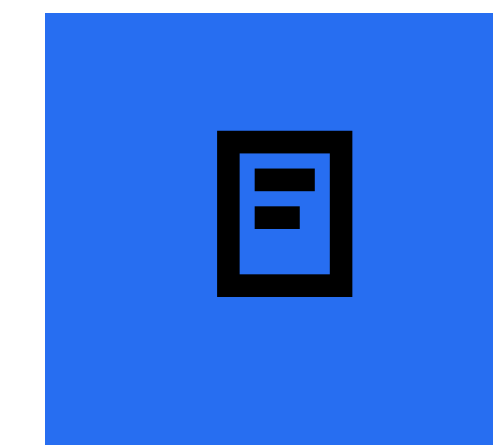
Please view the “Methodology” chapter of Uber’s US Safety Report for more information on these metrics.

<sup>23</sup>“Relation to the Uber platform” or “Uber-related” is in reference to data classification for the purposes of data sourced from Uber’s US Safety Report only.

<sup>24</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>25</sup>Uber yearly rates are rounded.

<sup>26</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.



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

# ESG performance indicators

## Social indicators

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

#### Fatal physical assaults (US rides)<sup>28</sup>

Subcategory	2019		2020	
	# of fatalities	% of total trips <sup>29</sup>	# of fatalities	% of total trips <sup>29</sup>
Fatal physical assaults	9	0.000001%	11	0.000002%

#### Sexual assaults (US rides)<sup>30</sup>

Subcategory	2019		2020	
	# of incident reports	% of total trips <sup>29</sup>	# of incident reports	% of total trips <sup>29</sup>
Non-consensual kissing of a non-sexual body part	513	0.00004%	137	0.00002%
Attempted non-consensual 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 penetration

Defined as: Without explicit consent from a user, someone attempted to penetrate the vagina or anus of a user with any body part or object. Includes removal of and attempted removal of another person's clothing to attempt to access a sexual body part will be classified as "attempted non-consensual

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

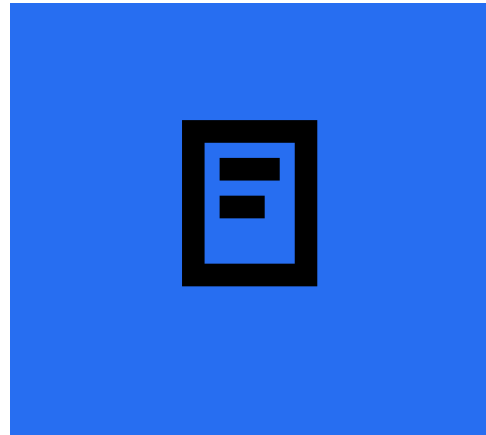
Defined as: Without explicit consent from a user, someone penetrated, no matter how slight, the vagina or anus of a user with any body part or object. This includes penetration of the user's mouth with a sexual organ or sexual body part. This excludes kissing with tongue.

<sup>27</sup>"Relation to the Uber platform" or "Uber-related" is in reference to data classification for the purposes of data sourced from Uber's US Safety Report only.

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

<sup>30</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. The sexual assault data presented in this report includes incident reports reported on or before April 15, 2022, and for this reason may change over time.



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

# Environmental sustainability and climate change



## At a glance

### • Targets

- **2030:** 100% of rides in Canada, Europe, and the US are zero-emission
- **2030:** Net-zero climate emissions from all corporate operations (such as offices and data centers)
- **2040:** 100% of rides globally are in zero-emission vehicles (ZEVs), on micromobility, and/or on public transit
- **2040:** Net-zero climate emissions across all lines of business (mobility, delivery, and freight) and operations

### • Performance

- Uber has **45,700** ZEVs active on the platform across Europe and North America<sup>31</sup>
- **23.9 million** ZEV trips completed on Uber in the US, Canada, and Europe in Q4 2022
- **7.3%** share of trip miles completed in ZEVs on Uber in Europe in Q4 2022
- **4.7%** share of trip miles completed in ZEVs on Uber in the US and Canada in Q4 2022
- **70%** renewable energy matching for offices and **41%** renewable energy matching for data centers

<sup>31</sup>Data is computed over the entire quarter for mobility, across Belgium, Canada, France, Germany, the Netherlands, Portugal, Spain, United Kingdom, and the United States

<sup>32</sup>As used in this report, with respect to ZEVs, “Europe” or “European countries” refers to coverage over the entire applicable quarter for mobility across Belgium, France, Germany, the Netherlands, Portugal, Spain, and the United Kingdom.

## Stakeholder engagement

- **What we heard:** Encouraged to enhance climate change disclosures and to communicate the actions we are taking to meet our emission reduction targets.
- **How we responded:** Added scenario analysis to our Task Force on Climate-related Financial Disclosures assessment. Expanded our climate disclosures to cover global Scope 1, 2, and 3 (category 11) emissions across mobility, delivery, and freight businesses. Published our third Climate Assessment and Performance Report showing progress toward monthly active zero-emission-vehicle (ZEV) drivers, quarterly ZEV trips, and share of trip miles completed in ZEVs on Uber in the United States, Canada, and Europe.<sup>32</sup>

## Governance

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.

# Don't stop till zero

A zero-emission platform. We still have a long way to go, but that's our goal. Because it's the right thing to do—for our business and for all those who rely on our platform. We believe that getting there benefits our users, our employees, our investors, the cities we serve, and the planet that we all share.

We started this journey in 2020 with a set of core commitments that are helping us reach net zero by 2040 across all Scope 1, 2, and 3 emissions. As part of getting there, we've set an ambitious goal of enabling 100% of rides on our mobility platform to be completed in zero-emission vehicles (ZEVs), on micromobility, or on public transit by 2030 in Canada, Europe, and the US, and by 2040 in every market where we operate.

## Uber's public commitments

### 2025

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

**50%** of all kilometers in 7 European capitals<sup>33</sup> are zero-emission

**\$800M** generated to help hundreds of thousands of drivers access EVs

**100%** renewable energy in US offices

### 2030

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

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

### 2040

**100%** of rides globally are 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



Addressing our contribution to the climate crisis is a key pillar of our ESG work at Uber. Tackling the causes of climate change is a team sport, and we've built a network of partnerships to ensure that we do our part alongside others. Ultimately, our success in achieving our goals depends on our ability to support drivers and couriers in making an affordable transition to the cleaner technologies they overwhelmingly want to adopt. We're proud of our progress to date and look forward to continuing to accelerate.

**Christopher Hook**  
Global Head of Sustainability

## Science Based Targets

### Overall net-zero target

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



### Near-term targets

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 42% by 2030 from a 2021 base year.\*

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

\*The target boundary includes biogenic emissions and removals from bioenergy feedstocks.

### Long-term targets

Uber commits to reducing absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2021 base year.\*

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

<sup>33</sup>Amsterdam, Berlin, Brussels, Lisbon, London, Madrid, and Paris.

# In 2022 alone, we:

Disclosed global Scope 1, 2, and 3 emissions

Provided periodic progress in investor materials and through outreach and stockholder engagement

Saw usage of sustainable ride products grow by 150% year over year

Launched our Shell Recharge Solutions partnership and signed a global mobility deal with bp Pulse to help further our electrification goals

Expanded EV Hub outside of Canada and the US

Launched Uber Comfort Electric and expanded it to 25 cities in Canada and the US

Published our EV driver survey covering 8 countries in North America and Europe

Expanded our TCFD analysis to include scenario analysis across the UK and the US

Committed \$800 million in resources by 2025 to help drivers transition to zero-emission vehicles.<sup>35</sup> As of Q4 2022, we've set aside over \$289 million.

Made our first sustainability commitment in the Middle East

Cemented partnerships with Moove, Stellantis, and Wallbox in EMEA

Published updates on our progress in ANZ and the UK

Partnered to provide couriers with access to discounted e-bikes in France, the UK, and the US

Piloted enabling restaurants to offer reusable packaging to consumers

Launched an emissions tracking dashboard for Uber for Business customers

Formalized the Uber Freight sustainability program with a Head of Sustainability hire

77M

Trips taken in zero-emission vehicles across our mobility business

31M

Unique riders who have had the chance to experience an EV

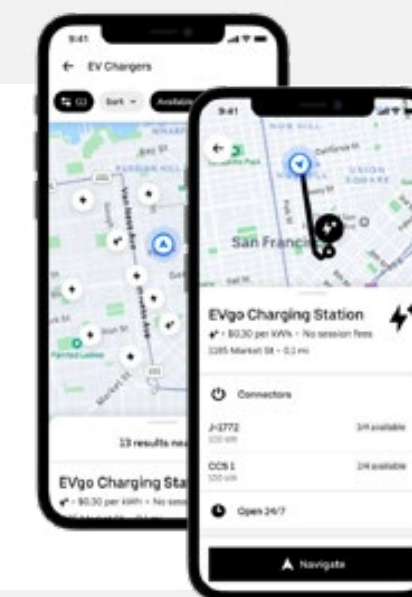
3.5x

Growth in the number of active EVs year over year<sup>34</sup>

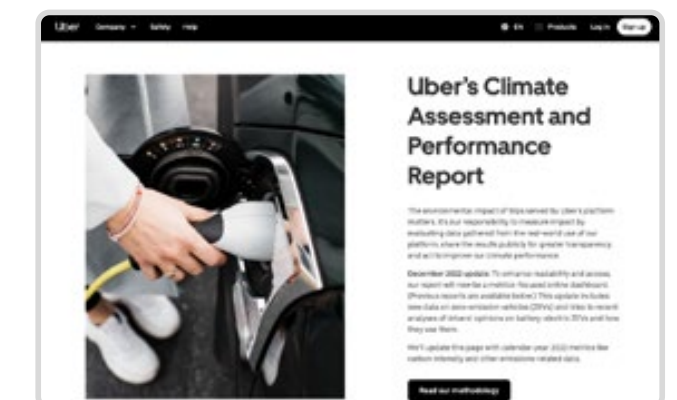
200+

Cities where Uber Green, Uber Comfort Electric, and/or Uber Planet are available

Added EV charging locations to the Driver app



Published our third Climate Assessment and Performance Report



<sup>34</sup>Climate Assessment and Performance Report, Uber (December 2022), comparing Q4 2022 to Q4 2021

<sup>35</sup>Through financial incentives, programs to improve access to vehicles, and discounts on EVs and charging

# Drivers

## Helping drivers go electric as quickly as possible

We're continually fine-tuning ways in which we can support drivers to transition to electric vehicles. Electrifying a rideshare driver's vehicle can avoid 3 times more greenhouse gas emissions compared with the average private car. As described in our paper "[How Uber helps drivers go electric](#)," we surveyed more than 16,000 drivers from 8 countries in Europe and North America, both EV and non-EV drivers.<sup>36</sup> We asked about their experience, barriers they face, and opportunities they see by going electric. Here's what we learned:

- **Current EV drivers:** EV drivers using the Uber app are generally happy about their experience. Depending on the country, 60%–72% of EV drivers state that their earnings have increased since they switched to an EV. Moreover, 80%–89% of them are satisfied with the switch, and 82%–93% of them plan to choose an EV as their next car.

- **Drivers who haven't switched to EVs:** Nearly half to almost three-quarters (46%–72%) of drivers, depending on the country, are interested in switching to EVs. The majority of survey participants see an EV switch as a positive opportunity.
- **Barriers:** EV cost and the availability of charging infrastructure remain significant obstacles for drivers. Almost two-thirds (61%) of survey respondents find EVs are more expensive than non-EVs, and that's a critical barrier to them.

### To reach our 100% zero-emission mobility goals, we're taking action in 3 areas

- 01 Drivers:** Helping drivers get to zero emissions as quickly as possible
- 02 Consumers:** Empowering users to choose green and car-free products
- 03 Transparency:** Being transparent about our climate impact each year so we're accountable for improvement



<sup>36</sup>Conducted during H2 2021.

# What we're doing

## Education and incentives

**EV cost calculator:** [This calculator](#) lets drivers in the US browse new and used EVs, make vehicle comparisons, and understand eligible incentives.

**US and Canada Zero Emissions incentive:**

Drivers of fully electric vehicles are eligible for the Zero Emissions incentive. [In the US](#), this lets them earn an extra \$1 on every Uber trip with a rider (up to \$4,000 extra per calendar year). [In Canada](#), EV drivers who also have Diamond or Platinum Uber Pro loyalty status can get up to \$5,000 extra over a one-year period.

**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.

**Australia Service Fee reduction:** As a part of a \$26 million investment into Australia's electric vehicle market, we [cut service fees by 50%](#) for driver-partners using battery electric vehicles (BEVs) on the platform until mid-2025.

## Partnerships

**Discounted EVs:** Uber is partnering with major automakers, financing partners, and fleet-solutions providers to extend [discounted EV rental, lease, and purchase offers](#) to drivers using the app.

**Rental partnerships:** Uber also collaborates with rental companies to increase access to EVs. For example, Uber is [partnering with Hertz](#) to make up to 50,000 Teslas available, by the end of 2023, exclusively to drivers using the Uber app in the US. Since our announcement, this partnership has expanded to [Canada](#) and [Europe](#).

## Support

**London Clean Air Plan:** To help support drivers' switch to EVs, we launched our [Clean Air Plan](#) in January 2019. After 3 years, this scheme has been hugely successful, accumulating over £145 million to help drivers switch and support their ongoing vehicle costs.

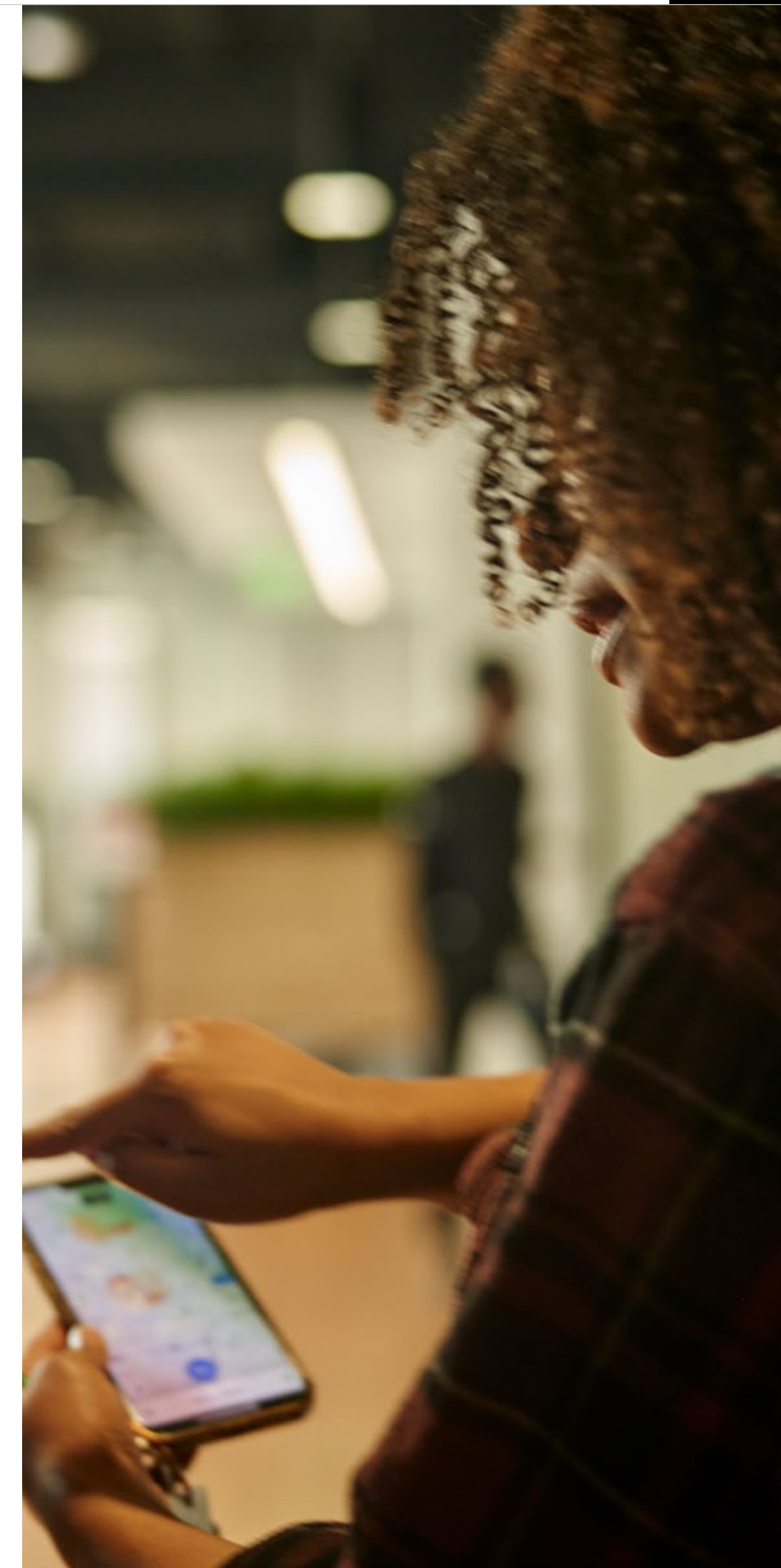
**France Electric Mobility Plan:** The [Electric Mobility Plan](#), a commitment totaling €75 million, was launched in France in 2021. This continues to financially support drivers in their transition to electric vehicles.

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

#### Electric vehicles



#### Charging infrastructure



# Consumers

## Empowering users to choose green and car-free products

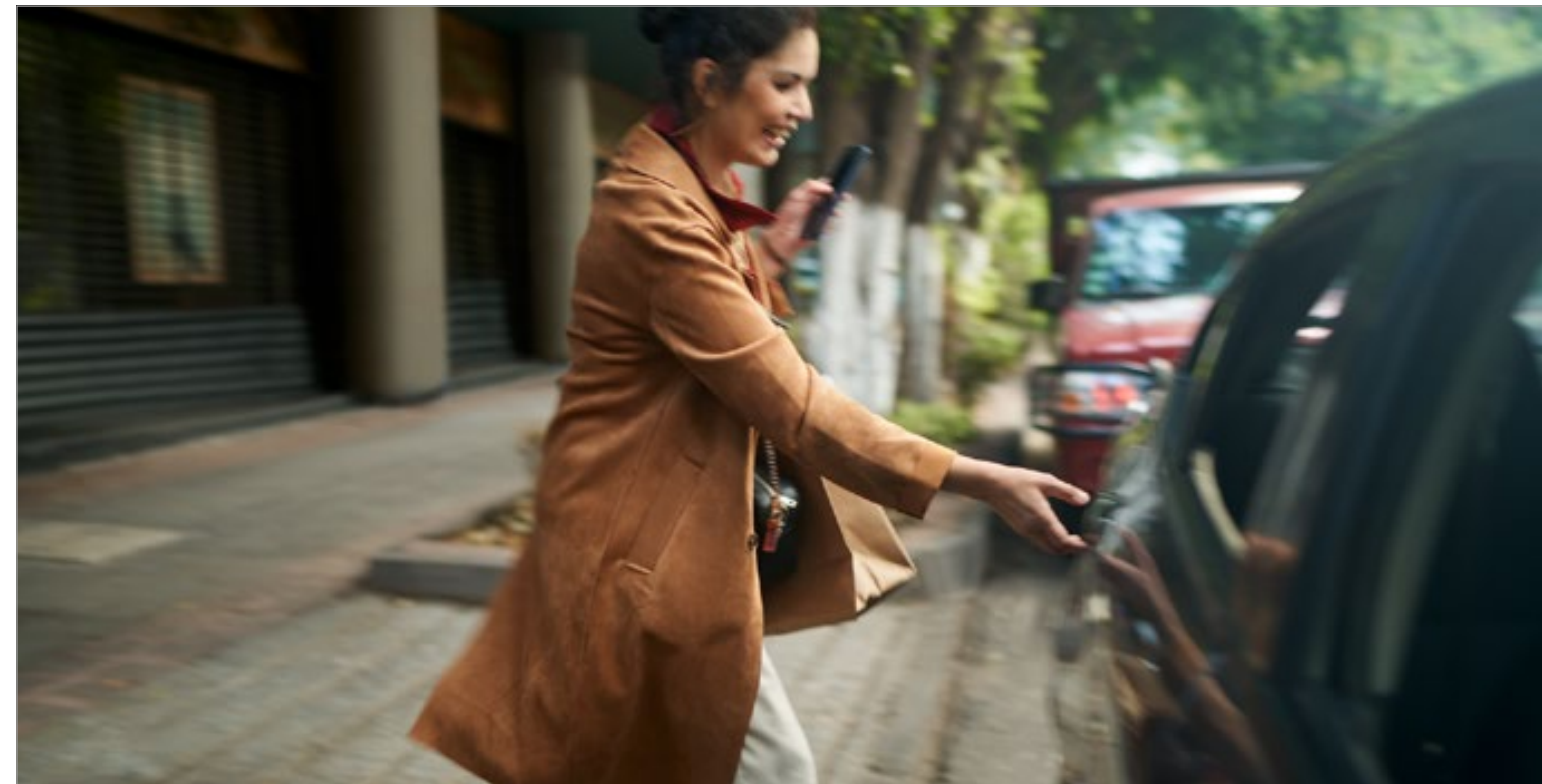
We offer more green and car-free ride options than any other global mobility platform, providing access to no- and low-emission rides today in 200+ metropolitan markets. Usage of Uber Green, Uber Planet in LatAm, and Uber Comfort Electric in the US has also grown by more than 150% year over year.

### Uber Planet

Uber Planet is a mobility product pioneered in LatAm that provides riders with a net-zero-emission ride without pushing drivers to shift toward an EV immediately. It has a slight price surcharge that lets riders offset their carbon footprint with carbon credits invested in internationally certified projects. Uber Planet is currently available in 80+ cities and 11 countries.

**80+**  
cities

**11**  
countries



### 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

**Tembici:** Our [new partnership](#) with this leader in micromobility in Latin America will make Tembici bikes and electric bikes available to book in the Uber app, giving Uber users throughout LatAm another way to go conveniently and sustainably with Uber.

### Uber Comfort Electric

An EV-only solution, [Uber Comfort Electric](#) allows riders to request a trip in a premium EV, such as a Tesla or Polestar. Uber Comfort Electric is now available in Bogotá, in addition to 40 markets across Canada and the US.

**40+**  
cities

### Uber Green

[Uber Green](#), our EV and hybrid ride option, is the most widely available on-demand mobility solution in the world for no- or low-emission rides. It's currently offered across 110+ metropolitan markets in 20 countries on 3 continents. We've also committed to ensuring that Uber Green, where available, is offered at the same price as UberX, our core ride option.

**110+**  
metropolitan markets

**20** countries | **3** continents

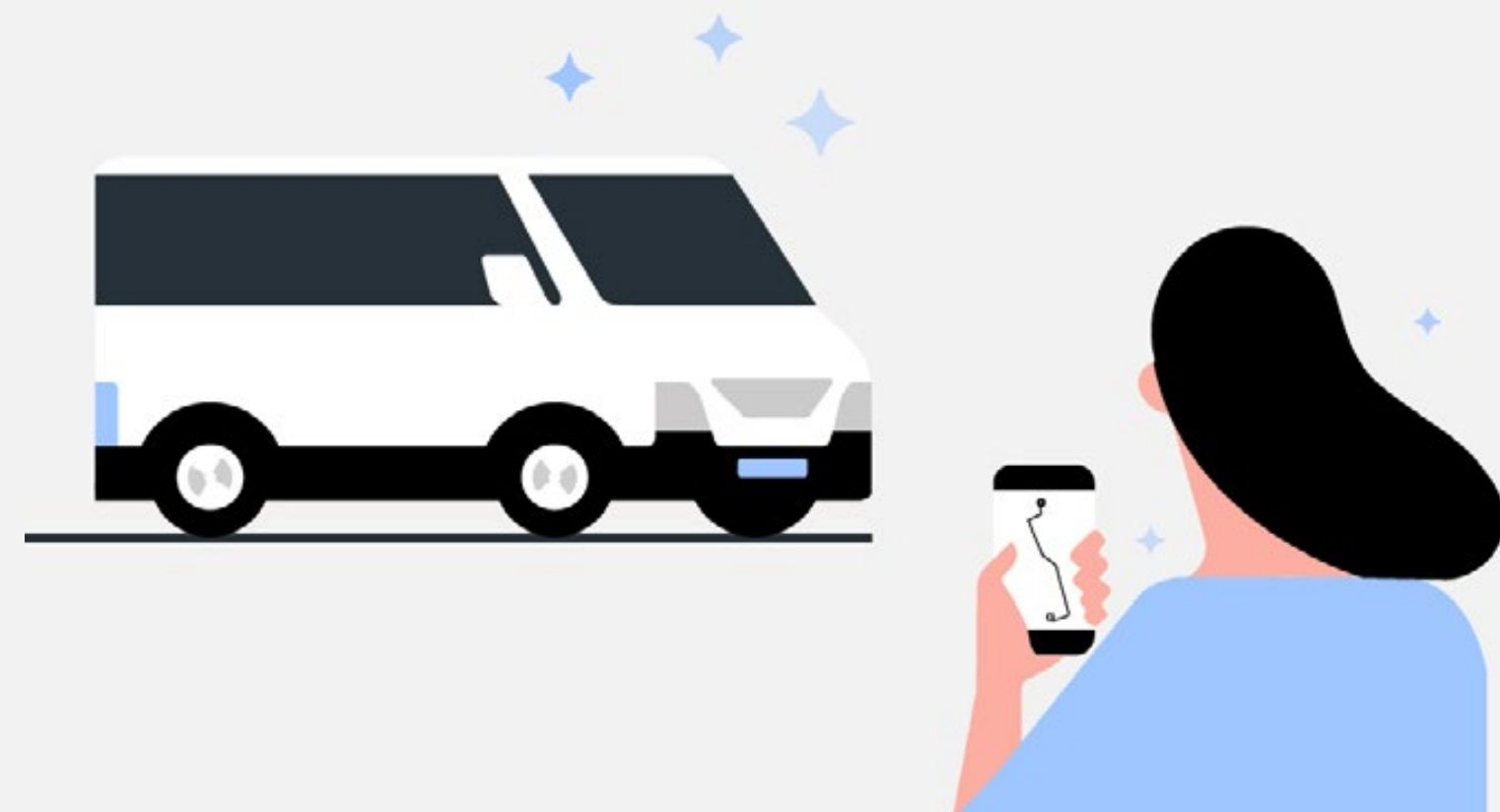
**Transit:** We've increased our transit partnerships by 75% since 2022 and are now working with 70+ public agencies. Today there are 52 cities around the world that use our Journey Planning tool, Transit. New additions last year include Amsterdam, Berlin, and Madrid.

**70+**  
public agencies

**52**  
cities



# Uber Shuttle



## 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, most of these networks are either heavily subsidized or highly inconvenient, uncomfortable, and sometimes unsafe 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.

Uber Shuttle operates as a fixed-route, fixed-schedule service to move more people in fewer vehicles at one-quarter the price of UberX. Our investment in this business is in service of Uber’s continued commitment to reimagine the way the world moves for the better. An Uber Shuttle ride is not only better for riders, but it’s also better for the environment and the cities where we operate.

Today, Uber Shuttle is available in 5 markets. As we carefully monitor results and consider responsible strategies for scaling, we believe this will be a long-term transformational ride option.

Check out these statistics comparing Uber Shuttle to UberX in our first shuttle market in Egypt:

**1/4**  
price per kilometer

**2.6x**  
longer trip distance

**2x**  
more trips per month

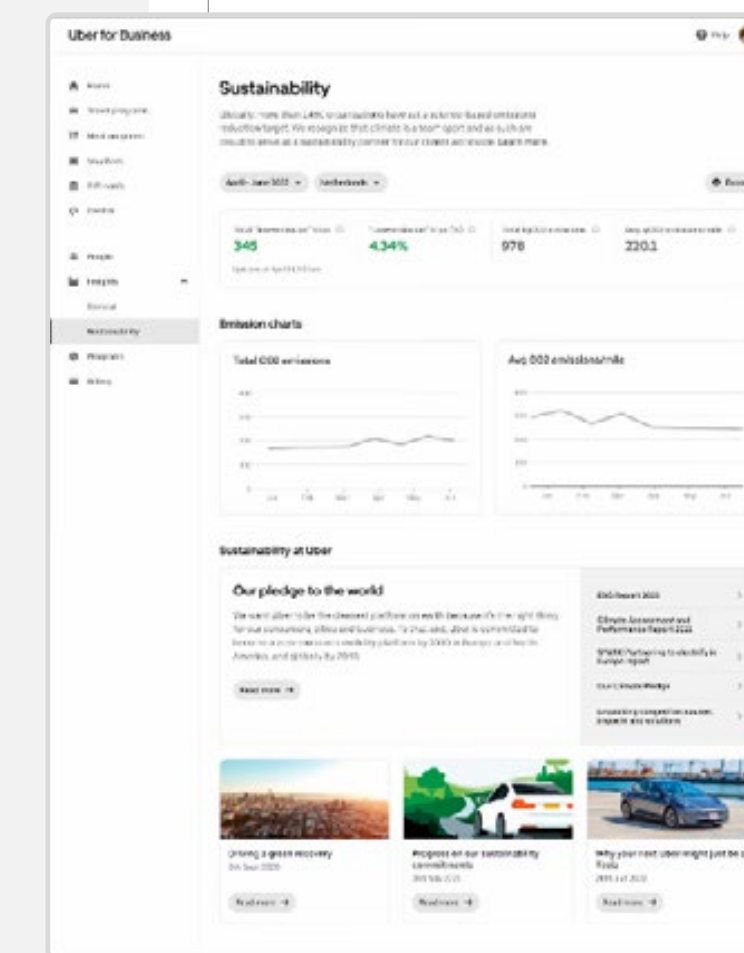
## Uber for Business

In 2022, Uber for Business announced our ambition to become the climate partner of choice for our corporate customers worldwide. Supporting their sustainability efforts includes providing transparency around their carbon footprint and encouraging the use of no- or low-emission products such as Uber Green and Uber Comfort Electric.

The September 2022 release of [Uber for Business’ sustainability dashboard](#) marked a significant evolution of our sustainability value proposition. In the first 6 months alone, more than 30,000 organizations globally used this product to evaluate and track their CO<sub>2</sub> emissions and gain visibility into the volumes and patterns of no- to low-emission travel.

It’s also encouraging to see positive trends in our corporate clients’ sustainable travel usage patterns. In 2022, their no- to low-emission trips more than doubled year over year. Notably, Uber Green trips alone grew by more than 200% during that period. This is a great testament to the rising corporate demand for sustainable solutions in ground transportation needs.

Looking ahead, we’ll double down on our commitment to sustainability. By the end of 2023, we aim to release the second version of the Uber for Business sustainability dashboard with improved functionality and expanded sustainability insights.



# Delivery

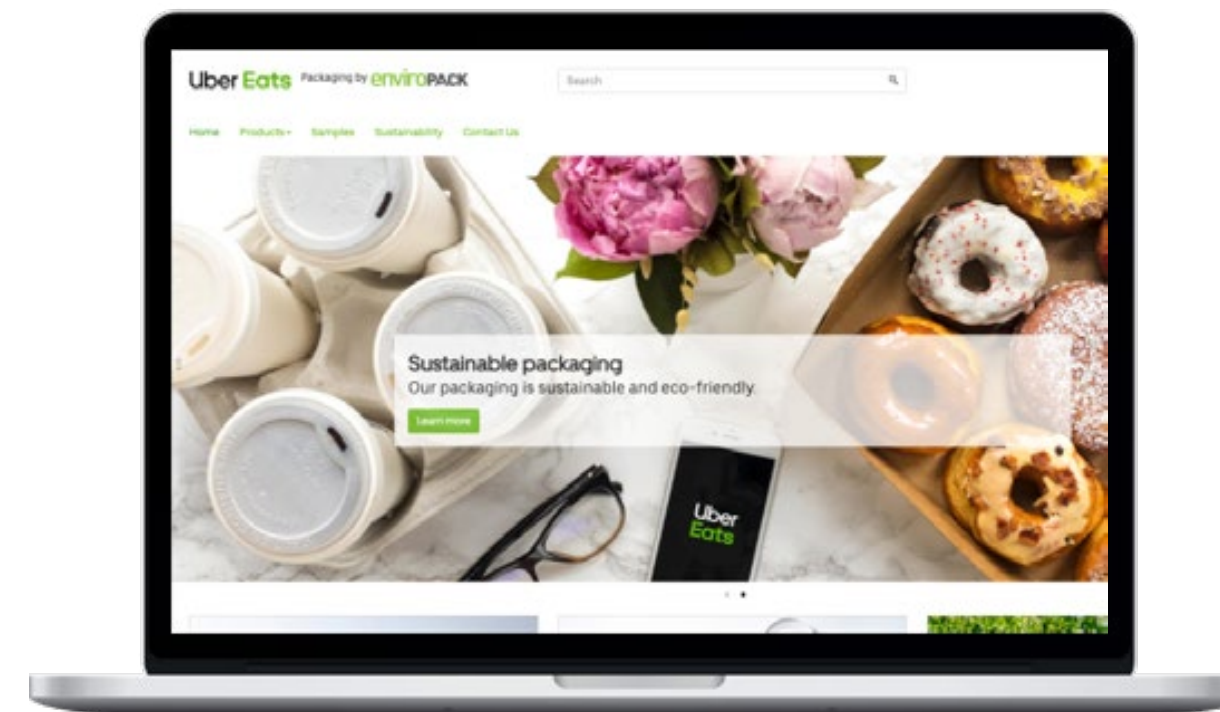
## 3 key areas representing Uber’s sustainability focus across delivery

- 01 Couriers:** Helping couriers transition to lower-emission vehicles
- 02 Merchants:** Supporting the transition to more-sustainable packaging
- 03 Uber Eats users:** Providing a platform that champions green choices

### Couriers

We will support couriers in transitioning to greener vehicles, whether they’re switching modes (from a car to a 2-wheeled vehicle, for instance), or switching within their current mode (moving from a motorbike to an e-moped, for example). Mode-switching is a key lever for Uber to reach our emissions-intensity-reduction goals, as 2-wheeled vehicles can be more fuel efficient than 4-wheeled vehicles. We also achieve greater efficiency through product features such as order batching, which reduces total journey miles.

In order to demonstrate economic benefits for couriers transitioning to 2-wheeled vehicles, we’re partnering with cities and policymakers to remove infrastructure, policy, and cultural barriers to the adoption of e-mopeds and bikes. We also collaborate with many local companies—such as Zoomo in the US and UK, Human Forest in the UK, and Adie and Decathlon in France—to help reduce costs and encourage adoption. Working together, we aim to provide discounts on the purchase or rental of e-bikes, help couriers access government subsidies for electric vehicles, and assist with e-bike purchase financing.



### Merchants

Uber is helping our merchant partners transition to a greener future by reducing packaging waste associated with delivery. In many of the countries where we operate, we offer access to sustainable packaging options. In the UK, we partner with Enviropack to support restaurants and stores in delivering sustainably. We also announced a new program with Visa designed to support small and medium-sized businesses (SMBs) in their transition to sustainable packaging, as part of a yearlong effort to support SMBs who use Uber Eats to grow their businesses. Together, we’ll make \$1 million accessible to qualifying Uber Eats restaurants in London, Los Angeles, Madrid, New York City, and Paris to be used toward funding green packaging. We’re also trialing reusable packaging in countries including Germany and Switzerland and intend to broaden our approach as the program expands.

### Uber Eats users

We champion green options on our Uber Eats platform. In France and Taiwan, for example, we created an in-app “Sustainable packaging” search category to highlight and promote restaurants that adopt sustainable packaging. We’re also expanding partnerships that let customers choose reusable packaging with their order, resulting in fewer single-use items. And to reduce delivery emissions, we offer Uber Eats users in some markets the option to pick up their food directly from the merchant.



# Freight

Uber Freight is on a mission to decarbonize the freight industry by building a leading zero-emission platform. The movement of freight is responsible for 8% of global carbon emissions and is steadily growing—slated to surpass passenger vehicle emissions by 2050. Inefficient movement of freight and unoptimized networks result in an estimated 15%-30% of trucks driving empty. Since most over-the-road freight is moved in diesel trucks, that results in a lot of unnecessary emissions. We aim to change that.

One of the largest logistics and transportation networks in the world, Uber Freight helps shippers and carriers of all sizes take control of their freight and meet their goals, including logistics sustainability. We enable our customers with visibility into their network emissions by providing third-party audited reporting that's calculated using the industry-recognized [GLEC Framework](#) developed by the Smart Freight Centre. Our customers benefit from a wide offering of optimization solutions that allow for network efficiency gains and help lower emissions. The partner of choice for shippers and carriers on their decarbonization journey, Uber Freight also helps them transition to electric trucks by offering tech solutions and services to solve the emerging operational challenges of EVs.

**Traditional freight is fraught with poor carbon accounting, 15%-30% empty miles, emissions & pollution from diesel trucks**

**Our vision for Uber Freight is to enable the Future of Freight through:**

- 01 Emissions transparency**  
Simplify network emissions impact visibility to enable accountability
- 02 Network efficiency**  
Drive continuous network optimization
- 03 Electric truck capacity**  
Enable movement of goods using electric trucks, today

## Uber Freight sustainability firsts

**2022**

Formalized our sustainability program by hiring the first Head of Sustainability

**2023**

First-ever electric truck capacity added to the Uber Freight platform

**2023 EV goal**

**50**

EV trucks on the platform



**50K**

EV miles on the platform

**2023 EV progress to date**

In 2023, we are building the foundations to rapidly scale EV uptake by leveraging our technology, data, and partnerships. In January 2023 we announced a strategic, joint effort to deploy electric trucks on select routes in Southern California.



**Uber Freight's digital platform and services will enable the future of decarbonized freight movement for our shippers and carriers.**

**Illina Frankiv**  
Head of Sustainability  
Uber Freight

# Corporate

Uber prioritizes sustainable, healthy, and inclusive workplaces for our employees and the communities we serve.

## Corporate operations emissions and renewable energy

Our company is investing in a carbon-free future and carbon neutrality for our global corporate operations. We've committed to net-zero emissions from Uber workplaces and data centers by 2030 and are actively reducing emissions worldwide.

Uber is committed to matching 100% of energy use in our US workplaces with renewable energy by 2025, with current workplace energy (kWh) matching at 70% for 2022. We intend to match all energy use in our global corporate operations with renewable energy by 2030. Uber's investment in the Azure Sky wind farm in Texas, which we helped finance through a 12-year virtual power purchase agreement, propels us toward achieving this goal.

Close to 41% of our data-center electricity consumption is matched with renewable energy. Going further, environmental considerations are included in our data center planning process.

In 2022, Uber became a partner in the US Department of Energy's Better Climate Challenge to further advance our commitments. The US Environmental Protection Agency recognized us as a Leader in its Green Power Partnership in 2022 and named Uber to its [National Top 100](#) and Tech Top 30 lists.



## LEED- and WELL-certified buildings

Our company continues to evolve sustainable, healthy building standards across design, construction, policies, and operations, resulting in spaces that support the health of people and planet. These efforts prioritize improved air and water quality, acoustic and thermal comfort, energy efficiency, daylighting and dynamic lighting, sustainable building materials, waste reduction, and physical and mental wellness support.

We expanded our global footprint of sustainable, healthy workplaces through additional LEED and WELL certifications in 2022. Uber's global portfolio now includes:



9

LEED-certified locations

7

WELL-certified locations

18

WELL Health-Safety Rating sites

3

WELL Precertification sites

## Suppliers

We aim to help Uber drive sustainability in the world through the suppliers we partner with. Our Supplier Code of Conduct provides suppliers with guidance for operating ethically. In 2022, we piloted a collaboration with EcoVadis to assess one-third of Uber's Tier A technology suppliers across these key pillars:

- Ethics
- Environment
- Labor and human rights
- Sustainable procurement



We're expanding that pilot in 2023 to cover all of Uber's Tier A technology suppliers. EcoVadis ESG scores will be entered into performance scorecards designed to measure half-yearly performance of Uber's Tier A technology suppliers. This will help to ensure continual improvement in building a more sustainable, transparent, and resilient supply chain.

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. Based on success with technology suppliers, we aim to expand the program to other areas, such as services and marketing, in 2023.

# Transparency

Being transparent about our climate impact each year helps us stay accountable for improvement.

Uber reports emissions across Scopes 1, 2, and 3—covering all lines of business—globally. Aligned to The Greenhouse Gas Protocol (GHG), 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 CO<sub>2</sub> emissions from vehicle distance traveled on the platform to provide mobility, ride, and freight trip services. Tank-to-wheel 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.

In 2021, Uber completed the acquisition of Tupelo Parent, Inc. (“Transplace”) allowing us to expand our Uber Freight business through Transplace’s expertise in transportation management. The acquisition of Transplace resulted in a material difference in 2022 Scope 3 Category 11 emissions compared to 2021. This triggered a requirement to recalculate the base year emissions value for this emissions category in accordance with Uber’s internal GHG inventory policy and GHG Protocol guidance.

Additionally, and during an internal review, Uber determined that the choice of emissions factor for a small number of sites that are significant electricity users overestimated 2021 Scope 2 emissions. Uber restated Scope 2 emissions for 2021 for these sites using a more appropriate factor, improving the accuracy of 2021 Scope 2 emissions estimates and of estimates of year over year changes.

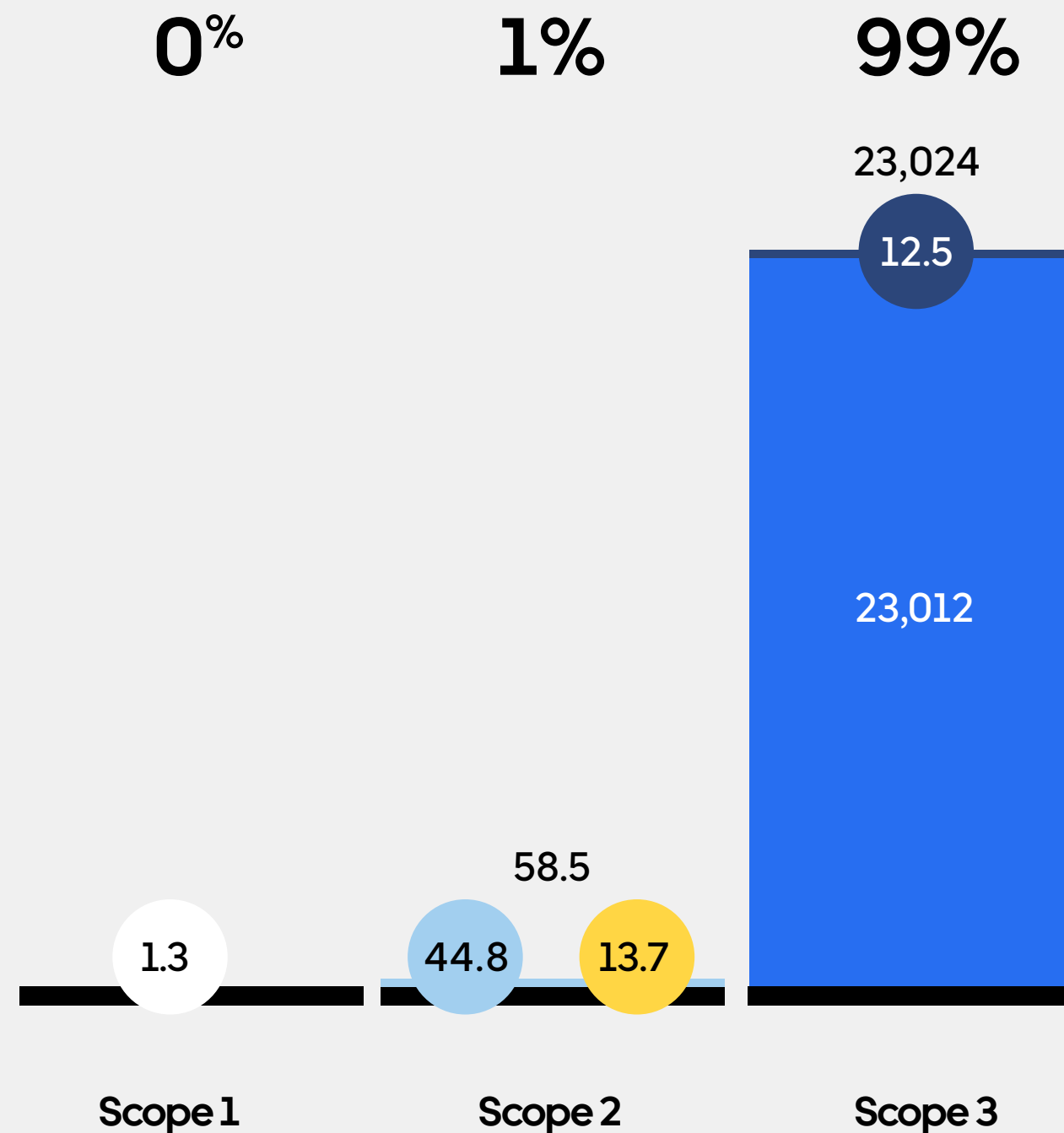
Uber brought this to the attention of LRQA, Uber’s third-party data assurance provider, in the interest of transparency. The appropriate factor was used in the 2021 base year recalculation and 2022 Scope 2 emissions analysis.

The recalculated 2021 base year emissions values are provided on the [“Environmental indicators” section](#).

## Uber’s 2022 global GHG footprint by scope<sup>37</sup>

Thousands tCO<sub>2</sub>

- Natural gas
- Office electricity
- Cat. 11 - Use of sold products<sup>37</sup>
- Data center electricity
- Cat. 6 - Business travel



<sup>37</sup>For a further dive into Scope 1, 2, and 3 emissions, please view the “Environmental indicators” section of this report on [page 53](#).



### Climate Assessment and Performance Report

In December 2022, we updated our Climate Assessment and Performance Report to include new data on zero-emission vehicles (ZEVs) and links to recent analyses of drivers' opinions on battery-electric ZEVs and how they use them. Key Q4 2022 findings from the report show:

45,700

Monthly ZEV drivers active on Uber's Driver app in Canada, Europe, and the US<sup>38</sup>

23.9M

Quarterly ZEV trips completed on Uber in Canada, Europe, and the US<sup>38</sup>

7.3%

Share of trip miles completed in ZEVs on Uber in Europe<sup>38</sup>

4.7%

Share of trip miles completed in ZEVs on Uber in Canada and the US<sup>38</sup>



#### Advocacy

**Policies:** We work with partners to advocate for win-win policies that support transportation decarbonization in cities and reduce barriers so drivers—especially those from lower-income and underrepresented groups—can go electric.

**Research:** We previously supported research for a paper published by the World Resources Institute that lays out a roadmap for government policies and mobility tech industry innovations that can support a fair transition for 100% of rideshare drivers to electric. In 2022, we partnered with HR&A on the NYC Electric Vehicle Infrastructure Assessment for For-Hire Vehicles.

**Events:** We engaged at a wide range of events globally, including Climate Week NYC, COP27 in Sharm El-Sheikh, and the annual Uber Freight Deliver conference.

<sup>38</sup>For details about ZEV drivers, ZEV trips, ZEV uptake, methodology, and more, see our report update.

# Climate governance

Good governance is key to achieving our climate change goals. The “[Governance](#)” section of this ESG Report highlights how our Board, its Nominating and Governance Committee, and senior management have overseen and managed our climate change strategy and risk management. Please visit our [2023 Proxy Statement](#) for additional details on the governance of sustainability matters.

## Board of Directors Oversight of strategy

The Board’s Nominating and Governance Committee (NGC) oversees environmental sustainability, including climate change strategies. 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 climate change commitments and reporting.

## Executive leadership Approval of and accountability for strategy and execution

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. Our Chief Legal Officer oversees the company’s ESG strategy and engagement efforts, in addition to reporting that is responsive to the recommendations of SASB and the TCFD. In 2023, our CEO’s compensation is tied to the achievement of climate-related objectives.

## Global Sustainability team Coordination and delivery of global sustainability program

Uber’s global Sustainability team, led by our Global Head of Sustainability, brings together leaders from operations, product and engineering, policy, communications, marketing, business development, legal, workplace, and data science functions. This cross-functional group is responsible for charting our path to net zero by 2040 and operationalizing this roadmap across all lines of business and functions.

## ESG Working Group Cross-functional guidance and reporting

Uber’s ESG team, led by our Head of ESG Strategy & Engagement, brings together employees across the Mobility, Delivery, Freight, Policy, Workplace, People, Finance, Data Science, and Legal teams who work together to guide our sustainability strategy, reporting, and other aspects of our sustainability and ESG efforts.

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

TCFD is a risk reporting framework for businesses to use when disclosing the impact of climate change and climate transitions on their operations. Best-practice TCFD reports use climate scenario analysis to quantify, where possible, a business’s risks and opportunities in different possible futures, under different possible levels of climate warming.

Uber’s 2022 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. Given the wide range of outcomes, subsequent decarbonization planning should be approached as a future-under-uncertainty problem.

We recognize that while our analysis is thorough in comparison to those of our peers, there are limitations that we look to improve upon in future disclosure.

## Scenario selection

This assessment considers 2 low-carbon transition scenarios:

- **Forecast Policy Scenario (FPS)** in which we achieve warming of 1.8 degrees over preindustrial levels by 2100 based on a high-conviction policy-based forecast of announced responses to climate change and related implications for energy, vehicles, and carbon prices.
- **Required Policy Scenario (RPS)** in which we cap warming to 1.5 degrees over preindustrial levels by 2100. It 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.

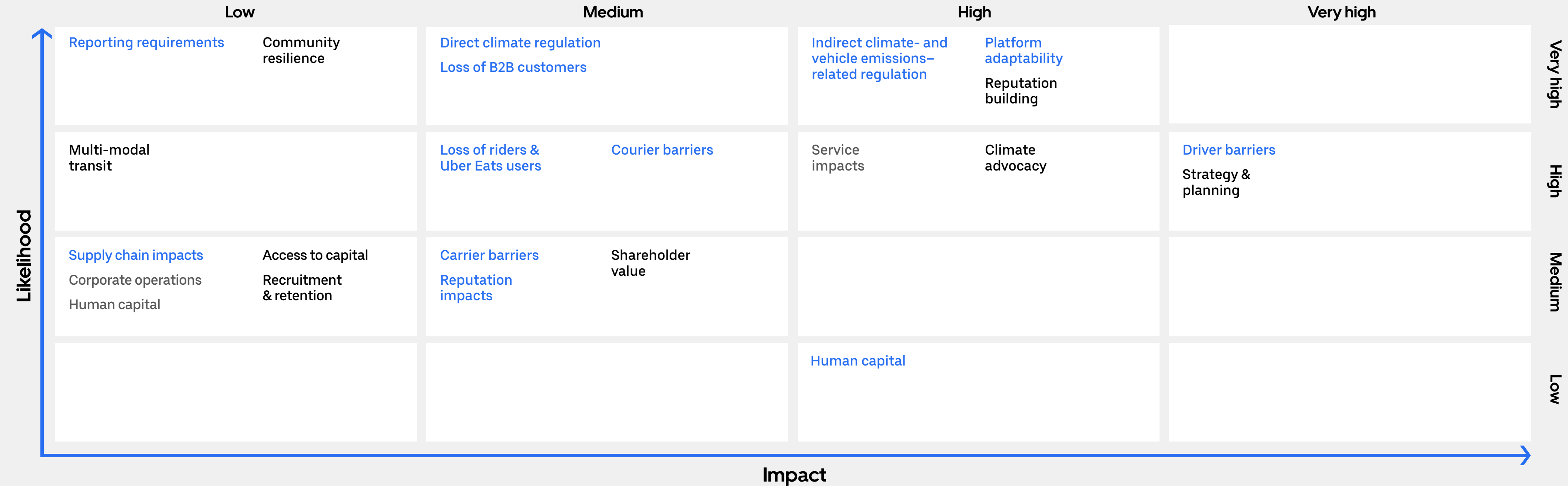
These low-carbon transition scenarios are produced by the Principles for Responsible Investment’s Inevitable Policy Response initiative (IPR) and offer a deep analysis on specific climate-related policies. Scenarios account for institutional and technology readiness and are benchmarked and updated on 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 we see 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 level of carbon price (higher in decarbonization scenarios) and 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.

## Prioritization matrix of risks and opportunities

● Transition risk ● Physical risk ● Opportunity



**Climate-related risks and decarbonization opportunities are 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 this year’s TCFD reporting. Risks include transition risk 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, building upon Uber’s previous qualitative analysis. Cost and revenue implications are determined by combining Uber data with variables from scenarios, taking the next step in

Uber’s TCFD reporting. For example, analysis on 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 transport network companies (TNCs), including Uber, on emissions resulting from and 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 (e.g., 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 impact.

**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 (e.g., IT infrastructure, vendors) and direct supply chain impacts (e.g., 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 factors 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.

**Multi-modal transit:** Further integrate with multi-modal transit.

**Recruitment and retention:** Improve ability to more effectively recruit and retain high-quality talent looking for a climate-conscious company.

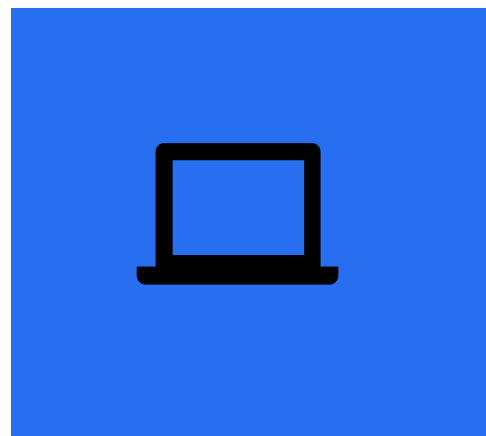
**Reputation building:** Be the rideshare and delivery option of choice for green transport, and develop reputation as a climate leader.

**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.

## 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 risk and opportunity hinge on our goal of achieving 100% electrification in mobility by 2030 and being net-zero company-wide 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.
- 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 may face some 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 more information on our environmental sustainability and climate-change efforts at Uber, visit [uber.com/about/sustainability](https://uber.com/about/sustainability).



# ESG performance indicators

## Environmental indicators

Indicator	Scope	Unit	2021 <sup>39</sup>	2022
<b>Emissions<sup>40,41,43</sup></b>				
<b>Absolute emissions</b>	<b>Global</b>	<b>tCO<sub>2</sub>e<sup>42,43</sup></b>		
Scope 1: Stationary emissions	Global	tCO <sub>2</sub> e	735	1,274
Scope 2: Electricity: location-based	Global	tCO <sub>2</sub> e	118,795	125,182
Scope 2: Electricity: market-based	Global	tCO <sub>2</sub> e	60,705	58,502
Total Scope 1 & 2 Emissions: location-based	Global	tCO <sub>2</sub> e	119,530	126,455
Total Scope 1 & 2 Emissions: market-based	Global	tCO <sub>2</sub> e	61,440	59,776
Scope 3, Category 6 (Business Travel: Air Travel)	Global	tCO <sub>2</sub> e	1,462	12,549
Scope 3, Category 11 (use of sold products)	Belgium	tCO <sub>2</sub>	8,460	9,728
Scope 3, Category 11 (use of sold products)	Canada	tCO <sub>2</sub>	707,530	939,517
Scope 3, Category 11 (use of sold products)	France	tCO <sub>2</sub>	98,277	124,715
Scope 3, Category 11 (use of sold products)	Germany	tCO <sub>2</sub>	43,434	56,639
Scope 3, Category 11 (use of sold products)	The Netherlands	tCO <sub>2</sub>	12,166	17,298
Scope 3, Category 11 (use of sold products)	Portugal	tCO <sub>2</sub>	38,531	48,265
Scope 3, Category 11 (use of sold products)	Spain	tCO <sub>2</sub>	34,993	44,833
Scope 3, Category 11 (use of sold products)	United Kingdom	tCO <sub>2</sub>	313,926	381,294
Scope 3, Category 11 (use of sold products)	United States	tCO <sub>2</sub>	11,268,151	12,738,630
Scope 3, Category 11 (use of sold products)	Rest of globe	tCO <sub>2</sub>	7,289,107	8,650,812
Scope 3, Category 11 (use of sold products)	Sum of global	tCO <sub>2</sub>	19,814,573	23,011,730

<sup>39</sup>During an internal review, Uber determined that the choice of emissions factor for a small number of sites that are significant electricity users overestimated Scope 2 emissions for CY2021. Uber is restating Scope 2 emissions for CY2021 for these sites using a more appropriate factor, thereby improving the accuracy of Scope 2 emissions for CY2021 and estimates of year over year changes in subsequent years. Uber brought this to the attention of LRQA to include in this report in the interest of transparency. Also, due to the acquisition of Tupelo Parent, Inc (“Transplace”), Uber recalculated Scope 3 category 11 emissions for the 2021 base year.

<sup>40</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 Center for Corporate Climate Leadership. Emission Factors for Greenhouse Gas Inventories. Purchased electricity Australia: National Greenhouse and Energy Reporting (Measurement) Determination 2008 (compiled 1 July 2021). Indirect Factor - NGA workbook (where applicable), published Aug 2021. Purchased Electricity: Canada: 2021 UNFCCC Submission. National Inventory Report, 1990-2019: Greenhouse Gas Sources and Sinks in Canada Annex 13: Table A13-1-Table A13-13. Purchased electricity US: EPA eGRID 2019. Purchased electricity UK: 2021 UK Government conversion factors for Company reporting. Purchased electricity non-Australia, non-Canada, non-US, non-UK: International Energy Agency - Emission Factors 2020.

<sup>41</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 in this report has received third-party verification by LRQA. The verification statement can be found [here](#).

<sup>42</sup>Tonnes of carbon dioxide equivalent.

<sup>43</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.

# ESG performance indicators

## Environmental indicators

Indicator	Scope	Unit	2021 <sup>46</sup>	2022
<b>Emissions intensity<sup>44,45,46</sup></b>				
Scope 1	Global	tCO <sub>2</sub> e/\$1 million revenue	0.04	0.04
Scope 2: location-based	Global	tCO <sub>2</sub> e/\$1 million revenue	6.81	3.93
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/\$1 million revenue	6.85	3.97
Scope 1	Global	tCO <sub>2</sub> e/employee	0.03	0.04
Scope 2: location-based	Global	tCO <sub>2</sub> e/employee	4.05	3.82
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/employee	4.08	3.86
Scope 1	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.0011	0.0012
Scope 2: location-based	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.17	0.16
Total Scope 1 & 2 Emissions	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.18	0.16
<b>Fuel consumption<sup>47</sup></b>				
Total fuel consumed	Global	Gigajoules	14,599	56,514
Percent natural gas	Global	percent	100	100
Percent renewables	Global	percent	0	0
<b>Energy use<sup>48</sup></b>				
Total energy consumed	Global	kWh <sup>49</sup>	329,732,426	367,639,268
Percentage grid electricity	Global	percent	100	100
Percentage renewables <sup>50</sup>	Global	percent	41%	48%

<sup>44</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 in this report has received third-party verification by LRQA. The verification statement can be found [here](#).

<sup>45</sup>Intensity figures are calculated using square meters of Uber floor area, by employee, and revenue.

<sup>46</sup>During an internal review, Uber determined that the choice of emissions factor for a small number of sites that are significant electricity users overestimated Scope 2 emissions for CY2021. Uber is restating Scope 2 emissions for CY2021 for these sites using a more appropriate factor, thereby improving the accuracy of Scope 2 emissions for CY2021 and estimates of year over year changes in subsequent years. Uber brought this to the attention of LRQA to include in this report in the interest of transparency. Also, due to the acquisition of Tupelo Parent, Inc ("Transplace"), Uber recalculated Scope 3 category 11 emissions for the 2021 base year.

<sup>47</sup>Fuel consumption represents natural gas used at our workspaces, as well as natural gas consumption from our Bloom solid oxide fuel cell (SOFC) power generator. Consumption is represented in gigajoules.

<sup>48</sup>Calculations are representative of global offices and data centers, and exclude co-working spaces.

<sup>49</sup>Kilowatt-hours.

<sup>50</sup>This number represents renewable energy matched by our VPPA at Azure Sky wind + storage project and our data center providers.

# ESG performance indicators

## Environmental indicators

Indicator	Scope	Unit	2021	2022
<b>Water use</b>				
Supplied water <sup>51</sup>	Global	cubic meters (m <sup>3</sup> )	845,772	802,328
Total water	Global	cubic meters (m <sup>3</sup> )	845,772	802,348
<b>Water use intensity<sup>52</sup></b>				
Supplied water <sup>51</sup>	Global	m <sup>3</sup> /m <sup>2</sup> floor area	1.24	1.00
Total water	Global	m <sup>3</sup> /m <sup>2</sup> floor area	1.24	1.00
Supplied water <sup>51</sup>	Global	m <sup>3</sup> /employee	39.43	24.46
Total water	Global	m <sup>3</sup> /employee	39.43	24.46
Supplied water <sup>51</sup>	Global	m <sup>3</sup> /\$1 million revenue	48.45	25.17
Total water	Global	m <sup>3</sup> /\$1 million revenue	48.45	25.17
<b>Water use in water-stressed regions<sup>53</sup></b>				
Extremely high	Global	percent	1.60%	1.58%
High	Global	percent	3.53%	6.21%
Medium-high	Global	percent	1.93%	1.14%
Low-medium	Global	percent	86.37%	85.97%
Low	Global	percent	6.46%	5.05%

<sup>51</sup>Supplied water refers to water provided from public utilities.

<sup>52</sup>Intensity figures are calculated using square meters of Uber floor area, by employee, and revenue.

<sup>53</sup>Figures calculated using WRI Aqueduct Water Risk Atlas classification. Accessed January 4th, 2023.

# People and culture

## At a glance

### • Targets

- Integrate values into our company
- Increase representation of women and underrepresented people (URP)<sup>54</sup> within the organization
- Build racial equity internally and externally
- Increase employee retention

### • Performance

- We saw a 7-percentage-point improvement in measures that indicate how employees are experiencing our values since 2021. Additionally, all year-end key employee survey results increased positively since the midyear survey, demonstrating progress on this goal across the company.

- Although results against targets remained mostly stable year-over-year (YOY), and some progress was made on several of our metrics (including our overall number of women employees, women managers, and URP<sup>54</sup> overall and at the senior analyst level and above), we did not reach our annual targets. Our representation is up overall YOY since 2019 when we began tracking and focusing on this area.
- We made substantial progress in our commitments to building racial equity.
- We successfully reached our goal of reducing voluntary attrition within the company. Please view [Uber's 2023 Proxy Statement](#) for more.

## Stakeholder engagement

- **What we heard:** Encouraged to share more information on progress toward our 2020 racial equity commitments.
- **How we responded:** Made significant strides in delivering on our 2020 commitments to become a more anti-racist company. To date, we have fulfilled<sup>55</sup> 11 of the original commitments. Published our fifth People & Culture Report covering human capital management, DEI issues, and more.

## Governance

The Board receives quarterly reports from the Office of Diversity and Inclusion regarding Uber's progress toward its diversity goals. There is also an annual organizational review that includes succession planning and a talent review. The Compensation Committee considers diversity, 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 group (ERG) leaders regularly, including once a year with all ERG leads together to review plans and budget requests.

<sup>54</sup>Uber categorizes US employees as underrepresented if they self-identify into the following demographic categories, because these racial groups are underrepresented at Uber compared with the general US population: Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races.

<sup>55</sup>"Fulfilled" means we accomplished the commitment's original goal(s). While the work is ongoing, we fulfilled what we set out to do. It doesn't mean the work stops internally; it means that for many of our commitments, the work is now embedded into "business as usual" at Uber.

# Letter from our Chief Diversity and Inclusion Officer

In 2022, Uber continued to build on the groundwork and foundational changes that we've laid out over the past 5 years. Our company remained agile and committed to our diversity, equity, and inclusion (DEI) journey in a year that saw businesses encountering 2 very different halves: concentrating on post-pandemic growth and recovery in the first 6 months and preparing for future economic uncertainty in the last 6. In the face of such challenges, some would have deprioritized DEI progress, but Uber remains focused on embedding DEI to foster an environment of belonging, purpose, growth, and trust.

After also experiencing a year in which many communities, sadly, continued to suffer through increased levels of hate, violence, and social inequity, I'm encouraged about the way Uber is moving to influence a more equitable experience for everyone we touch. To better tell this story, we've created a holistic view of how Uber drives impact by integrating our People and Culture Report with our ESG Report to become our new Environmental, Social, and Governance Report.

Globally, we sustained many of the DEI gains we made since 2017. We've also broadened our focus by driving equity through accessibility, and Uber is excited to start showcasing our programs for people with disabilities. Not only are we generating change in this area inside our organization, but we're also working to incorporate additional access externally through our products.

This work reflects my favorite Uber value: "Build with heart." We continue to put people first when creating our products because we believe in the promise of our brand and care deeply about our impact on our users. Putting ourselves in their shoes and recognizing their challenges helps us build—and be—better and positively affect our communities and partners.

As we move through 2023, I'm optimistic about the future. Although we might be living in uncertain times, I am certain about one thing: I'm proud to be part of a culture that moves with heart.



**As we move through 2023, I'm optimistic about the future. Although we might be living in uncertain times, I am certain about one thing: I'm proud to be part of a culture that moves with heart.**

**Bo Young Lee**  
Chief Diversity and Inclusion Officer

# Our talent approach

To achieve our mission of reimagining the way the world moves for the better, and to work at the speed, scale, and level of complexity required of our business, it's essential that we attract and retain a diverse mix of people—people who are motivated and energized by what we do at Uber. We need go-getters who are looking to improve the way things work for everyone on our platform around the world. We know we won't be the right fit for everyone, which is why we're committed to being clear about who we are and what it's like to work at Uber.

Our [2022](#) report outlined our talent approach and the work we're doing in each area to make sure we're creating a meaningful and supportive work experience for our employees. This approach focuses on 6 essential employee needs: pride, belonging and equity, growth, compensation, well-being, and trust. The 6-part human capital strategy ensures 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. This year, we revisit foundational programs and share detailed information on 2 of the areas where we have enhanced our data and refined our reporting since our last report:



**Belonging and equity**



**Growth**



**Compensation**



**Pride**



**Well-being**



**Trust**

<sup>56</sup>Leaders at L8 and above.  
<sup>57</sup>Uber categorizes US employees as underrepresented if they self-identify into the following demographic categories, because these racial groups are underrepresented at Uber compared with the general US population: Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races.

## Governance of people and culture

Effective engagement and management of our talent is crucial to the health of our business. We're committed to investing in our people and holding ourselves accountable for progress. Internally, we track our company-wide goals around representation, culture, engagement, development, mobility, and process efficiency quarterly and report on them within project teams and to People & Places team leadership. We report on these measures at a company level during our biannual scorecard review.

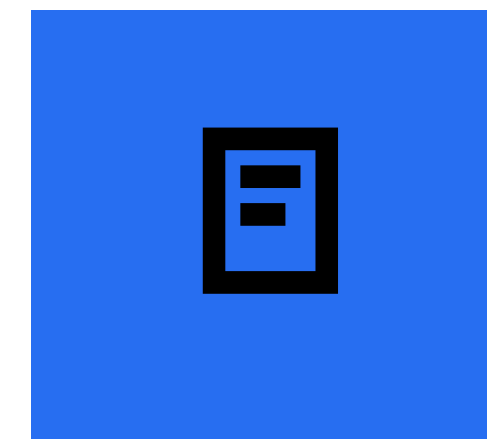
In addition to monitoring workforce demographics at a company level, all senior leaders<sup>56</sup> with teams of 100 employees or more have specific diversity, equity, and inclusion (DEI) targets and strategic plans. These plans include specific actions for building an inclusive working environment and hiring, developing, and retaining women and underrepresented people (URP).<sup>57</sup> The plans work in concert with our [Uber-wide targets](#), 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 similarly review our measures of culture, in most cases biannually, using employee survey data. Leading these conversations are culture champion teams who partner with leaders on planning relevant work for their organizations.

In 2021, Uber's Board of Directors Compensation Committee amended its charter to explicitly oversee employee engagement and employee diversity, equity, and inclusion efforts. In addition to DEI goals, Uber executives' compensation is directly tied to key metrics related to implementing our hybrid work approach and activating our values into company culture and day-to-day work. While business leaders and managers own their own strategic plans, there's overarching accountability across the organization, signaling a company-wide commitment to these issues.



**Retaining and engaging diverse talent who are deeply aligned to our values is critical in order to accomplish our mission to reimagine the way the world moves for the better. In 2022, we continued to invest in an employee experience that enables our people to do their best work. We continued our work in fostering diversity, equity, and inclusion globally. We enhanced our approach to employee development, making Uber the best place to build a long-term career. We have adopted a new hybrid work approach that allows us to benefit from reconnecting with our colleagues in person while retaining a high degree of individual flexibility and productivity. Overall, I am proud of the work we did in 2022 and look forward to the impact that our people will have on the world as a result.**

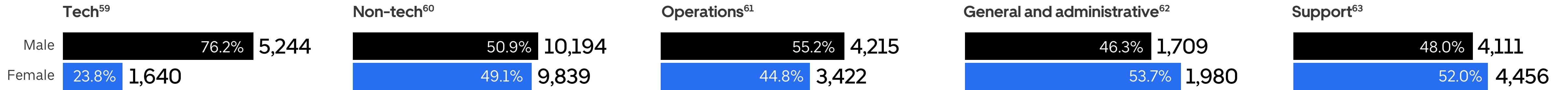
**Nikki Krishnamurthy**  
 SVP, Chief People Officer



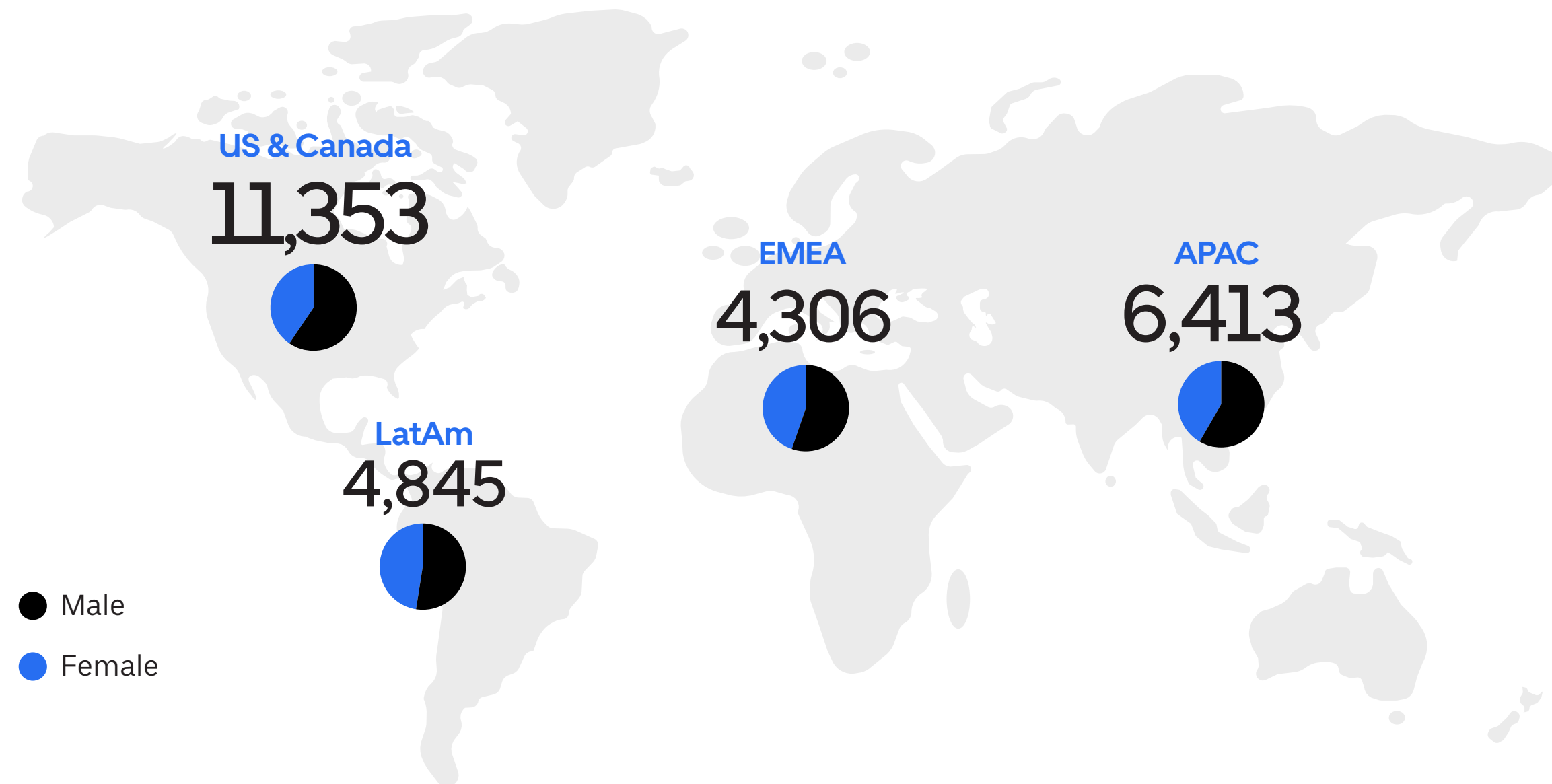
To learn more about our governance of people and culture and executive compensation, please see our [2023 Proxy Statement](#).

# Our workforce: overview<sup>58</sup>

## Workforce diversity (global)



## Workforce diversity (regional)



## Employee experience data highlights

84%

Employees who say they're passionate about Uber's mission

83%

Employees who say they're proud to work at Uber

<sup>58</sup>2023 workforce representation data reflects data as of December 31, 2022. Total employees includes all active full-time Uber Technologies, Inc. employees, excluding casual employees, interns, and those from our subsidiaries.

<sup>59</sup>Includes Engineering, Product, and Freight teams.

<sup>60</sup>All the orgs except for Engineering, Product, and Freight.

<sup>61</sup>Includes core business teams (Core Services, Uber Eats, Global Rides, Business Development, Safety & Insurance, and Uber for Business; previously also included New Mobility and Product Ops).

<sup>62</sup>Includes corporate functions (People & Places, Policy & Comms, Legal & Security, Finance, and Marketing).

<sup>63</sup>Includes employees in the our 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.

# Bringing our mission and cultural values to life

In October 2021, we refreshed our mission and values. We're still in the midst of our multiyear culture journey, but the progress we've made already is astounding. A majority of employees report that our company values align with their personal values, a strong sign of organizational fit. Embedding new values in an organization can take years, so we're proud of the progress we've made through our intentional efforts.

Culture has a significant impact on our employees' intent to stay with Uber and their productivity while they're here. Specifically, employees who believe that leaders are acting in ways that are consistent with Uber's values are more likely to want to stay at Uber. And employees who report that cultural values are being discussed on their teams and applied in their work are more engaged (and more productive) in their work. These correlations show how critical organizational culture is to business performance and emphasize the need to continue investing in this work.

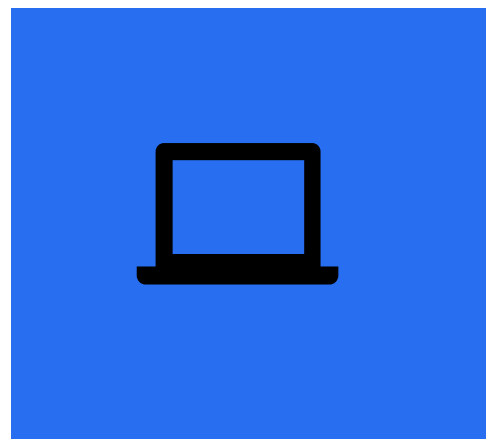


# 87%

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

# 84%

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



Read about how our employees are connecting to our values on our [Careers blog](#).



# Belonging and equity

## Cultivating diversity, equity, and inclusion at Uber

Uber strives to be the undisputed global leader in connecting diverse people and resources on the most equitable, inclusive, and safe technology-enabled platform. To accomplish this, we must build a high-performing, diverse workforce in an inclusive, equitable, and engaging workplace. We focus on attracting a diversity of employees, fostering a sense of belonging and community, driving accountability through enhanced data strategy and transparency, and amplifying that across Uber’s organization and products.



For additional details, visit our [2022 People and Culture Report](#).



<sup>64</sup>“Fulfilled” means we accomplished the commitment’s original goal(s). While the work is ongoing, we fulfilled what we set out to do. It doesn’t mean the work stops internally; it means that for many of our commitments, the work is now embedded into “business as usual” at Uber.

## Our anti-racism commitments

Throughout 2022, we made significant strides in delivering on our [2020 commitments](#) to become a more anti-racist company. To date, we have fulfilled<sup>64</sup> 11 of the original commitments. Below are some highlights from last year in the 4 commitment pillars.

### 01 We are committed to ridding our platform of racism

- **Specialized customer support:** All customer service agents (current and future) go through specialized anti-discrimination training
- **No commitment, no ride:** In the UK and US, 97% of riders and 99% of drivers have adopted our updated Community Guidelines committing to anti-racism, and can therefore keep using the Uber platform

### 03 We are committed to sustaining equity and belonging for all

- **Training on cross-cultural management:** Nearly halfway to our goal of having 90% of all people managers complete the training over a 3-year period
- **Pay equity, full stop:** Focusing on our commitment to pay equity; read more in the [“Compensation”](#) section of this report

### 02 We are committed to fighting racism with technology

- **Product equity (formerly inclusive product design):** Revamped in-app Service Animal Policy so drivers are more aware, automated accessibility and screen reader compatibility, and improved onboarding and routing for support of transgender drivers and couriers
- **Marketplace fairness:** The Marketplace Fairness team is scaling and publicizing outcomes of marketplace analysis and is beginning to extend their work outside the US

### 04 We are committed to driving equity in the community

- **\$10M to support Black-owned businesses:** Continued collaborations with businesses and community organizations in the UK and US to help Black-owned businesses grow

# Workforce diversity: demographic data

Since our last report, we have sustained the progress, with minimal increases or decreases in overall representation and representation in leadership.

Overall, the number of employees identifying as women globally increased 0.1 percentage points from 2022 to 2023. In the US, the number of employees identifying as underrepresented people (URP) rose by 0.2 percentage points. The number of employees in the US identifying as Black or African American decreased 0.2 percentage points overall from 2022 to 2023. Also in the US, Asian and Hispanic/Latino populations rose by 1.8 percentage points and 0.7 percentage points, respectively.

We understand that retention is one of our greatest tools in sustaining a diverse workforce. We continue to focus on developing and enhancing programs such as our Women Leaders Roundtable and our Black & Hispanic/Latino Leaders Roundtable (see details in the “Expanding our diversity, equity, and inclusion programs” section) and Global Sponsorship Program that help retain and grow leadership. Additionally, sourcing talent using the [Mansfield Rule](#) allows us to fill the talent pipeline with diverse talent.

Regionally, we have continued to see significant movement toward gender parity in the US and Canada and in EMEA (Europe, the Middle East, and Africa) over the past 5 years. For APAC (Asia Pacific) and Latin America, we’ve seen a slight regression, but LatAm continues to have Uber’s highest representation of women.

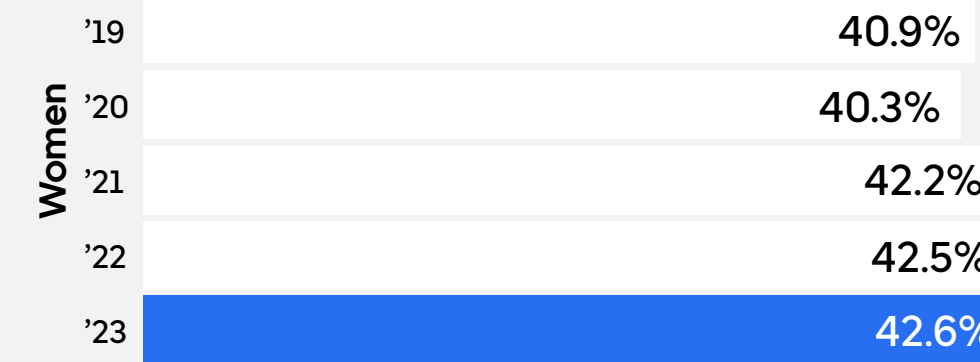
## Workforce diversity trends<sup>65,66</sup>

Women

**42.6%**

1.7-percentage-point increase since 2019

### Global gender representation

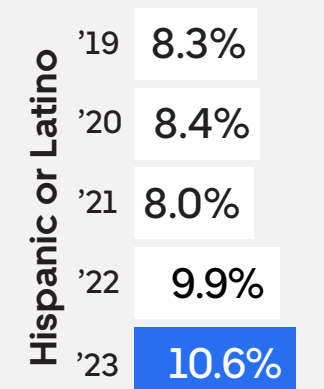
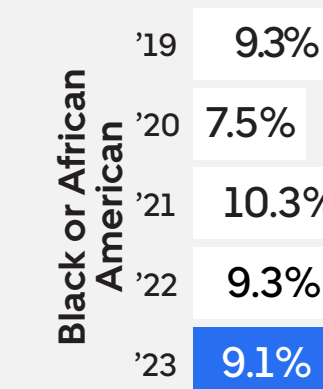
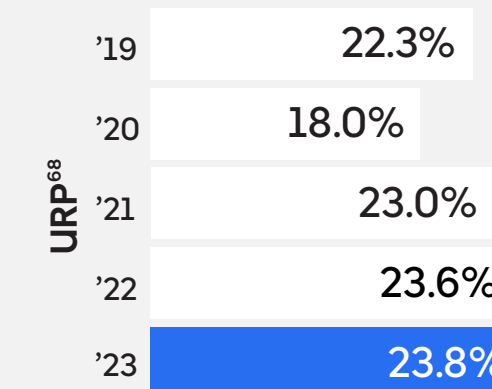
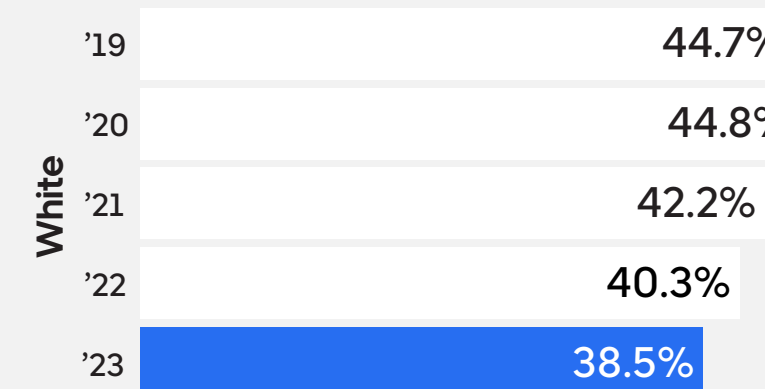


URP

**23.8%**

1.5-percentage-point increase since 2019

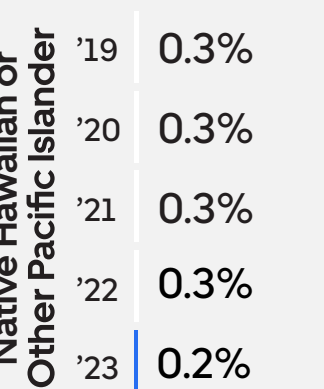
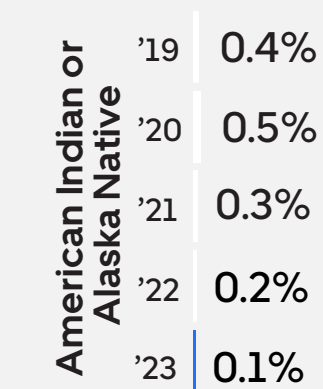
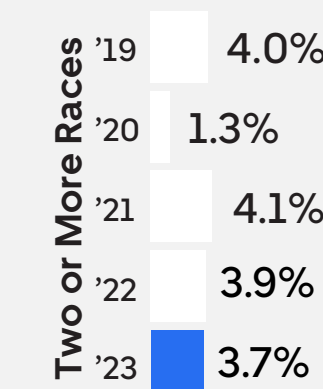
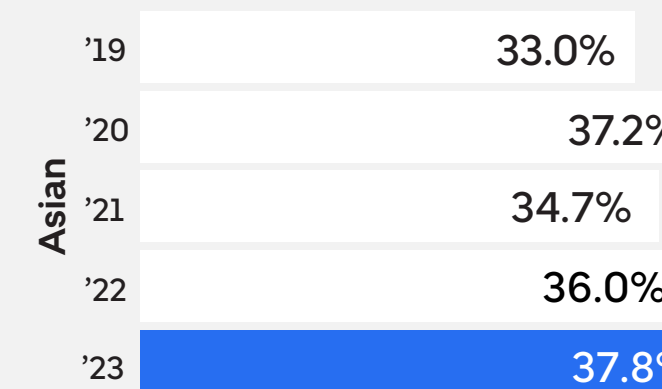
### US race/ethnicity representation<sup>67</sup>



Black or African American

**9.1%**

0.2-percentage-point decrease since 2019



Hispanic or Latino

**10.6%**

2.3-percentage-point increase since 2019

Asian

**37.8%**

4.8-percentage-point increase since 2019

<sup>65</sup>Numbers reflect demographic data on the following dates: 2023 as of December 31, 2022; 2022 as of December 31, 2021; 2021 as of March 31, 2021; 2020 as of August 31, 2020; 2019 as of March 31, 2019. Additional information pertaining to workforce representation data for previous years can be found in the respective reports. Data callouts on trending progress illustrate the net-percentage-point increase (calculated based on the net difference between 2019 and 2023).

<sup>66</sup>Percentages may not add to 100% due to rounding.

<sup>67</sup>Overall US employees who self-identified their race/ethnicity. Representation percentage excludes employees who did not self-report race/ethnicity.

<sup>68</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories, because these racial groups are underrepresented at Uber compared with the general US population: Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races.

# Leadership representation

Between 2022 and 2023, the percentage of women fell by 1.4 percentage points globally. A decrease within our Tech org at the director level drove this, but we continue to sustain progress in our leadership outside Tech.

During the same time period in the US, our overall percentage of URP in leadership increased significantly, by 1.5 percentage points. The percentage of Black or African American leaders decreased by 0.1 percentage points, while Hispanic/Latino and Asian leaders increased by 0.6 percentage points and 2.0 percentage points, respectively, since 2022. During the economic uncertainty in the back half of 2022, we continued to sustain our commitment to the development, promotion, and retention of women and URP in leadership programs to improve our progress at these levels.<sup>69</sup>

<sup>69</sup>"Leadership" refers to Director level and above.

<sup>70</sup>Numbers reflect demographic data on the following dates: 2023 as of December 31, 2022; 2022 as of December 31, 2021; 2021 as of March 31, 2021; 2020 as of August 31, 2020; 2019 as of March 31, 2019. Additional information pertaining to workforce representation data for previous years can be found in the respective reports.

<sup>71</sup>Percentages may not add to 100% due to rounding.

<sup>72</sup>Total employees includes all active full-time employees, excluding casual employees and those from our subsidiaries.

<sup>73</sup>Includes Engineering, Product, and Uber Freight teams.

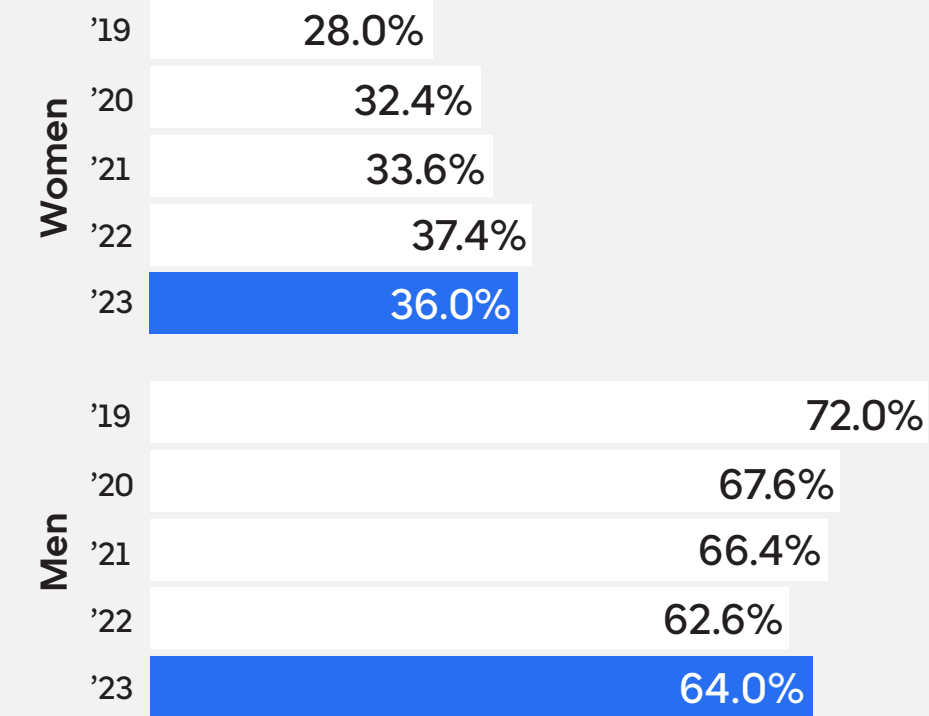
<sup>74</sup>All the orgs except for Engineering, Product, and Freight

<sup>75</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races.

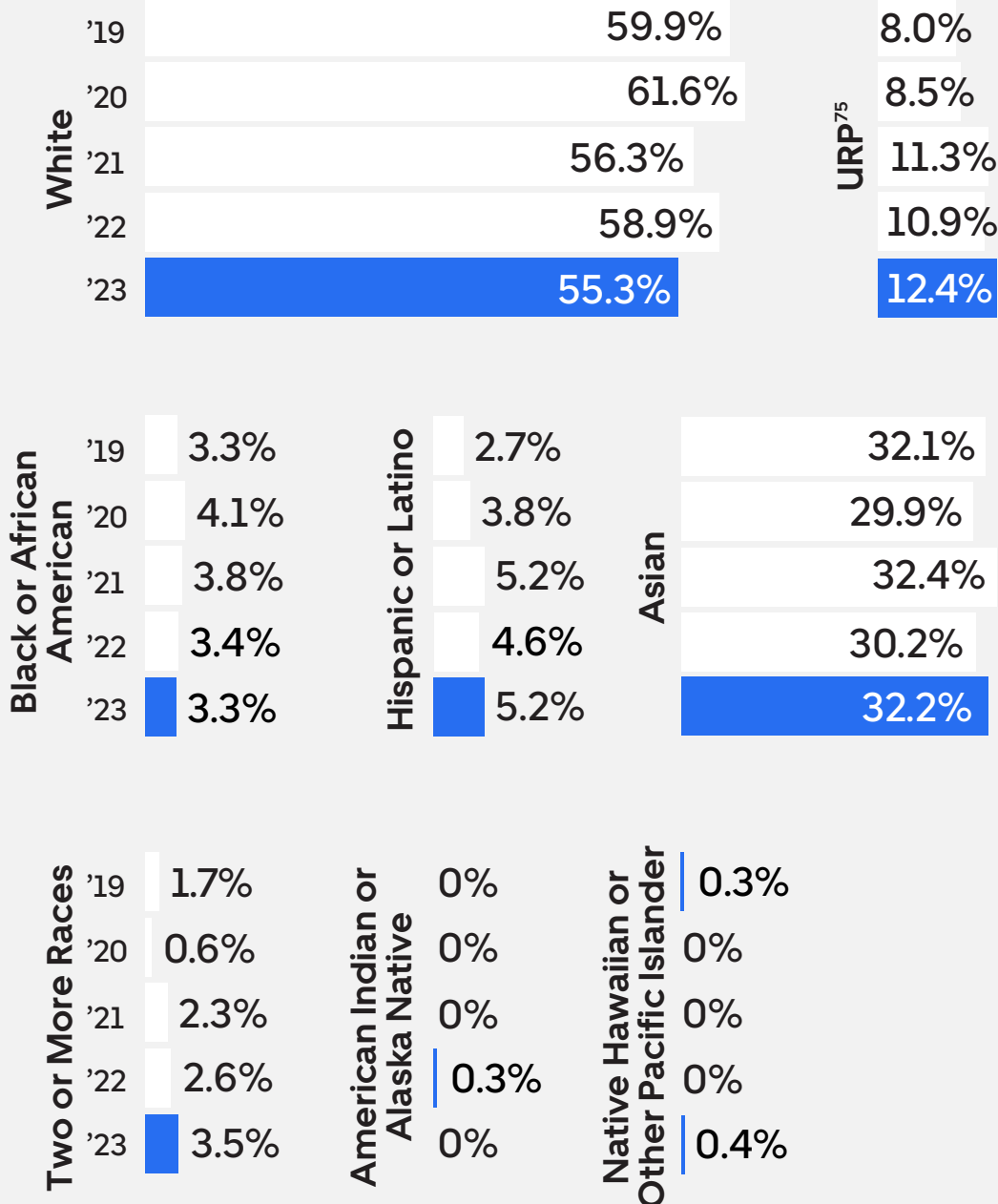
## Leadership diversity trends<sup>69,70,71</sup>

### Overall<sup>72</sup>

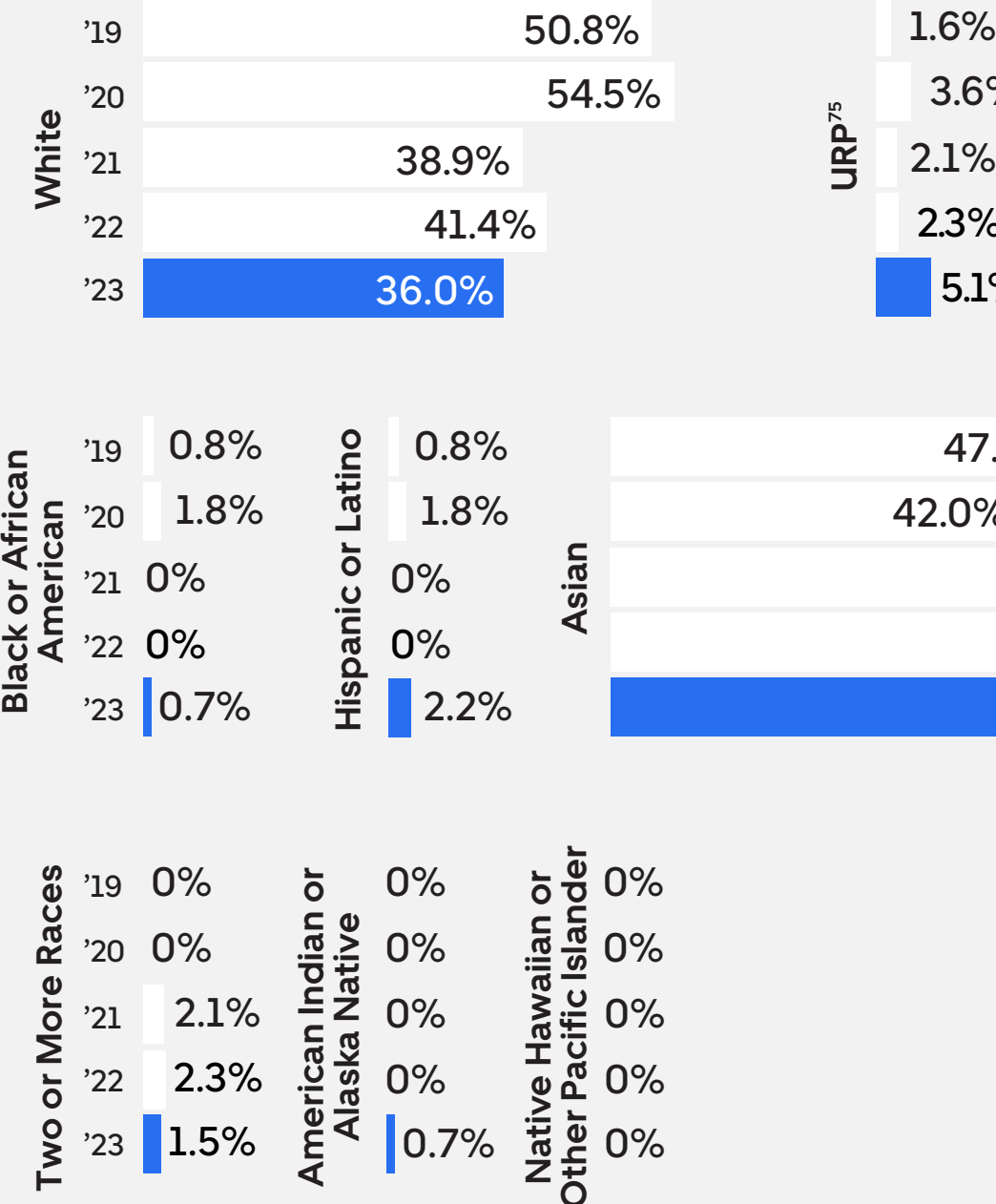
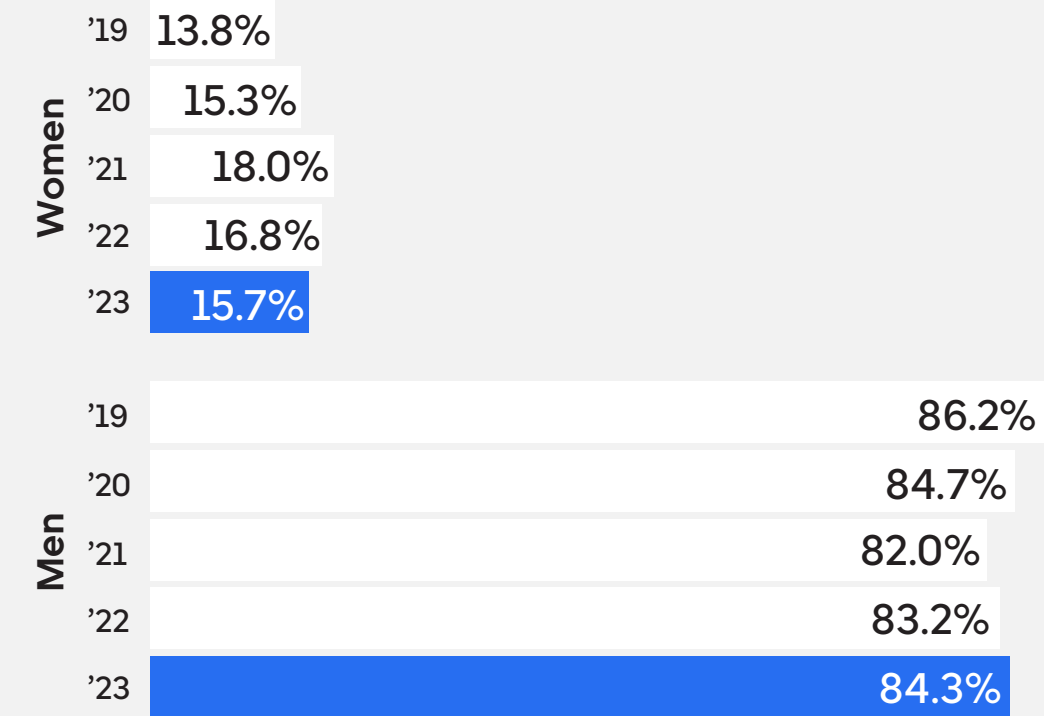
#### Global gender representation



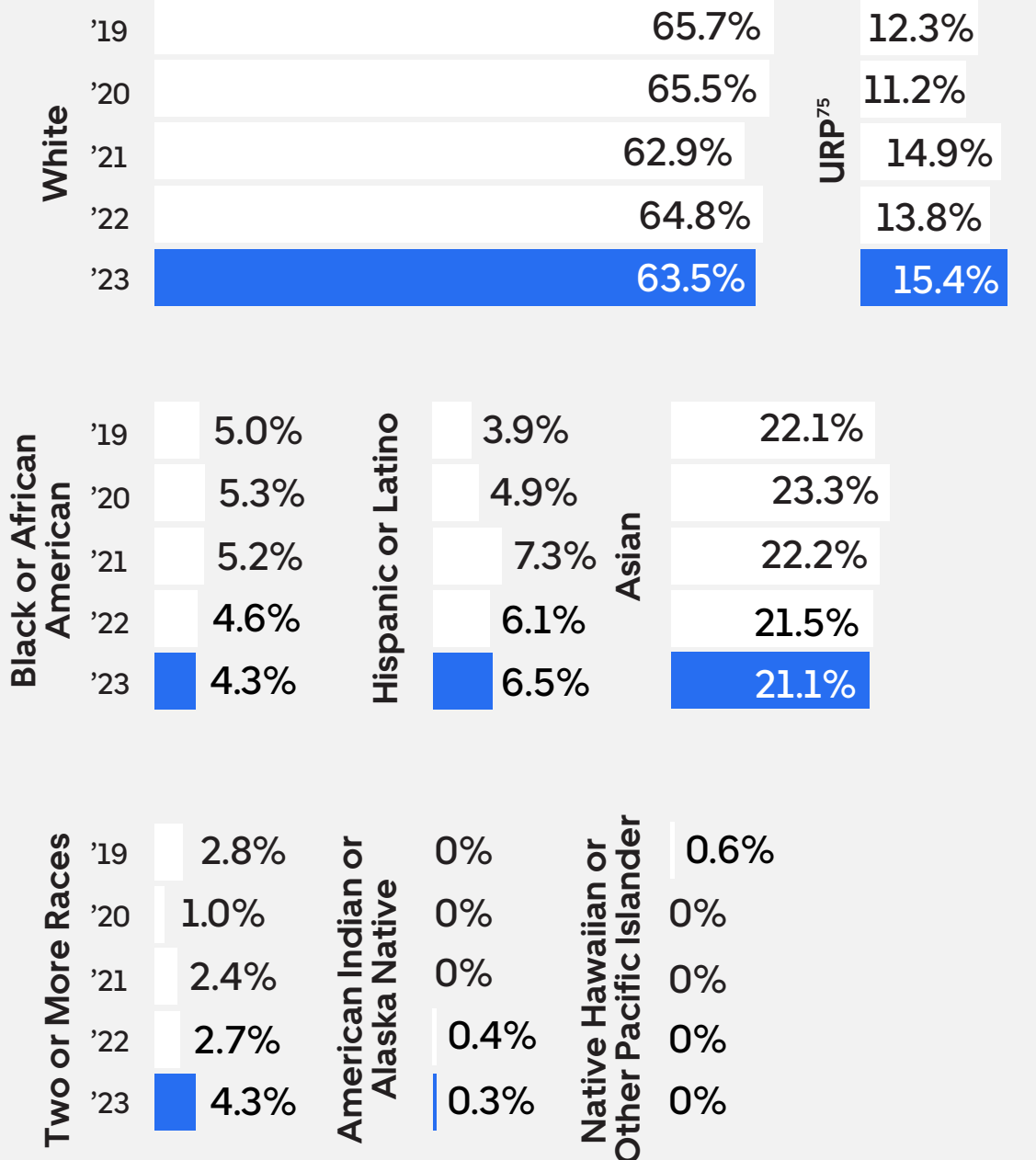
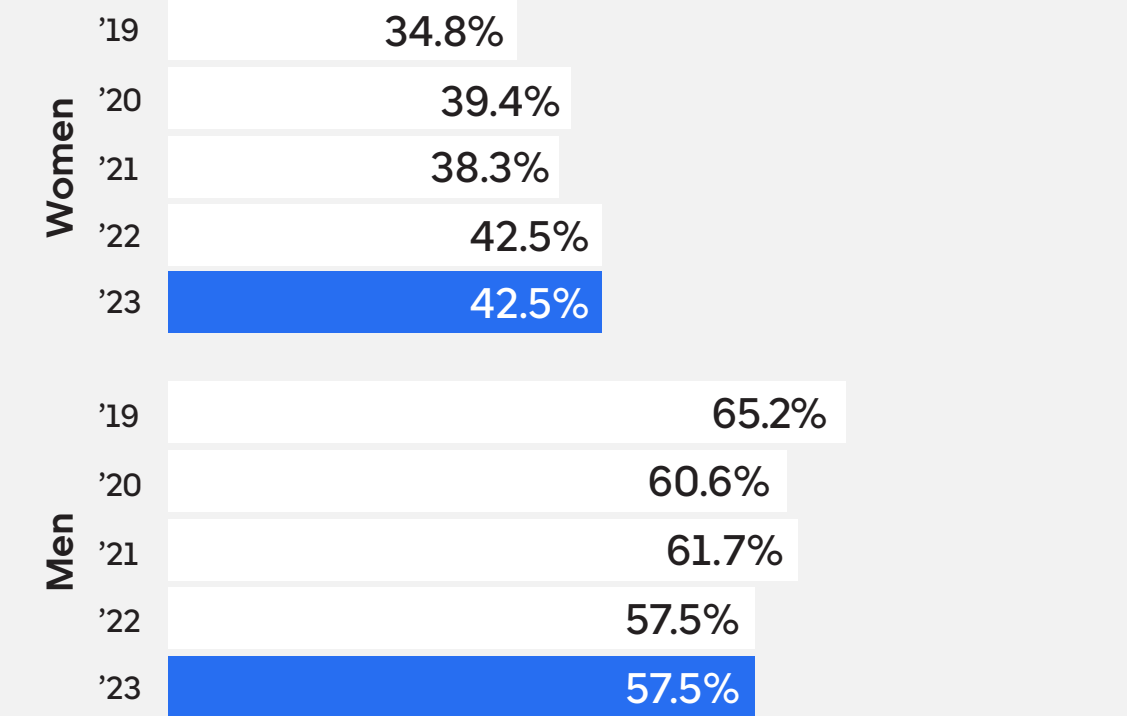
#### US race/ethnicity representation



### Tech<sup>73</sup>



### Non-tech<sup>74</sup>



# An intersectional view

For the past 4 years, we've shared a deeper look at our workforce data by exploring intersectional views (simultaneously reflecting gender and race). When we consider intersectionality, we're better able to make meaningful, insightful observations of key trends, and thus pursue more impactful and inclusive strategies to continue closing gaps and improving our culture.

Overall, although white men still make up the highest share of Uber's employee population (22.5%) in the US, this is down from 30.1% in 2019 largely due to increases in the representation of Asian women (+2.5 percentage points), Hispanic/Latino women (+1.3 percentage points), and Hispanic/Latino men (+0.9 percentage points) over the past 4 years. We've also seen progress in the representation of Black or African American women and Hispanic/Latino women in leadership roles since 2019 (both up 1 percentage point). Lastly, the lack of representation of Black or African American women leaders in Tech is a big gap, but we've seen increases of Hispanic/Latino women, Hispanic/Latino men, and Black or African American men (all up 0.7 percentage points) in our Tech leadership population over the same 4-year period.

Observations such as these emphasize the importance of how we think about equity; mitigating bias for one population will not work for all. We'll continue to look at the intersectional representation data to assess how well our people processes are working and how inclusive our culture is for different groups at Uber.

For a detailed look at our intersectional representation data, please see the [performance data tables](#).



# DEI goals Leadership commitments

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 people (URP) in the US.

With much of the world facing economic uncertainty in the second half of 2022, regression in our representation data might have been expected. But so far, we have been able to sustain our gains—and even seen some incremental increases.

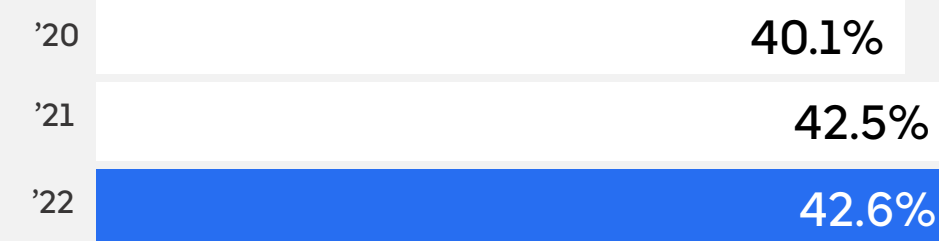
During 2022, we saw slight improvements in all categories, with increases from 0.1 percentage points to 0.6 percentage points in representation for women overall, women at the Manager level and above, URP overall, and URP at Senior Analyst level and above. Although they may not have been as large as those during periods of economic stability, we're proud that we've been able to keep driving programming that has created incremental gains since the last report. We continue to expect acceleration over the long term within our representative data to exceed leadership targets.

Our leadership teams remain committed to meeting Uber's 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. In 2018, when we implemented these goals, we set aggressive targets. Post-pandemic, after analyzing past hiring, promotion rates, attrition, acquisitions, and divestitures, among other factors, we've adjusted our goals in these categories to 33.5% and 16%, respectively. Our most-senior executives' long-term compensation is tied to these company-wide diversity goals.

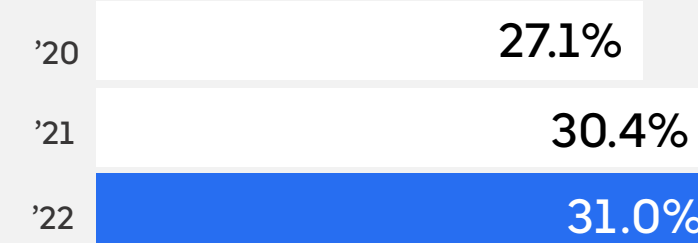
## Progress toward DEI goals

Year-end actuals<sup>76</sup>

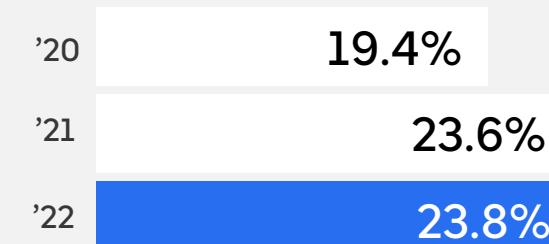
### Women overall (global)



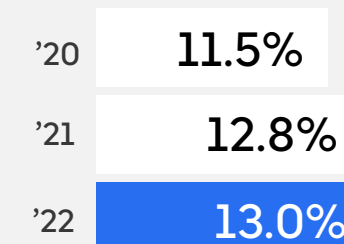
### Women at Manager level and above (global)



### URP overall (US)



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



<sup>76</sup>Data reflects populations at year-end 2020, 2021, and 2022, including promotions.



# Expanding our diversity, equity, and inclusion programs

## Returning bigger, better, and bolder at AfroTech and Out & Equal

Over the past 2 years, opportunities to show up and partner in person with the external communities we serve were limited as companies navigated the restrictions of COVID-19. In 2022, Uber returned to these events bigger, better, and bolder—as a Gold Partner at the AfroTech Conference and as a Titanium Partner at the Out & Equal Workplace Summit. We were also the official rideshare partner for both events.

### AfroTech

One of the largest Black tech conferences globally, AfroTech, saw more than 25,000 attendees at its 2022 event, the first in person since 2019. A delegation from 10 business functions along with executive and senior leaders represented Uber. During the conference, our Talent Acquisition team connected with 600 prospects at our booth and facilitated on-site screening interviews. Uber also hosted an invitation-only brunch for top leaders from other companies so they could network and champion meaningful change within the Black community.

### Out & Equal Workplace Summit

Uber showed up loud and proud at the largest global LGBTQIA+ workplace-equality event with 40+ attendees representing 17 functions from 11 countries in all 4 of our global mega-regions. Looking to share our industry learnings and views on the future of workplace equality for the LGBTQIA+ community, the team hosted 3 key sessions featuring senior leaders, including Chief Legal Officer Tony West and Chief Diversity and Inclusion Officer Bo Young Lee.

## Engaging and retaining women, Black, and Hispanic/Latino senior leaders by building community

In July, we hosted our first Women Leaders Roundtable and our first Black & Hispanic/Latino Leaders Roundtable in one week at Uber’s San Francisco headquarters. More than 70 senior colleagues (Director and above) attended from various regions across the world, either in person or virtually, to focus on the theme “Discovering the Power of Our Peers.”

During the event-packed week, senior colleagues engaged in a variety of sessions ranging from fostering peer-to-peer support and investigating different personality collaboration styles to creating an advisory board for the Executive Leadership Team directly with Chief Diversity and Inclusion Officer Bo Young Lee. Additionally, these colleagues had the opportunity to connect directly with CEO Dara Khosrowshahi, Chief People Officer Nikki Krishnamurthy, and local employee resource groups (ERGs), including Women at Uber, Los Ubers, and Black at Uber.



**From Selma to Stonewall, we are all connected.**

**Tony West**

Senior Vice President, Chief Legal Officer and Corporate Secretary



You can see Uber’s Global Self-ID data in our [2022 People and Culture Report](#).



### Globalizing our efforts to support people with disabilities

Last year, we globalized our efforts to actively support our teammates in the community of people with disabilities to ensure more equitability through accessibility. Below, we highlight key initiatives in 3 of our mega-regions.

#### APAC

At our office in Hyderabad, India, we launched Phase 1 of our first-ever Disability Inclusion at Work series programming for the local senior leadership team. Interactive discussions helped raise leaders’ awareness of how to create equitability through accessibility. They also analyzed best practices based on the experiences of our colleagues who have disabilities.

#### EMEA

In Egypt, we partnered with our colleagues from the community of people with disabilities to build a custom accommodations process to support candidates during recruitment. Plus, we worked closely with our Workplace team to ensure accessibility during the onboarding process for people with visual and other impairments.

Additionally, we launched our 18-month Excel Graduate Program, which gives colleagues the opportunity to work in 3 verticals: support, enablement, and safety. During the program, participants experience advocating for our users, develop their critical thinking and creative problem-solving skills, and master multiple knowledge bases and contact management systems.

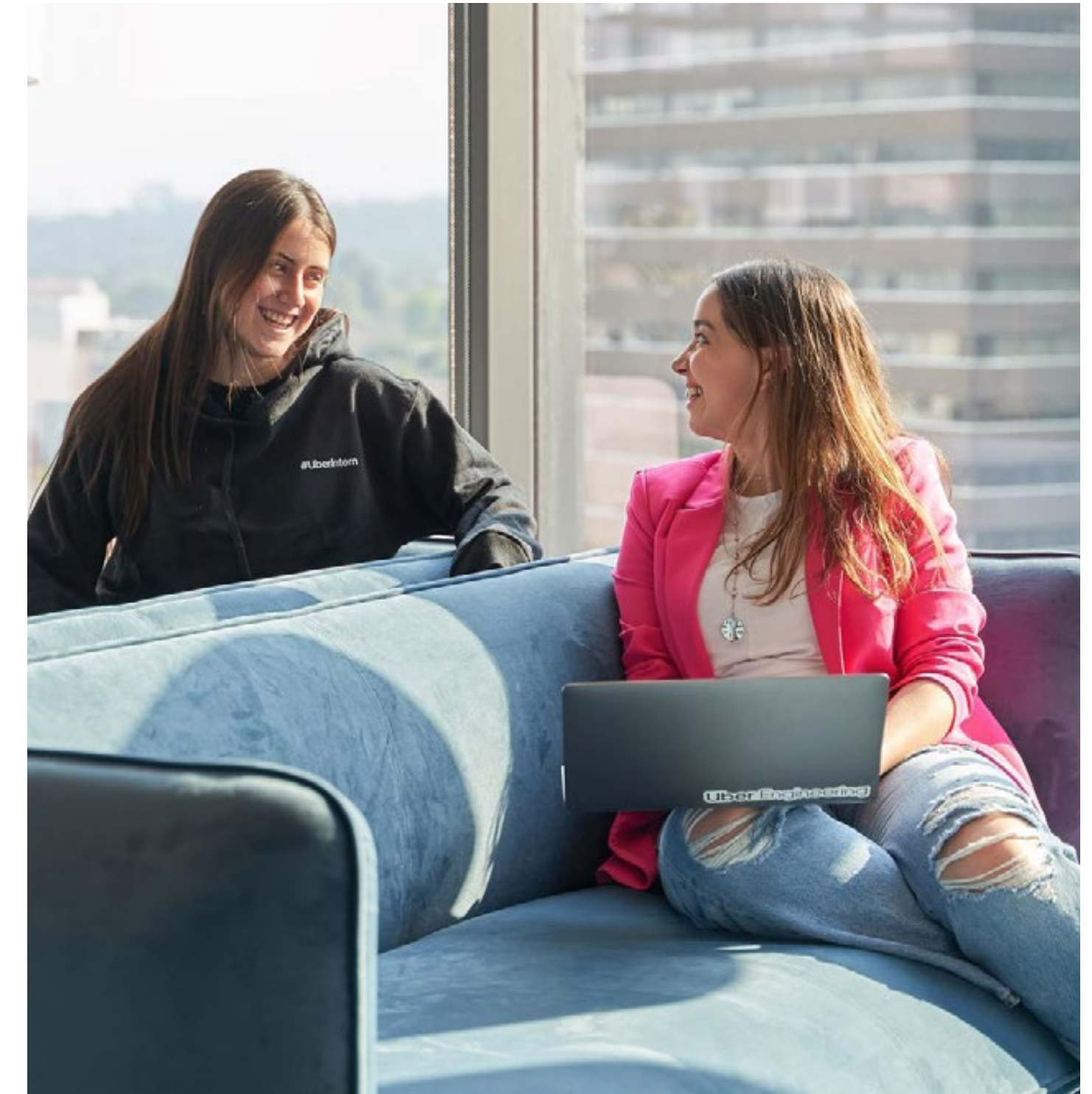
#### LatAm

In Brazil, Uber launched our first-ever large-scale talent program for people with disabilities: Programa de Talentos—Exclusivo para Pessoas com deficiência. Intended to create long-term career pathways for people with disabilities, the year-long program celebrates Uber’s “Great minds don’t think alike” value by designing unique recruitment, selection, and development processes to improve the experience for employees with disabilities. Throughout the 12 months, employees rotate every 2 months to a new training cycle. They are taught analytical skills and English, work in various Centers of Excellence (COE) and non-COE functions at Uber, and much more.



**I’m very happy with my experience in Uber. Every day I learn more. I solve customer problems. Every day I feel that I’m making an impact on someone’s life.**

**Dalina Elkelany**  
EMEA Region



#### Spotlight: Military, Veteran, and Partner program

In 2022, the Military, Veteran, and Partner (MVP) program supported Uber’s BOOST Fellowship for Software Engineers. BOOST trains people from nontraditional career backgrounds in software engineering. The most recent cohort of 16 new apprentices all belong to the armed-forces community and increased our representation across all diversity categories.

# Growth: being the best place to grow your career

At Uber, we reimagine the way the world moves for the better. A critical component of our ability to do this is empowering our employees to unleash their creativity, leverage their skills to solve challenging problems, and develop their strengths to grow the business. Our approach to learning rethinks traditional, competency-based training programs and offers customized journeys that complement the career paths of our employees. We know that tools and solutions mean more in real life than in the classroom, so we structure our initiatives to prepare employees for the moments that matter.

Our “Drive your growth” (DYG) philosophy is Uber’s unique approach to development—and exemplifies what it means to live our “Go get it” value. To support our DYG principles, our learning interventions use the 70-20-10 model: 70% of learning happens in the flow of work, 20% happens with and from our peers, and 10% happens in a formal classroom environment. Our new hybrid working environment has given us the opportunity to reflect on this model and evolve how we deliver learning using a bite-sized, workshop-based approach with a heavy focus on community, networking opportunities across departments, and concept application in real time to maximize learning retention.

## Drive your growth principles

**01 Get in the driver’s seat**  
Explore learning opportunities relevant to employees and choose where to focus, when to learn, and how to grow their skills.

**02 Learn by doing**  
Grow through on-the-job experience, stretch assignments, and gigs—and learn in the flow of work.

**03 Think climbing walls, not ladders**  
Growth doesn’t always equal promotion; it also happens through new opportunities, new paths, and doing different things.

**04 Learn from others**  
Employees aren’t alone on their learning journeys, and we encourage them to leverage their teams and the broader Uber network to help guide them. We’ve created strong mentoring and coaching programs for employees to use to their advantage.

**05 Maximize their strengths**  
Focus on leveraging strengths to create better opportunities.

**06 Give and receive feedback**  
Timely feedback is the key to achieving their goals—and helping others achieve theirs.

## Reimagining development

After introducing the DYG philosophy in 2021, we got to work in 2022 by helping employees understand *how* to get into the driver’s seat of their career and choose from solutions that make sense for where they are in their journey. We believe that everyone should have access to the communities and learning experiences that enable growth because this leads to greater employee engagement and satisfaction, as we observed in 2022.

## Increases in employee sentiment around growth and work<sup>77</sup>

Perceived growth opportunities

**+2**

percentage points

Work engagement

**+6**

percentage points

Intent to stay

**+6**

percentage points

<sup>77</sup>Based on the Q4 2022 Uber Pulse Survey, as compared with the Q3 2021 Uber Pulse Survey.

# The integrated learning journey

Throughout an employee’s time at Uber, we incorporate the 70-20-10 model using a variety of interventions. In 2022, that meant evolving our existing programs to focus less on standalone programs or trainings. Instead, we now look at the holistic learning experience—forging a path that complements and builds meaningfully over the course of an employee’s career from day one.

## Onboarding

Since 2021, we’ve simplified and created more consistency in Activate, our global onboarding program, where new employees immediately see how Uber prioritizes learning and development.

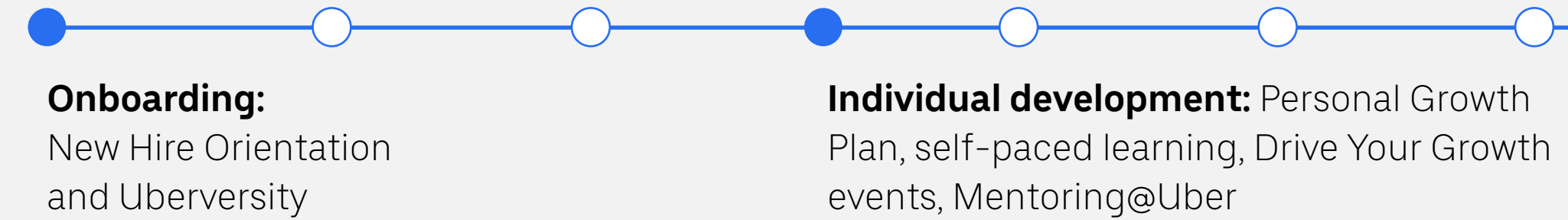
The journey begins on day one with New Hire Orientation, where folks learn about Uber’s mission and vision and receive the tools and resources they need to feel welcome, productive, and connected. Over the next 30 days, they attend Uberversity, where they learn about the history and culture of Uber and our business priorities, and connect with peers to see how our diverse teams drive toward a single mission. Onboarding culminates with our Values in Action workshop, where employees explore how they can apply Uber’s values in their roles. We also offer a highly customized Executive Onboarding experience, where our new leaders<sup>78</sup> receive bespoke support so they can become productive and connected to quickly drive business results. Throughout onboarding, we empower all employees to grow in and with the business.

After onboarding, the learning journey continues—but it’s much more personalized. All Uber employees are encouraged to create their own Growth Plan to help them commit to the goals they identify based on their passions and strengths and the needs of their organization. This tool allows them to take action on their goals, document their development, and keep themselves accountable. The Growth Plan includes links to a variety of learning opportunities and resources available to all Uber employees, regardless of where they are in their career.

## Individual development

Our learning philosophy comes to life each spring when Uber hosts a company-wide Drive Your Growth Week. Employees are encouraged to participate in a series of events featuring industry speakers and leaders from many backgrounds. The lessons learned, reflections made, and connections grown in the workshops, roundtable discussions, panel presentations, peer groups, and more illustrate how Uber thinks of growth.

The DYG philosophy is Uber’s unique perspective on development—and exemplifies a personalized approach to careers and growing at Uber. Each employee’s journey is unique and can be personalized to fit any desired career path.



### DYG Principle 4

Learn from others

86.5%

New employees who feel they’ve been connected with the right people at Uber to help them succeed (up from 84.5% the previous year)

### Employee sentiment

After improving our onboarding process in 2022, we observed increases in employee sentiment across our programs.

100%

New executive leaders (Level 8+) who felt equipped to make decisions aligned to Uber’s cultural values after completing the executive onboarding program

100%

New executive leaders who said that after onboarding, they had the information they needed to establish their vision and strategy linked to company priorities



**I found a healthy and motivating work environment. I met brilliant minds genuinely happy to work here. I felt welcome since the first day and inspired by people and my manager. I’m also surprised to not feel the pressure as in other work experiences. I feel as if I have a great opportunity to grow as a professional and be part of Uber’s mission.**

Onboarding participant

<sup>78</sup>Includes Directors at Level 7 and above.

**Onboarding:**  
New Hire Orientation and Uberversity

**Individual development:** Personal Growth Plan, self-paced learning, Drive Your Growth events, Mentoring@Uber

**Performance and feedback:**  
Timely feedback, Impact Check-ins, promotions, rewards

**Manager development:** New manager training programs, coaching, peer support

**Leadership development:**  
Uber Leadership Community, executive coaching, personalized development opportunities

**DYG Principle 4**

Learn from others

**Employee engagement**

In the 2 years since we revamped our mentoring platform, we've had 3,400+ mentees and 1,300+ mentors participate in the program.

3,400+

Mentees

1,300+

Mentors



**Mentoring is a way of giving back and helping others develop their career based on the experiences I had before. I appreciate the opportunity to build connections outside my role and understand how other teams work.**

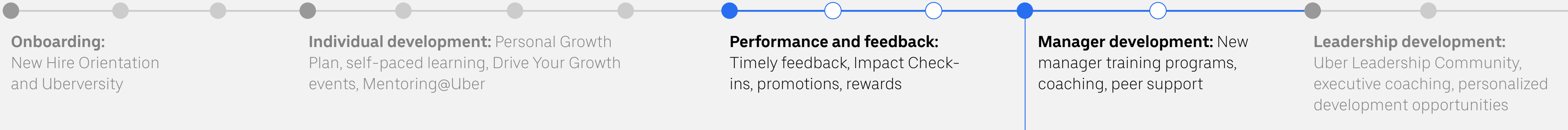
**Mentoring program participant**



The Degreed learning platform (Degreed) is one of the tools we give employees to help them kick-start their own learning journey. With quality content from our partners at Harvard Business Publishing and Franklin Covey, and learning pathways curated by our diverse L&D teams (and even some individual employees), Degreed empowers employees to learn what they want, when they want.

Another key aspect of development is social learning, and one of Uber's major factors in attracting and retaining talent is the quality talent that our employees get to network with and learn from. The Mentoring@Uber program connects employees who are passionate about helping and up-skilling others with those who are seeking guidance and development—and gives mentees a chance to hand-pick their own mentors.

We also support social learning through team-based Insights Discovery sessions. Insights Discovery is a psychometric tool designed to help people understand themselves and their colleagues, so they can have more respectful, productive, and positive working relationships.



**Onboarding:**  
New Hire Orientation and Uberversity

**Individual development:** Personal Growth Plan, self-paced learning, Drive Your Growth events, Mentoring@Uber

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Uber Leadership Community, executive coaching, personalized development opportunities

### Performance and feedback

Uber’s annual performance process helps employees drive their growth, know where they stand, and receive recognition for the impact they make. We continue to evolve our approach to performance to ensure that our outcomes are equitable, fair, and transparent. After surveying a representative sample of employees, we heard that 80% of employees found the performance program useful and 82% were satisfied overall. Data from employee surveys also shows that our employees’ experience with the promotion process (as part of performance and feedback) is a top driver of their trust and intent to stay. To help increase accountability for objective decision-making and equitable outcomes, during the performance and promotion process, senior-level leaders receive aggregated demographic data, which they pair with performance, promotion, and reward inputs.

We believe that feedback is key to driving growth at Uber and that understanding where you are is critical to knowing where you’re going. We continue to improve alignment between performance and development by encouraging timely feedback

and Impact Check-Ins to help employees drive their growth and amplify their impact. This lets employees receive feedback year-round, rather than biannually or once a year. And that allows us to better support the needs of a constantly changing workforce. Recently, we introduced an internal platform on which employees and managers can refer to feedback throughout their Uber career. Employees are engaging positively with this resource, and we’re continuing to share with employees about how it can help support their development. The goal is to help them get in the driver’s seat of their growth while understanding their impact in real time, so they can learn and adapt as needed. It also helps managers minimize recency bias during the performance assessment process, so they can make fair and equitable promotion and compensation decisions.

### Manager development

At Uber, we know that the success of our individual contributors and teams relies heavily on the success of our managers. For that reason, we’ve doubled down on our investment in manager development and continued to make it more scalable and impactful.

#### DYG Principle 2 Learn by doing

#### Impact of new manager enablement

Managers who participate in the Uber Manager Experience (UME) are more likely to make internal career moves or receive promotions than those who do not participate in the program, indicating its effectiveness.<sup>79</sup> Employees reporting to managers who completed the program were more likely to be promoted within the following year (10% versus 5%) and had more positive sentiment regarding their own professional development.

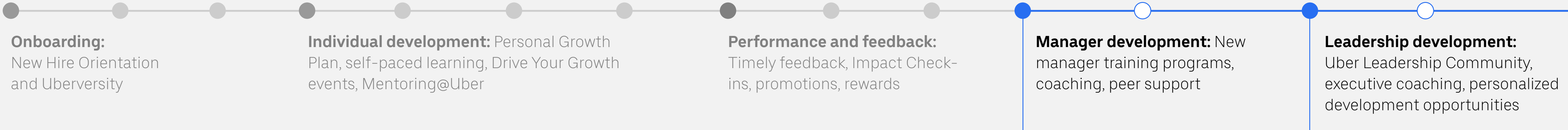
**“ I was pleasantly surprised at how valuable these sessions were and how applicable the content was to my role as a manager. I particularly enjoyed the breakout sessions with other managers where we could chat in a safe space about situations we were encountering. ”**

**UME participant**

Becoming a people manager at Uber is an important milestone in the career journey—and one for which we work hard to prepare our employees. That’s why we curated a Manager Onboarding toolkit to which new (or tenured) managers can refer. It outlines their responsibilities and details everything a manager needs to know, so they understand how to apply the specifics of managing at Uber both from a strategic and tactical lens.

For deeper learning, the Uber Manager Experience (UME) builds foundational knowledge and skills, facilitates cross-functional peer connections, and sets a globally consistent baseline for what people management means at Uber. The program combines self-paced learning, live virtual workshops, and application-focused toolkits for a flexible experience that enables learning by doing for the new managers who participate.

<sup>79</sup>Metrics provided with statistical validity at 95% based on corollary 2022 outcomes for managers who participated in a UME cohort in 2021.



**Onboarding:**  
New Hire Orientation and Uberversity

**Individual development:** Personal Growth Plan, self-paced learning, Drive Your Growth events, Mentoring@Uber

**Performance and feedback:**  
Timely feedback, Impact Check-ins, promotions, rewards

**Manager development:** New manager training programs, coaching, peer support

**Leadership development:**  
Uber Leadership Community, executive coaching, personalized development opportunities

We know that a new people manager’s development doesn’t end after their first 90 days in the new role, and we encourage our managers to continue growing their skill set throughout their tenure at Uber. We believe that having access to certified professional coaching should be more common for all managers, not just at the executive level, so we took the important step of implementing widespread coaching. More than 135 people managers were invited to use customized coaching with external, seasoned coaches to enhance their strengths, improve their development areas, and achieve their career aspirations. In 2023, we aim to reach even more of our tenured managers through an Experienced Managers program that will enable folks to grow their network strength, deepen their management skill set, and connect to the business.

In addition to our current managers, we’re committed to investing in the leaders of tomorrow. Our global LEAD@Uber program is a structured, experiential, and action-oriented learning journey designed to help emerging leaders develop the key skills they need to succeed as leaders at Uber.

Participants focus on expanding and strengthening their leadership capabilities through an intensive series of business challenges, peer connections, workshops, self-reflection, and coaching, so they’re ready for the next step in their career journey.

**Leadership development**

The development of leaders is critical to our business success. To support this population in 2022, we launched the Uber Leadership Community (ULC) for leaders at the Director level and above. This group is focused on shaping the future of Uber through honest and interactive dialogue, community- and relationship-building, and operationalizing and communicating clear strategy within participants’ organizations. ULC events will continue to be opportunities for peer learning and network-building among senior leaders.

To support our leaders individually, we made executive coaching available to all Directors and above. Working with a qualified professional has helped many of our leaders clarify goals, achieve

**DYG Principle 2**  
Learn by doing

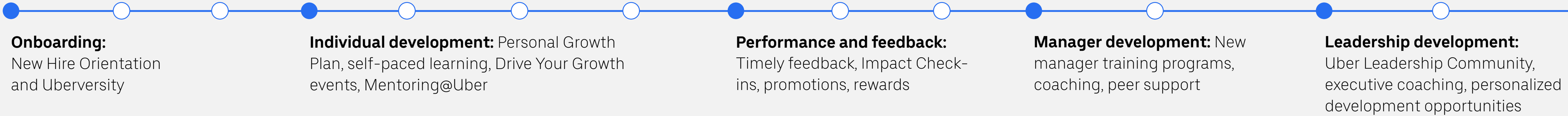
**Impact of experienced manager enablement**  
The internal mobility rate was up 11% and promotion rate up 10% for participating managers versus non-participating managers more than a year after completing our 2020 and 2021 LEAD@Uber programs.<sup>80</sup>

development objectives, unlock potential, and have a sounding board. Additionally, we launched customized Executive Team Development sessions to give executive leaders and their direct reports a chance to increase interpersonal trust and productivity, and align on strategic and collective ownership of the team’s vision. These initiatives have allowed us to support leaders driving high-performing teams.

**DYG Principle 5**  
Maximize their strengths

**Impact of senior leadership enablement**  
**100%**  
Participants’ managers who feel their direct reports have achieved their goals through executive coaching

<sup>80</sup>Metrics provided with statistical validity at 95% based on corollary 2022 outcomes for managers who participated in a LEAD@Uber cohort.



# Internal mobility

## DYG Principle 2

Learn by doing

### Talent Marketplace

Employees can use our Talent Marketplace to apply for gigs (internal opportunities that require 15% of their time during a 3-month stint) and short-term assignments (where employees leave their day-to-day work to focus 100% on another assignment for 3-12 months). Typically, our short-term assignments last between 4 and 6 months and give employees the chance to fully immerse themselves in the new work and team, often in a different country.

In 2022, we scaled our Talent Marketplace to all of Uber and expanded the types of opportunities available. Applications grew 30% year over year, with participants from multiple organizations across 5 continents. Our most active countries last year were Brazil, Egypt, India, the Netherlands, and the US.

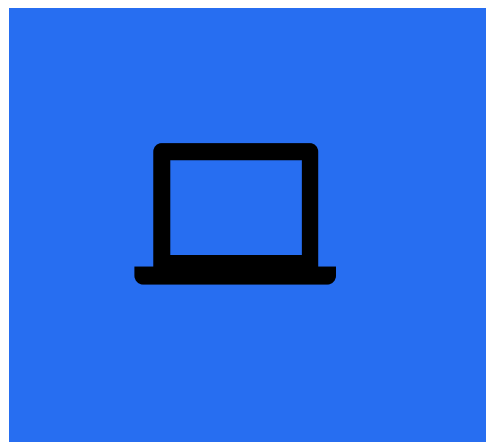
We're continuing to expand short-term assignments in 2023 with the launch of a Leave Coverage Program, designed for managers to use when employees take parental leave. Leveraging our Talent Marketplace to post these opportunities gives leaders access to a much wider pool of internal talent and offers employees a chance to grow outside their immediate team.

### Internal transfers

Thirty percent of total hires were internal, holding a level we've seen since 2019. In 2022, 26% of transfers were up-levels, or transfers into a role at a higher level than an employee's previous position. We focused on making the process easier for employees, experimenting with proactive reach-outs to current employees for open roles and reducing the number of formal assessments required for certain positions.

### Relocation

Employee relocations for new hires and transfers recovered to pre-COVID levels in 2022, with 18% of transfers involving a relocation—11% of which were international moves. In total, we initiated more than 2,000 moves last year. The most popular destinations: India, the Netherlands, and the US.



Read more employee development and mobility stories on the [Grow page of our Careers site](#). →

# Well-being

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

### Our work philosophy

The world of work has changed significantly over the past 2 years, and in response we've evolved our work philosophy to reflect all that we've learned and what we believe will produce the best results for our employees and our business going forward. Our work philosophy is grounded in employee collaboration and productivity to maximize business outcomes. In 2023 and beyond, we'll balance the best of both worlds by fostering the collaboration of in-person work while still gaining the productivity of remote work—showcasing the mentality of our “Go get it” value, which we've seen excel in our hybrid environment.



### To bring this to life, we now have 3 work modes for all our employees:

- 01 Fully remote:** Visits the office only for occasional summits, client meetings, and the like
- 02 Hybrid:** Works in the office at least half of the time
- 03 100% in-office:** Is required to be physically present in the office all the time

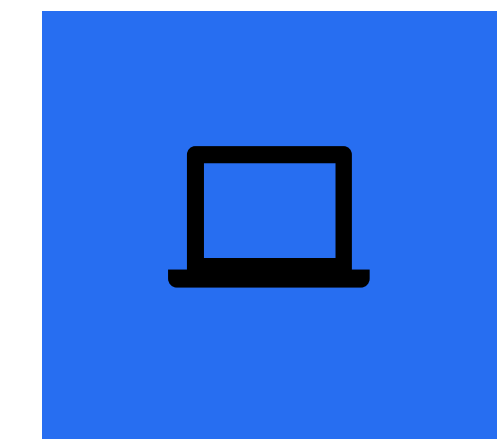
As we transition to this new way of working together, we'll monitor work applications and approval ratings to ensure fairness by gender, race and ethnicity, and location.

### Global employee benefits

The best teams are built with diverse ideas, identities, ethnicities, experiences, and education. As our value of “Great minds don't think alike” expresses, we make better decisions that benefit the world when we reflect the incredible diversity of the people who connect on our platform. This is why our benefits programs are built with diversity as a guiding principle.

We know that everyone has varying and evolving needs at different stages of life. Our goal is to provide a range of benefits programs that are inclusive, sustainable, easily accessible, and available to anyone—wherever they might be. We want to help our go-getters thrive and make it easier for them to manage life's expected and unexpected events, so they can focus on helping us go fast, far, together.

Our benefits offering provides market-specific choice; gives access to robust mental health and family-building programs, including an 18-week global parental leave policy; and encourages overall employee well-being, all with the employee experience at the core.



Learn more about the benefits we offer employees on the [Benefits page of our Careers site](#).

## Safety, health, and sustainability

“Stand for safety” is a core company value that extends beyond our platform to our people and places. Having a healthy, safe, sustainable work environment for all employees, contractors, and guests empowers them to do their best work. Uber’s injury and illness prevention plan (IIPP) is the foundation of our safety management system, which adheres to all legal requirements at federal, state, and local levels as well as any international or internal Uber requirements. Every program, process, and policy has been intentionally designed with these requirements in mind while also incorporating a continuous improvement system, as the work of safety never stops.

As our “Build with heart” cultural value suggests, we maintain a keen focus on the health of our planet and our people. Since 2019, Uber has been committed to sustainable and healthy building standards across our workplaces and operations, which total approximately 5.8 million square feet of space for our 32,800+ employees globally. Creating healthy, inclusive, and sustainable workplaces for our employees and communities reduces our impact on the planet while enhancing the health of our people. Through our relentless pursuit of sustainability, we strive for the rational use of natural resources, avoiding harm to the environment and reducing the environmental impact of our operations. Uber is committed to renewable energy, a net-zero future, energy efficiency, and LEED- and WELL-certified spaces.

## 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.

Uber takes all employee concerns seriously. We’ve established a comprehensive case review process to promptly address interpersonal conflict and potential violations of Uber’s employment policies. Employees have a variety of [reporting channels](#) available 24 hours a day, 7 days a week, with the option to be anonymous. We encourage employees to fully participate in the review process and help facilitate positive change. Where relationships are harmed by conflict or concerns, we help repair the relationships. Employees are offered a restorative conversation with a trained mediator, allowing them time to meet, reflect, and inspire solutions.

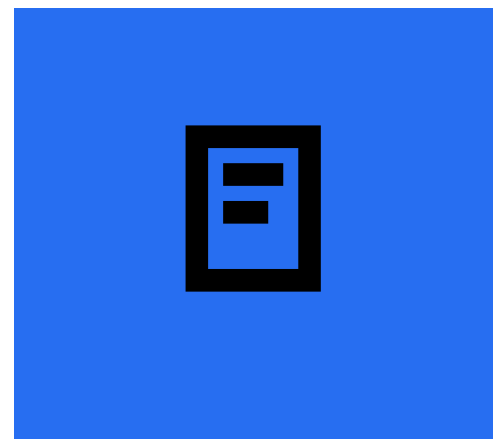


# Compensation

## Ensuring equitable pay for performance

### Pay equity progress

In 2022, 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 \$0.98 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.



Read our [2023 Proxy Statement](#) to learn how our executives are held accountable for pay equity.



# ESG performance indicators

**Social indicators** (workforce diversity data reflect data as of December 31, 2022)<sup>81</sup>

## Workforce diversity (global)

Gender	Overall <sup>82</sup>	Tech <sup>83</sup>	Non-tech <sup>84</sup>	Operations <sup>85</sup>	General and administrative <sup>86</sup>	Support <sup>87</sup>	Leadership overall <sup>88</sup>	Leadership in tech <sup>83,88</sup>	Leadership in non-tech <sup>84,88</sup>	Leadership in ops <sup>85,88</sup>	Leadership in G&A <sup>86,88</sup>
Male	57.4%	76.2%	50.9%	55.2%	46.3%	48.0%	64.0%	84.3%	57.5%	66.9%	52.6%
Female	42.6%	23.8%	49.1%	44.8%	53.7%	52.0%	36.0%	15.7%	42.5%	33.1%	47.4%

## Women in management (global)

	Junior management positions <sup>89</sup>	Top management positions <sup>90</sup>
Total management positions	40.5%	37.0%

## Workforce diversity (regional)

Gender	US & Canada	LatAm	APAC	EMEA
Male	59.5%	52.5%	58.4%	55.4%
Female	40.5%	47.5%	41.6%	44.6%

<sup>81</sup>Percentages may not add to 100% due to rounding.

<sup>82</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>83</sup>Includes Engineering, Product, and Freight.

<sup>84</sup>All the orgs except for Engineering, Product, and Freight.

<sup>85</sup>Includes core business orgs (Core Services, Eats, Global Rides, Business Development, Safety & Insurance, U4B. Previously also included NeMo and Product Ops).

<sup>86</sup>Includes corporate functions (People & Places, Policy & Comms, Legal & Security, Finance, and Marketing).

<sup>87</sup>Includes employees in the our 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>88</sup>Includes executives and senior management Level 7 and above (Director-level and above).

<sup>89</sup>Includes people managers L6 and below.

<sup>90</sup>Includes people managers at L7 and above.

# ESG performance indicators

Social indicators (workforce diversity data reflect data as of December 31, 2022)<sup>91</sup>

## Workforce diversity (US)<sup>92</sup>

	Overall <sup>93</sup>	Tech <sup>94</sup>	Non-tech <sup>95</sup>	Operations <sup>96</sup>	General and administrative <sup>97</sup>	Support <sup>98</sup>	Leadership overall <sup>99</sup>	Leadership in tech <sup>94,99</sup>	Leadership in non-tech <sup>95,99</sup>	Leadership in ops <sup>96,99</sup>	Leadership in G&A <sup>97,99</sup>
American Indian or Alaska Native	0.2%	0.2%	0.2%	0.1%	0.2%	0.7%	0.4%	0.7%	0.3%	0.0%	0.4%
Asian	37.8%	56.4%	22.3%	20.2%	32.7%	4.9%	32.2%	58.8%	21.1%	18.8%	22.6%
Black or African American	9.1%	5.0%	12.5%	9.1%	6.9%	28.0%	3.3%	0.7%	4.3%	4.3%	4.3%
Hispanic or Latino	10.6%	6.4%	14.1%	12.5%	8.8%	28.5%	5.2%	2.2%	6.5%	5.8%	6.5%
Multiracial/Two or More Races	3.7%	2.4%	4.9%	3.8%	5.2%	6.0%	3.5%	1.5%	4.3%	1.4%	5.2%
Native Hawaiian or Other Pacific Islander	0.1%	0.0%	0.2%	0.3%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%
White	38.5%	29.6%	45.8%	54.1%	46.1%	31.5%	55.3%	36.0%	63.5%	69.6%	60.9%

## URP status (US)<sup>100</sup>

	Overall	Leadership overall <sup>99</sup>	Leadership in tech <sup>94,99</sup>	Leadership in non-tech <sup>95,99</sup>
Non-URP	76.2%	87.6%	94.9%	84.5%
URP	23.8%	12.4%	5.1%	15.5%

<sup>91</sup>Percentages may not add to 100% due to rounding.

<sup>92</sup>Overall US employees who self identified their race/ethnicity.

Representation percentage excludes employees who did not self-report race/ethnicity. Denominator for these figures is total employees in selected org.

<sup>93</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>94</sup>Includes Engineering, Product, and Freight.

<sup>95</sup>All the orgs except for Engineering, Product, and Freight.

<sup>96</sup>Includes core business orgs (Core Services, Eats, Global Rides, Business Development, Safety & Insurance, U4B. Previously also included NeMo and Product Ops)

<sup>97</sup>Includes corporate functions (People & Places, Policy & Comms, Legal & Security, Finance, and Marketing)

<sup>98</sup>Includes employees in the our 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>99</sup>Includes executives and senior management Level 7 and above (Director-level and above).

<sup>100</sup>Uber categorizes US employees as URP if they self-identify into the following demographic categories: Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, Two or More Races

# ESG performance indicators

## Social indicators (workforce diversity data reflect data as of December 31, 2022)<sup>101</sup>

For the first time, we're disclosing women in leadership numbers at a regional level. We have continued to see significant leadership movement toward gender parity in the US and Canada, EMEA, and LatAm over the last 5 years. For APAC, we're rebuilding the pipeline of future leaders and have focused on the manager level.

Race or ethnicity, women <sup>102</sup>											
	Overall <sup>103</sup>	Tech <sup>104</sup>	Non-tech <sup>105</sup>	Operations <sup>106</sup>	General and administrative <sup>107</sup>	Support <sup>108</sup>	Leadership overall <sup>109</sup>	Leadership in tech <sup>104,109</sup>	Leadership in non-tech <sup>105,109</sup>	Leadership in ops <sup>106,109</sup>	Leadership in G&A <sup>107,109</sup>
American Indian or Alaska Native	0.1%	0.0%	0.1%	0.0%	0.1%	0.2%	0.2%	0.0%	0.3%	0.0%	0.4%
Asian	13.5%	15.2%	12.1%	11.2%	17.8%	2.2%	9.8%	10.3%	9.6%	4.3%	12.2%
Black or African American	5.1%	2.3%	7.5%	4.6%	4.3%	17.6%	1.7%	0.0%	2.5%	2.9%	2.2%
Hispanic or Latino	5.0%	2.1%	7.4%	6.0%	4.7%	15.3%	2.2%	0.7%	2.8%	1.4%	3.5%
Multiracial/Two or More Races	1.8%	0.8%	2.7%	2.1%	2.9%	3.2%	1.7%	0.0%	2.5%	1.4%	3.0%
Native Hawaiian or Other Pacific Islander	0.1%	0.0%	0.1%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
White	15.7%	6.8%	23.1%	25.2%	24.7%	15.8%	22.4%	5.1%	29.7%	30.4%	29.6%

Race or ethnicity, men <sup>102</sup>											
	Overall <sup>103</sup>	Tech <sup>104</sup>	Non-tech <sup>105</sup>	Operations <sup>106</sup>	General and administrative <sup>107</sup>	Support <sup>108</sup>	Leadership overall <sup>109</sup>	Leadership in tech <sup>104,109</sup>	Leadership in non-tech <sup>105,109</sup>	Leadership in ops <sup>106,109</sup>	Leadership in G&A <sup>107,109</sup>
American Indian or Alaska Native	0.1%	0.2%	0.1%	0.1%	0.0%	0.5%	0.2%	0.7%	0.0%	0.0%	0.0%
Asian	24.1%	41.0%	10.1%	9.0%	14.7%	2.6%	22.4%	48.5%	11.5%	14.5%	10.4%
Black or African-American	3.9%	2.6%	4.9%	4.5%	2.6%	10.2%	1.5%	0.7%	1.9%	1.4%	2.2%
Hispanic or Latino	5.5%	4.3%	6.6%	6.5%	4.1%	12.8%	3.1%	1.5%	3.7%	4.3%	3.0%
Multiracial/Two or More Races	1.9%	1.6%	2.2%	1.6%	2.4%	2.7%	1.7%	1.5%	1.9%	0.0%	2.2%
Native Hawaiian or Other Pacific Islander	0.1%	0.0%	0.1%	0.1%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
White	22.5%	22.6%	22.5%	28.6%	21.1%	15.3%	32.9%	30.9%	33.7%	39.1%	31.3%

<sup>101</sup>Percentages may not add to 100% due to rounding.

<sup>102</sup>Overall US employees who self-identified their gender (binary) and their race/ethnicity.

Representation percentage excludes employees who did not self-report gender(binary) and race/ethnicity. Denominator for these figures is "total men and women in selected org."

<sup>103</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>104</sup>Includes Engineering, Product, and Freight.

<sup>105</sup>All the orgs except for Engineering, Product, and Freight.

<sup>106</sup>Includes core business orgs (Core Services, Eats, Global Rides, Business Development, Safety & Insurance, U4B. Previously also included NeMo and Product Ops)

<sup>107</sup>Includes corporate functions (People & Places, Policy & Comms, Legal & Security, Finance, and Marketing)

<sup>108</sup>Includes employees in the our 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>109</sup>Includes executives and senior management Level 7 and above (Director-level and above).

# ESG performance indicators

**Social indicators** (workforce diversity data reflect data as of December 31, 2022)<sup>110</sup>

## Representation of new hires<sup>111</sup> (global)

Gender	Overall <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>
Male	57.2%	46.7%	75.6%
Female	42.8%	53.3%	24.4%

## Representation of new hires<sup>111</sup>

Race or ethnicity <sup>115</sup> (US)	Overall <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>
American Indian or Alaska Native	0.2%	0.6%	1.8%
Asian	38.6%	6.9%	33.3%
Black or African-American	11.7%	30.3%	3.5%
Hispanic or Latino	12.4%	32.0%	12.3%
Multiracial/Two or More Races	1.7%	1.5%	3.5%
Native Hawaiian or Other Pacific Islander	0.4%	1.0%	0.0%
White	35.0%	27.6%	45.6%

## Representation of new hires<sup>111</sup>

Race or ethnicity, women <sup>116</sup> (US)	Overall <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>
American Indian or Alaska Native	0.0%	0.2%	0.0%
Asian	14.3%	2.7%	5.3%
Black or African-American	6.5%	18.6%	1.8%
Hispanic or Latino	5.9%	16.9%	5.3%
Multiracial/Two or More Races	0.9%	0.8%	0.0%
Native Hawaiian or Other Pacific Islander	0.2%	0.6%	0.0%
White	15.1%	15.3%	15.8%

## Representation of new hires<sup>111</sup>

Race or ethnicity, men <sup>116</sup> (US)	Overall <sup>112</sup>	Support <sup>113</sup>	Leadership overall <sup>114</sup>
American Indian or Alaska Native	0.2%	0.4%	1.8%
Asian	24.0%	3.8%	28.1%
Black or African-American	5.1%	11.1%	1.8%
Hispanic or Latino	6.3%	14.2%	7.0%
Multiracial/Two or More Races	0.8%	0.4%	3.5%
Native Hawaiian or Other Pacific Islander	0.2%	0.4%	0.0%
White	19.6%	11.7%	29.8%

<sup>110</sup>Percentages may not add to 100% due to rounding.

<sup>111</sup>Data represents new hires starting employment between January 1, 2022 through December 31, 2022 for External hires only. (Internal transfers excluded)

<sup>112</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>113</sup>Includes employees in the our 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>Includes executives and senior management Level 7 and above (Director-level and above).

<sup>115</sup>Overall US employees who self identified their race/ethnicity.

Representation percentage excludes employees who did not self-report race/ethnicity. Denominator for these figures is total employees in selected org.

<sup>116</sup>Overall US employees who self-identified their gender (binary) and their race/ethnicity.

Representation percentage excludes employees who did not self-report gender(binary) and race/ethnicity. Denominator for these figures is “total men and women in selected org.”

# ESG performance indicators

**Social indicators** (workforce diversity data reflect data as of December 31, 2022)<sup>117</sup>

## Employees in naturalization categories (global)

Category	2021 total	2022 total
Foreign national <sup>118</sup>	13%	14%

## Workplace safety (US)

Workplace safety <sup>119</sup>	2021 total	2022 total
Total recordable incident rate (TRIR) (direct employees)	0.06	0.13
Fatalities (direct employees)	0	0
Total recordable incident rate (TRIR) (contract employees)	0.03	0.06
Fatalities (contract employees)	0	0

## Employee engagement (global)

2022 Pulse Survey <sup>120,121</sup>	Number	% of total respondents <sup>122</sup>
Total number of FTEs surveyed	22,506	100%
Employees who returned survey	17,995	80%
Employees who are “actively engaged” <sup>123</sup>	14,150	79%
Employees who perceive Uber’s mission favorably	14,791	84%
Employees who are proud to work for Uber	14,841	84%
Employees who feel treated fairly at Uber regardless of their personal background	15,720	89%

### Data source

#### Uber Pulse Survey (UPS)

The 2022 Pulse Survey, conducted in October 2022, 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 2022 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)

Demographic data in this Environmental, Social, and Governance Report comes from Uber’s survey that requests employees to self-report demographic and identity information. The results allow us to better understand the demographic makeup of our employees and tailor our programming to meet specific needs. We are not permitted to collect this information in certain countries outside the US; therefore, much of our demographic information isn’t as robust in other 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.

<sup>117</sup>Percentages may not add to 100% due to rounding.

<sup>118</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, 2022. Uber utilizes multiple immigration counsel services. The number represented here is an aggregate of records and estimates from these companies.

<sup>119</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.

<sup>120</sup>The 2022 Pulse Survey, conducted in October 2022, 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, Cornershop, and on-leave Employees were excluded from this survey.

<sup>121</sup>Calculation represents the number of employees who responded 5 or 6 on a 6-point scale where 1 = Strongly Disagree and 6 = Strongly Agree.

<sup>122</sup>Percentages are based on the total number of responses for each question.

<sup>123</sup>Score is a composite of 4 questions relating to engagement.

# Data privacy and security

## 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 27001/2 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 security practices.
- **How we responded:** Launched a centralized Privacy Center for all users, accessible in-app and on the web, which includes a series of privacy and security features to help users understand and control how we use their data. Maintained ISO 27001 certification for enterprise business (Uber for Business, Central, and Uber Health) and core rides business.

## Governance

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

# Data privacy and security

## Data privacy

Protecting the privacy of everyone who uses our apps is a key part of remaining a globally trusted platform. Among other things, it requires that we empower our users to make informed choices about their privacy and give them tools to control their data, and experience, on our platform.

### Privacy tools

Our [Privacy Center](#) was built with that mission in mind—to give users enhanced transparency and control regarding how their data is collected and used across our apps and services.

### What's new

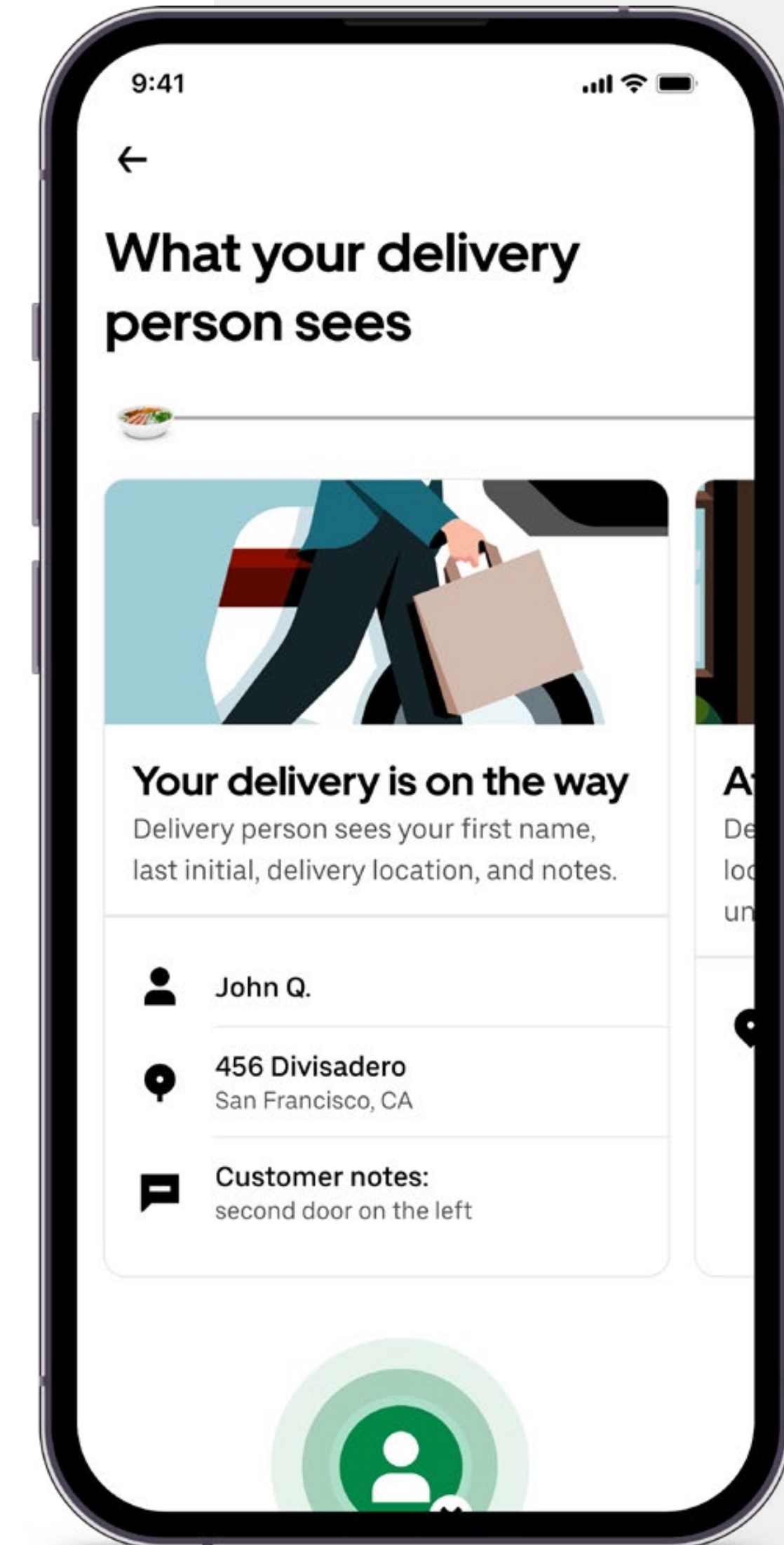
We've added new features to the Privacy Center, including:

- A tool that allows users to view and manage the data they share with third parties
- Additional settings to control whether and how users' data is used to personalize offers and promotions
- Educational modules for riders and Uber Eats users that explain how their data is displayed to drivers and couriers providing their rides and delivering their orders

In addition to our Privacy Center, Uber has built and continues to build a variety of features that protect users' privacy. These include our address anonymization feature, which obscures precise pickup and dropoff details from driver receipts post-trip, and our profile data expiration feature, which removes drivers' personal data from rider receipts after a trip ends.<sup>124</sup>

## Privacy governance

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. You can read more about our company-wide approach to privacy in our [Privacy Overview](#), which reflects the collaboration of our diverse cross-functional team of privacy experts spanning Uber's Legal, Public Policy, Data Protection, Product, and Engineering organizations. Additionally, all full-time employees receive mandatory data privacy and security training during their onboarding process and annually thereafter. Uber employees may also receive additional privacy and security training based on their role, or if they volunteer for Uber's global Privacy Champions program. Privacy Champions are employees from various disciplines and teams who learn more about privacy and ways to help spot and resolve privacy issues in their business units.



<sup>124</sup>Some privacy features may not be available for all Uber or Uber subsidiary products in all markets.



### Data security

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 27001/2 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.

We evaluate the health and effectiveness of our information security program through ongoing assessments, monitoring, and testing. Risk assessments are conducted through external third-party engagements (including ISO, SOC 2, and pen tests), internal audits, and other internal assessment programs. We monitor risks through regular leadership meetings, where various security teams present key metrics and progress associated with assigned objectives.

### Oversight and governance of Uber's data security programs are provided in a variety of ways, including these:

- Uber's Chief Information Security Officer (CISO) and Chief Privacy Officer chair the Privacy and Cybersecurity Council, which provides cross-functional governance and oversight into the company's privacy and cybersecurity operations

- Uber's CISO presents quarterly on cyber risk to the Executive Leadership Team, which includes Uber's CEO and his direct reports
- The Audit Committee of Uber's Board of Directors reviews the overall cybersecurity program quarterly
- Uber's full Board of Directors receives privacy and cybersecurity updates annually

### Engaging with law enforcement

Uber works closely with law enforcement officials to promote safety within our communities. We have a dedicated global Public Safety Liaison team made up of former law enforcement professionals who proactively partner with law enforcement and educate them on ways Uber can assist during an emergency or investigation.

In addition, Uber has a [law enforcement portal](#) where public safety officials can quickly and securely submit legal process documents to request information that may be critical in investigating potential criminal cases. Uber's team of highly trained public safety response professionals work with requesting officials to appropriately narrow the scope of requests and provide only the information that's necessary under applicable legal processes. We also produce a [Government Transparency Report](#) every year that outlines the number of US and Canada government requests we receive and how we respond to them.

# ESG performance indicators

## Governance indicators

### Data privacy and security

Category	Scope	2021 quantity	2022 quantity
Number of material cybersecurity breaches <sup>125</sup>	Global	0	0

### Liabilities and fines related to data privacy

Category	Scope	2021 quantity	2022 quantity
Private civil litigation <sup>126</sup>	Global	\$169,078	\$30,000
Enforcement/regulatory actions <sup>127</sup>	Global	\$0	\$4,607,738
Total	Global	\$0	\$4,637,738
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive-behavior regulations <sup>128</sup>	Global	\$0	\$0

### Privacy

Metric	2020 data	2021 data	2022 data
<b>Organizational</b>			
Number of employees dedicated to Privacy and Security	194	189	213
Number of external assessments of our Privacy and/or Security programs <sup>129</sup>	10	10	6
<b>User controls and requests</b>			
Number of user data downloads through Download Your Data feature <sup>130</sup>	21,749	25,245	139,288
Number of privacy features available to riders, drivers, and Uber Eats users	45	43	50

<sup>125</sup>A cybersecurity breach is material if it could have an adverse effect on our business, financial condition, operating results, or prospects.

<sup>126</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>127</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.

<sup>128</sup>Amount includes all judgments, fines, and penalties paid as a result of antitrust-related legal proceedings.

<sup>129</sup>Assessments performed by independent third parties.

<sup>130</sup>Number represents user data downloads requested and completed in 2022.



For data around law enforcement and public health requests, please view Uber's [Government Transparency Report](#).

# Local and social impact

## At a glance

- We believe that we have a duty to use our global scale to create real local impact. This means increasing access to transportation to generate positive, lasting benefits for the communities we serve, including riders, delivery users, drivers and couriers, merchants, and cities at large.
- Uber remains committed to making sure that transportation enables communities to stay healthy, connected, sustainable, empowered, and safe.
- In 2022 our partner Local Initiatives Support Corporation (LISC) expanded the Vaccine Access Fund, which provided rides to COVID-19 vaccine appointments, into the Health Access Fund, which now supports broader access to essential healthcare services for communities. Through this program, Uber aims to provide thousands of

rides per month (through 2023) for underserved communities through transportation grants to 18 community health organizations across 16 states.

- Uber launched a community access fund that provides transportation grants. Through these grants, 54 local organizations in 16 countries received transportation that enabled equitable access to doctor appointments, meals for food-insecure households, domestic violence shelters, refugee services, health screenings, and job appointments, among other opportunities.
- Washington Metropolitan Area Transit Authority (WMATA) sends 10%-15% of its daily paratransit requests through Uber via Abilities-Ride (WMATA's paratransit program for the city). As a result, WMATA has a 93% on-time performance for paratransit trips.

- We've increased our transit partnerships by 75% since 2022 and are now working with 70+ public agencies.
- Through our partnership with Lime, we expanded our micromobility offerings into more than 3 dozen cities, making e-bikes and e-scooters available on the Uber app in 200+ total markets globally.
- In 2022, we launched Uber Moto in 75 new cities.

## 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

After 2 years of uncertainty and hesitation, in 2022 the world began to move again—in a big way. We now have more drivers and couriers on our platform than ever before. And we believe that we have a duty to use our global scale to create real local impact. This means increasing access to transportation to generate positive, lasting benefits for the communities we serve, including riders, delivery users, drivers and couriers, merchants, and cities at large. Uber remains committed to making sure that transportation enables communities to stay healthy, connected, sustainable, empowered, and safe.



# Healthy communities

Every year, almost 6 million people living in the US miss healthcare appointments due to a lack of reliable transportation. We know we can play a role in changing that. Uber Health partners with organizations across the country to make sure lack of transportation is never a barrier to staying healthy. Through these programs, Uber offers a flexible, on-demand alternative to more complicated, insurance-based government transportation options.

In Washington, DC, we teamed up with [Surgo Ventures](#) and 2 community health centers—Mary’s Center and Community of Hope—to form Rides for Moms. Through this initiative, we funded more than 4,500 rides to prenatal appointments for 457 pregnant people. Almost three-quarters (72%) of participants said it would have been difficult to get to appointments otherwise, and 90% of participants would recommend the program to others. Building on those results, [Uber is joining forces](#) with Amerigroup Georgia (a managed care plan and subsidiary of Elevance Health), the Georgia Primary Care Association, and Federally Qualified Health Centers in Georgia to help expectant mothers get the care they need and offer additional support such as help with meals, goods, and groceries through the Uber Eats platform.

Further, in 2022 our partner [Local Initiatives Support Corporation \(LISC\)](#) expanded the Vaccine Access Fund, which provided rides to COVID-19 vaccine appointments, into the [Health Access Fund](#), which now supports broader access to essential healthcare services for communities. Through this program, Uber aims to provide thousands of rides per month (through 2023) for underserved communities through transportation grants to 18 community health organizations across 16 states.

Recognizing that movement is critical to accessing the goods and services communities need to thrive, Uber launched a community access fund that provides transportation grants. In 2022, and through these grants, 54 local organizations in 16 countries received transportation that enabled equitable access to doctor appointments, meals for food-insecure households, domestic violence shelters, refugee services, health screenings, and job appointments, among other opportunities.

# Connected communities

Innovating to make transportation convenient, affordable, and intuitive is another way we create local impact for communities. We do this by building new mobility products that reflect local needs and travel habits and by partnering with cities to streamline transportation services. We also know we have a responsibility to minimize our platform’s environmental footprint. To that end, through a curated product mix and strategic policy advocacy, we can offer users a variety of environmentally sustainable alternatives to car travel.

For example, [Uber Transit](#) has revolutionized the way riders with disabilities can connect to accessible paratransit services, enabling on-demand rides when and where people need them. In Chicago in 2022, in partnership with Pace Suburban Bus, we facilitated more than 20,000 on-demand rides within the [DuPage Uber Access Program](#), where trip booking otherwise requires more than 24 hours’ notice. In Washington, DC, what began as a short-term, small-scale rescue rides arrangement with the Washington Metropolitan Area Transit Authority (WMATA) has expanded into a significant paratransit program for the city known as [Abilities-Ride](#). Through this program, WMATA sends 10%-15% of its daily paratransit requests through Uber. As a result, WMATA has a 93% on-time performance for paratransit trips.

Uber Transit also complements traditional publicly run bus routes and microtransit shuttle services with on-demand ridesharing, offering public transportation users a more nimble option to get around. In 2022, for example, we expanded our existing partnership with Dallas Area Rapid Transit (DART) to include [Uber as an option for DART customers](#) in 30 GoLink microtransit zones across 13 cities in North Texas. Now riders can use GoPass—DART’s mobile app—as a one-stop shop for mass transit and ridesharing with Uber.

Through our partnership with [Lime](#), we expanded our coverage of micromobility options—shared e-bikes and e-scooters—by more than 3 dozen cities, making the offerings available on the Uber app in 200+ total markets globally. Moreover, Uber Shuttle, our HCV (high-capacity vehicle) ride option, now provides fixed-route shuttle services to riders in Egypt and India, as well as corporate commuting routes for customers in Brazil, Egypt, India, Mexico, and the US.

In addition, we’ve vastly expanded our Uber Moto product in new cities around the world. Uber Moto provides riders with access to low-cost motorcycle taxi rides while also offering earning opportunities with a lower barrier to entry than car-based options. In 2022, we launched Uber Moto in 77 new cities, increasing low-cost access to point-to-point mobility and enabling affordable access to public transit for many.

In 2022, we leveraged our Hailables product portfolio to increase the share of electric vehicles on our platform. In the Dominican Republic, for instance, we partnered with a local bank and the federal transportation authority to create easily accessible low-interest loans to help drivers on Uber Moto purchase electric motorcycles. Our goal is that the loans will fund the purchase of 10,000 bikes in the next 5-10 years. In Hamburg, Germany, we’ve partnered with taxi companies to convert taxis into fully electric wheelchair-accessible vehicles. This initiative demonstrates how we can engage Hailables partners in support of our own objectives toward both sustainability and access to transportation for all. For a comprehensive view of our sustainability and electrification efforts, please see the [“Environmental sustainability and climate change”](#) section of this report.

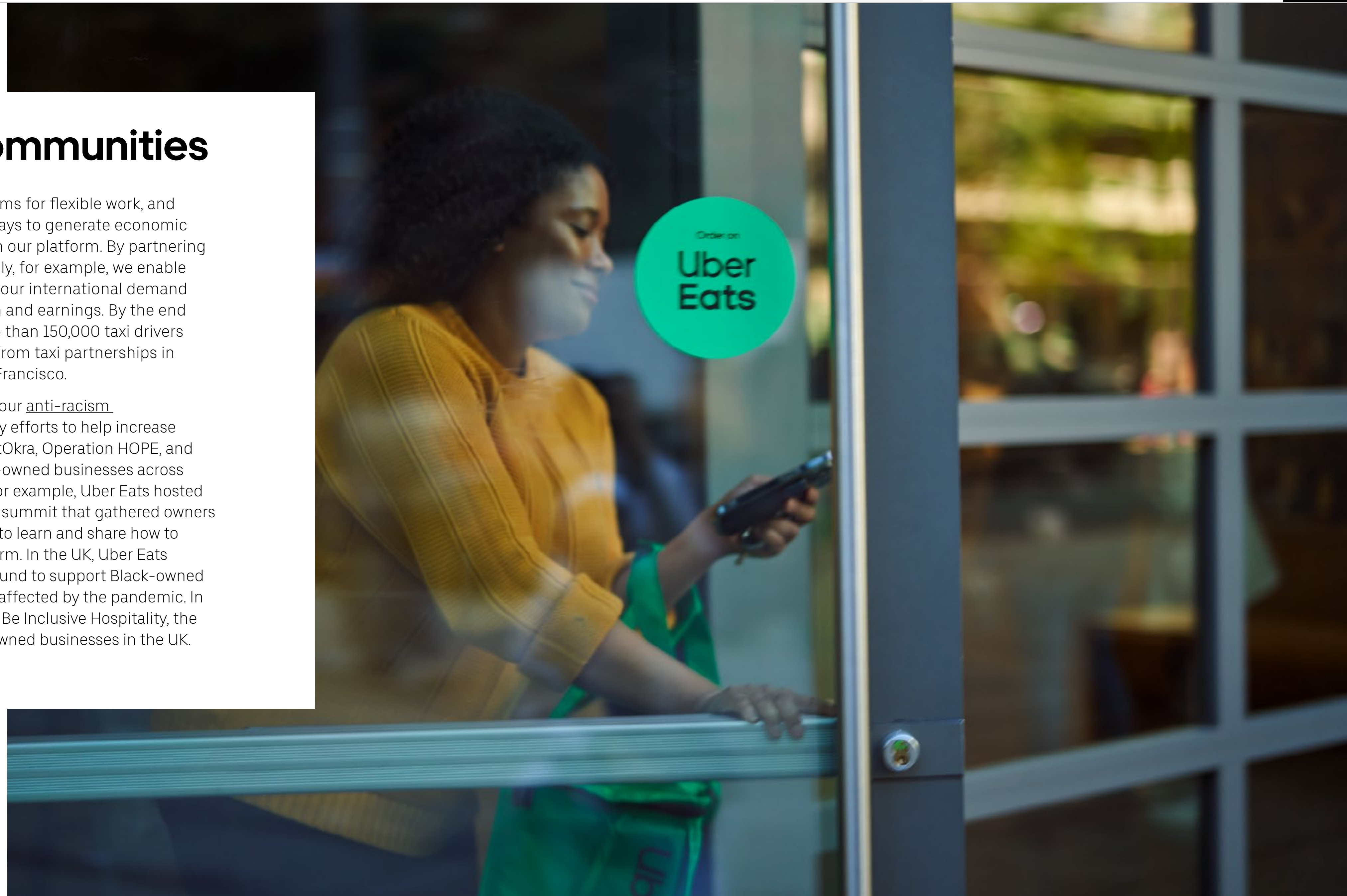


**In late 2022, WXY Studios, in partnership with Uber, released a [report](#) examining the future of cities and mobility in India. The researchers conclude that shared mobility can help Indian cities avoid a car-centric future. They also make policy recommendations that can guide Indian cities toward a future of shared mobility.**

## Empowered communities

Uber is one of the world's largest platforms for flexible work, and we continue innovating to create new ways to generate economic opportunities for drivers and couriers on our platform. By partnering with taxi fleet companies in cities globally, for example, we enable large numbers of taxi drivers to tap into our international demand pool, helping to increase their utilization and earnings. By the end of 2022, Uber was referring trips to more than 150,000 taxi drivers worldwide, including more than 10,000 from taxi partnerships in Colombia, Italy, New York City, and San Francisco.

Our company also continued advancing our [anti-racism commitments](#). Among Uber's community efforts to help increase racial equity, we remain partners with EatOkra, Operation HOPE, and National Urban League to support Black-owned businesses across the US. As part of those collaborations, for example, Uber Eats hosted events in Atlanta, including an April 2022 summit that gathered owners and staff from Black-owned restaurants to learn and share how to grow their business on and off the platform. In the UK, Uber Eats launched the Uber Eats Black Business Fund to support Black-owned businesses that were disproportionately affected by the pandemic. In collaboration with Enterprise Nation and Be Inclusive Hospitality, the fund awarded grants to 25 small Black-owned businesses in the UK.



# Safe communities

## Disaster response

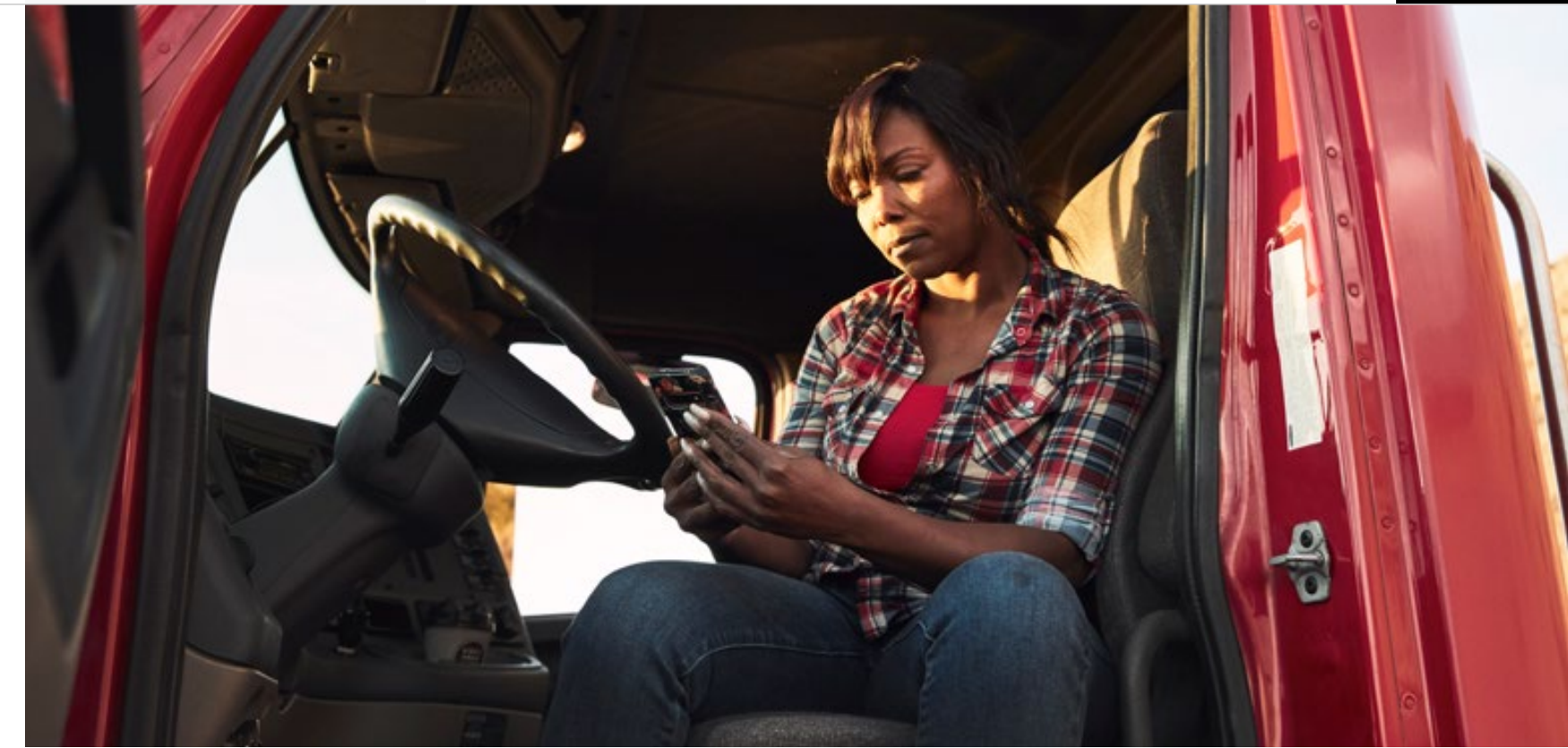
Across our mobility, delivery, and freight platforms, we have the ability to move people to safety or get them essential supplies and services in response to disasters and to help with recovery. Uber continued to show up in communities and provide access to rides to shelters, meals to first responders, and essential supplies moved through Uber Freight. In 2022, Uber responded to 14 disasters worldwide, including the war in Ukraine, Hurricane Ian in Florida, floods in Bangladesh and Pakistan, and COVID in Hong Kong. Through these actions, Uber provided 114,000 free rides and moved 1.5 million pounds of food, water, and essential supplies for community rescue, relief, and recovery in 2022.

## Spotlight: Ukraine

When war struck Ukraine in early 2022, Uber quickly mobilized to support communities in need, committing to helping as long as the war continues. To date, we've provided critical relief to the Ukrainian people and culture in a variety of ways:

- **Doubled our footprint in Ukraine, from 9 to 18 cities.** As a result, more communities have had access to rides, and 25,000+ drivers have used our app to earn money and provide essential transportation.
- **Provided more than 330,000 free rides to Ukrainian refugees, displaced families, frontline healthcare workers, and teachers.** We moved these people to safe locations through on-demand rides and scheduled minibus routes.

- **Funded 50 ambulances.** Through the “Keep Ukraine Moving” donation campaign we’re running in partnership with UNITED24, Ukrainian President Zelenskyy’s platform for international charitable giving to Ukraine, we’ve raised money for ambulances equipped with the critical medical equipment needed to keep injured people alive.
- **Leveraged our world-class logistics tech capabilities.** We built a customized logistics platform for the World Food Programme and UNHCR (the UN Refugee Agency) that seamlessly handles truck dispatching, delivery routing, and shipment tracking. As of February 28, 2023, we’ve helped deliver more than 500 truckloads of essential goods to communities in need, including emergency winter shelter supplies.
- **Customized the Uber app to provide free on-demand rides to cultural and historical sites for teams of conservationists.** This partnership with the US Department of State and the Smithsonian Institution helps conservationists from Ukraine’s Ministry of Culture and Information Policy secure or transport thousands of irreplaceable, culturally significant Ukrainian artifacts and artworks. The teams have already covered more than 45,000 kilometers to reach more than 200 sites across Ukraine.
- **Helped raise more than \$8.5 million.** The charitable donations from riders worldwide and direct grants from Uber support the humanitarian aid operations of our partners, including the International Rescue Committee, Red Cross, UNHCR, UNICEF, and World Food Programme.



# \$8.5M+

Funds raised for Ukraine support with direct grants from Uber plus charitable donations from riders worldwide

# Governance

## At a glance

### ✓ What we do

- Independent chairperson
- Look for qualified women and minorities 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, including safety; climate; and diversity, equity, and inclusion (DEI) metrics 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")
- Have a classified Board
- Require a supermajority vote to amend our bylaws or certificate of incorporation
- Require a supermajority vote to remove directors

## Responsiveness

- Uber is conducting a civil rights assessment in response to a stockholder proposal received with respect to our 2022 Annual Meeting. We voluntarily embraced the opportunity, feeling that it was consistent with our company values and also the right thing to do at this point in our company's journey.
- Agreed to recommend adding proxy access to our bylaws before our 2024 Annual Meeting.

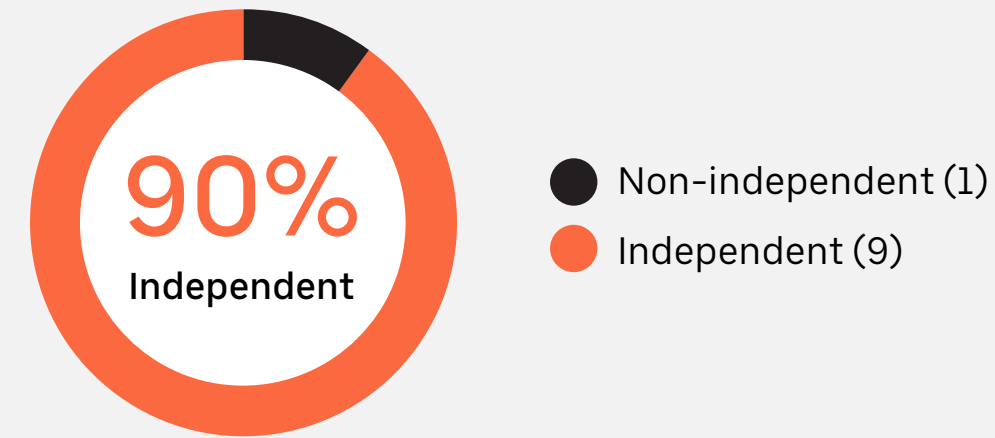
## Performance

- 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

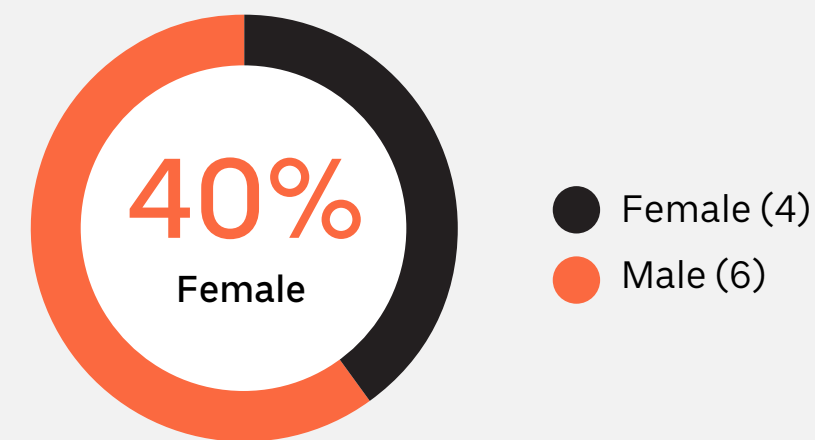
Our Board of Directors is committed to best-in-class corporate governance and firmly believes that we must be transparent with, and accountable to, our stockholders with respect to our culture, governance, and corporate responsibility. In our journey to build out a world-class public company governance structure, we have strengthened and developed a Board of Directors with a diverse set of backgrounds, skills, and experiences.

## Board independence



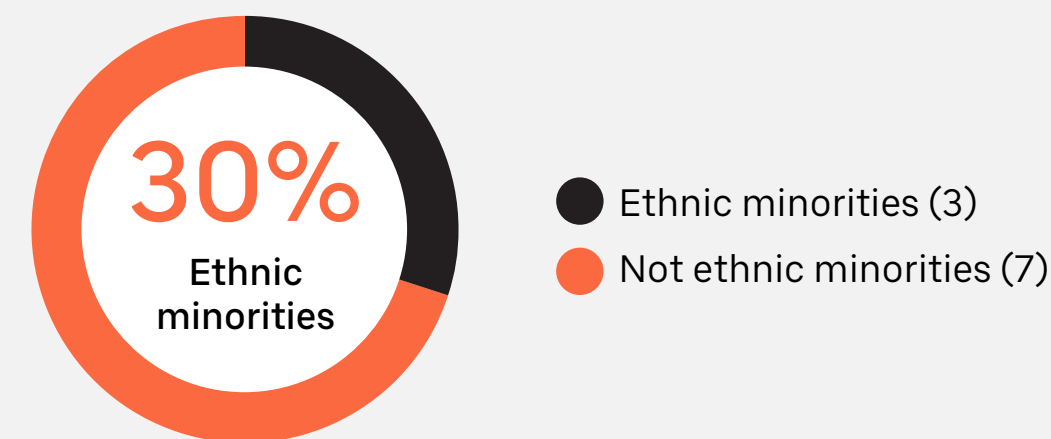
86% of S&P 500 directors are independent.

## Gender diversity



32% of S&P 500 directors are female.

## Ethnic diversity

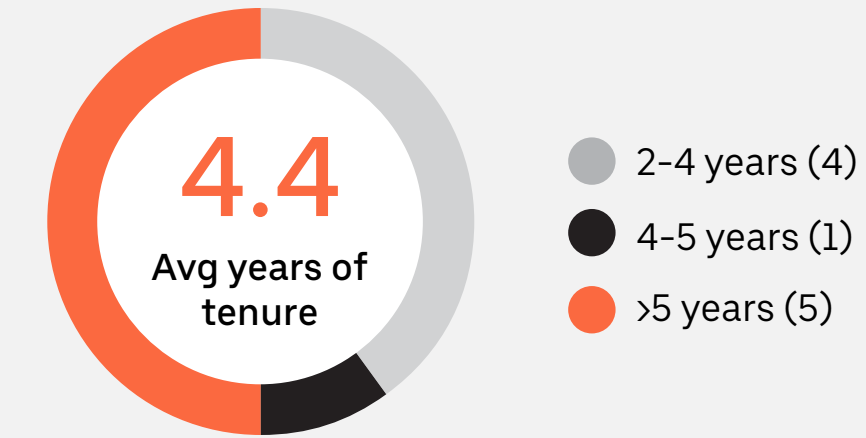


22% of S&P 500 directors are from an underrepresented racial or ethnic group.

<sup>131</sup>Data is as of March 28, 2023.

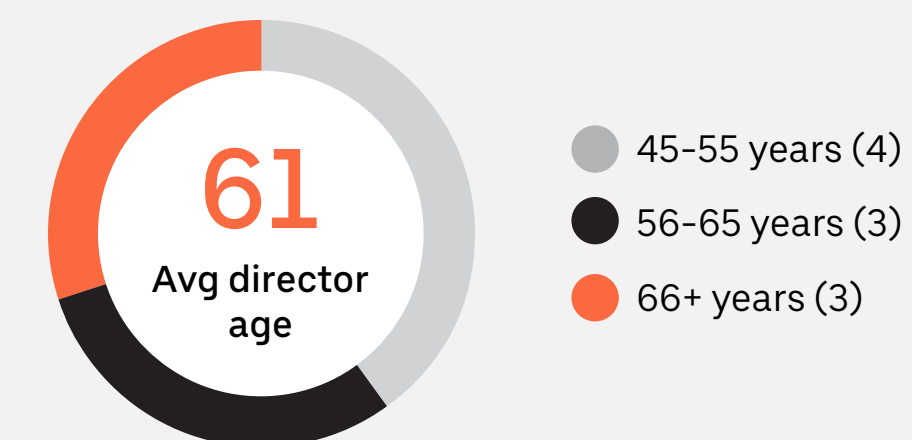
Note: Board composition is with respect to the Board nominees named in our 2023 Proxy Statement.

## Board tenure<sup>131</sup>



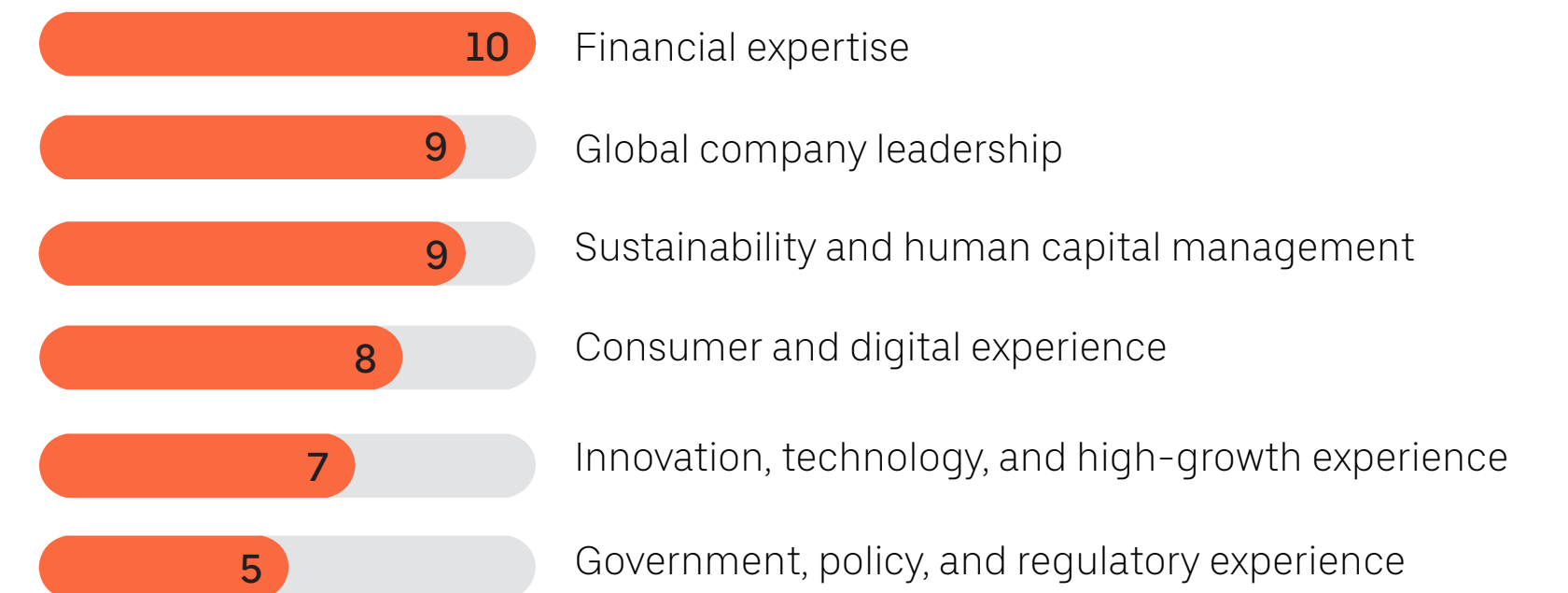
7.8 years is the average tenure of S&P 500 boards.

## Director age<sup>131</sup>



63 years is the average age of independent S&P 500 directors.

## Skills, experience, and background



Read our [2023 Proxy Statement](#) to view the annual self-evaluation process.

# 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 to the right 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, inclusion, and culture		✓	✓	✓
ESG program			✓	✓
Ethics and compliance	✓			✓
Local impact				✓
Privacy and cybersecurity	✓			✓
User safety	✓			✓
Regulatory changes and risks	✓		✓	✓
Innovation	✓			✓

## Key examples of Board and committee oversight of ESG issues

### 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. There is also 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 compliance and ethics, internal investigations, and the operation of the company’s Integrity Helpline. Aspects of the compliance and ethics program are incorporated into the performance evaluations of executive officers, while company culture is overseen by the Compensation Committee and the Nominating and Governance Committee. The 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.

### 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.

### Privacy and cybersecurity

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

# Management of ESG at a glance

## Leadership

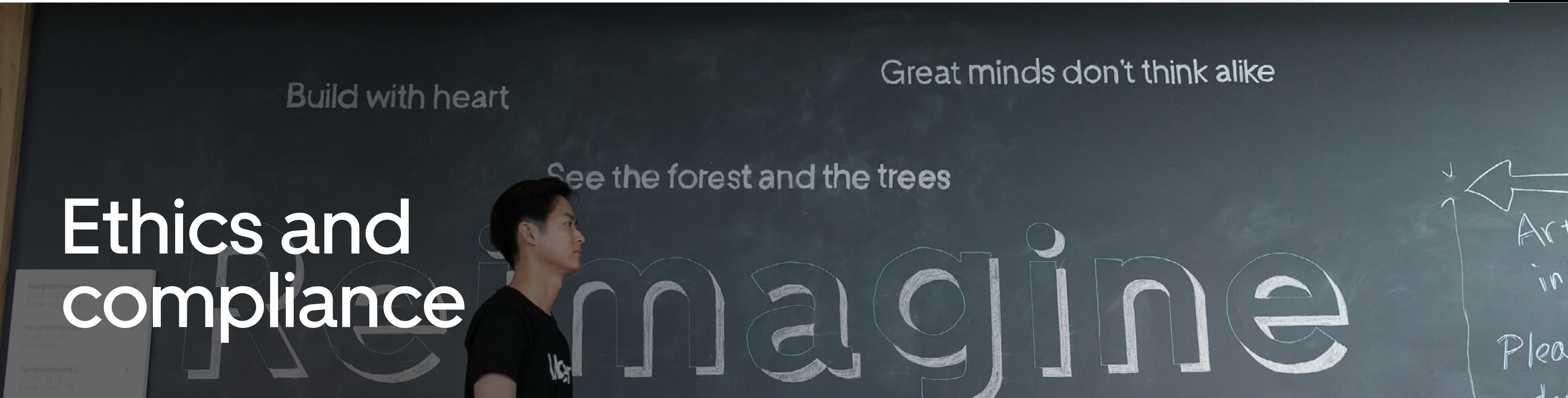
### Executive leaders at the company

- Chief Executive Officer
- Chief Financial Officer
- Senior Vice President, Chief Legal Officer and Corporate Secretary
- Chief Diversity and Inclusion Officer
- Senior Vice President, Chief People Officer
- Senior Vice President, Marketing and Public Affairs
- Senior Vice President, Mobility and Business Operations
- Senior Vice President, Delivery
- Vice President, Core Services
- Senior Vice President, Chief Product Officer
- Vice President, Uber Freight

## ESG Working Group

### Uber’s ESG team, led by our Head of ESG Strategy & Engagement, works cross-functionally with 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
- 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
- Real Estate
- 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
- Our Business Conduct Guide (BCG) provides our employees with clear expectations for the proper course of action when faced with ethical decisions
- We have a suite of compliance policies and procedures that are specific and address identified risk areas, including the:
  - Insider Trading Policy
  - Third Party Anti-Corruption Due Diligence Policy
  - Corporate Policy on Conflicts of Interest
  - Policy Against Bribery and Corruption
  - Competitive Intelligence Policy
  - Global Interaction with Public Officials policies

## Stakeholder engagement

- **What we heard:** Encouraged to enhance reporting around political and lobbying expenditures.
- **How we responded:** Received an inaugural score of 81.4 on the 2022 CPA-Zicklin Index of Corporate Political Disclosure and Accountability. Enhanced our US Political Engagement Report, which now includes disclosures around climate lobbying.

## Governance

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 compliance and ethics, internal investigations, and the operation of the company's Integrity Helpline. Aspects of the compliance and ethics program are incorporated into the performance evaluations of executive officers, while company culture is overseen by the Compensation Committee and the Nominating and Governance Committee. The 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.

# Ethics and compliance

## Our Ethics and Compliance team’s mission

- **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, the Ethics and Compliance team has built and maintains a comprehensive program of policies, processes, and controls to prevent, detect, and respond to conduct that is unlawful, unethical, or violates Uber’s policies. The team also monitors 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 require every Uber employee to complete training on and acknowledge our BCG within 30 days of hire. We update the BCG every 2 years and require employees to complete training on and acknowledge any updates.

We have a suite of compliance policies and procedures that are specific and address identified risk areas, including the Insider Trading Policy, Third Party Anti-Corruption Due Diligence Policy, Corporate Policy on Conflicts of Interest, Policy Against Bribery and Corruption, Competitive Intelligence Policy, and global Interaction with Public Officials policies. In 2022, we updated our Policy Against Bribery and Corruption to provide further guidance on engaging with public officials and on charitable contributions and political donations.

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, we have built an internal-facing BCG microsite. This microsite is easily accessible using mobile devices and prominently features the BCG and the Conflict of Interest disclosure portal as well as the Integrity Helpline reporting portal.

**9,000+**

**Number of times Uber employees accessed our BCG microsite in 2022**

### Training

A key element of our comprehensive program is our risk-based ethics and compliance training curriculum that assigns training to employees based on the risk level 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 live training. We translate all training courses to maximize comprehension by employees.

In addition to curating ethics and compliance learning content that is highly customized for Uber, our online training curriculum uses adaptive learning technology. This technology personalizes the

training 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. The adaptive learning technology also captures detailed training data that enables the Ethics and Compliance team to measure the effectiveness of our policies and procedures and our ethics and compliance communications.

**94%+**

**Amount of Uber employees who have completed their BCG training using adaptive learning technology**

Currently, nearly 21,000 employees have received the Ethics and Compliance Champion designation after completing a specific suite of ethics and compliance training courses. In LatAm, almost 60 employees have received training in our Heroes program. These individuals support the Ethics and Compliance function in LatAm by conducting training, facilitating related conversations, and acting as program ambassadors further augmenting the team’s reach throughout business units across the region.

**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 periodically commissions independent external assessments and conducts our own internal risk 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.

**In 2022, we developed resources, including ethics and compliance talking points and 10-minute meeting materials, to empower managers to engage with their teams on our “Do the right thing” company value.**

**4,000+**  
**Number of Uber employees who have used our new interactive chatbot to get Uber-specific guidance for ethical dilemmas**

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. For example, during Ethics and Compliance Week in 2022, 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.

**50%**  
**Increase in employee engagement with our intranet pages after the first day of Ethics and Compliance Week 2022**

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 30 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 are reviewed and triaged and, after the initial screening, are assigned to the appropriate team for investigation. 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**

We oppose corruption in all its forms. Corruption corrodes the social fabric of society and undermines people’s trust in the political system, in its institutions, and in its leadership. Corruption affects societies politically, economically, socially, and environmentally. Our global compliance program is built on the essential elements of an effective compliance program as outlined by the US Sentencing Commission, the UK Bribery Act, and the Good Statistical Practice program guidelines endorsed by the Organisation for Economic Co-operation and Development.

**Third-party risk management**

In December 2019, we established our risk-based, automated third-party due diligence program that assesses all third parties for corruption and bribery risks to help ensure that the organizations we work with engage in ethical business practices. In 2021, we enhanced this program to identify potential conflicts of interest and commercial bribery risks. The following year, our Internal Audit team evaluated the effectiveness of the third-party due diligence program, and our Ethics and Compliance team continues to monitor the program. We will continue to ensure that the program effectively identifies and addresses third-party bribery and corruption risks.

Further, our mergers and acquisitions due diligence procedures 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. 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, our global Supplier Code of Conduct sets forth the expectation for suppliers working on our behalf to comply with all laws and to act ethically and with integrity at all time.

Employees of suppliers assigned to Uber as contractors and consultants, referred to as EXTs, are required 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 respectful workplace.

**Global Anti-Corruption Data Analytics program**

In 2021, we established the foundation and infrastructure for a more robust, data-driven compliance program. Leveraging governance, risk, and compliance vendor ServiceNow, we created a centralized hub where all anti-corruption monitoring workstreams are located. This allows us to automate approximately 80% of what had been an entirely manual process and enables proactive review and escalation of any potential red flags, outliers, or trends. In 2022, we equipped our regional teams with the skills and tools necessary to access the centralized hub in real time, and we completed the first audit of our risk scoring methodology for our anti-corruption monitoring program.

**Political activities**

Uber responsibly participates in federal, state, and local public policy discussions on matters that may affect our business. We participate in a nonpartisan way to help shape public policy and advocate for government action that’s consistent with our ethics and supports our business objectives. Senior-level Uber colleagues are engaged in these actions—from Policy team leaders raising awareness at community and industry fireside chats to our Board of Directors Nominating and Governance Committee overseeing political activities and lobbying through their charter.



# Other performance



# 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. We have also provided information responsive to aspects of the all-sector recommendations of the Task Force on Climate-related Financial Disclosures on governance, strategy, risk management, metrics, and targets. We expect to continue building on this work in future versions of the report.

Topic	Location
<b>SASB - Internet Media and Services</b>	
Total energy consumed	p. 54
Percentage grid electricity	p. 54
Percentage renewables	p. 54
Total water consumed	p. 55
Percentage of total water consumed in regions with high or extremely high baseline water stress	p. 55
Integration of environmental considerations into strategic planning for data centers	p. 45
Description of policies and practices relating to behavioral advertising and user privacy	pp. 82-85
Total amount of monetary losses as a result of legal proceedings associated with user privacy	p. 85
<b>1</b> Number of law enforcement requests for user information <b>2</b> Number of users whose information was disclosed <b>3</b> Percentage resulting in disclosure	p. 85; <u><a href="#">Government Transparency Report</a></u>
Number of material cybersecurity breaches	p. 85
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	pp. 82-85 <u><a href="#">Also see the 2023 Proxy Statement, p. 13</a></u>
Percentage of employees who are foreign nationals	p. 81
Employee engagement as a percentage	p. 81
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. 77-80
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive-behavior regulations	p. 85
Entity-defined measure of user activity	p. 4 (MAPCs)



# SASB and Task Force on Climate-related Financial Disclosures

Topic	Location
<b>SASB - Road Transportation</b>	
Gross global Scope 1 emissions	p. 53
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. 36-55; also see the <a href="#">Climate Assessment and Performance Report</a> and our climate change <a href="#">commitments</a>
<ul style="list-style-type: none"> <li>1 Total fuel consumed</li> <li>2 Percentage natural gas</li> <li>3 Percentage renewables</li> </ul>	p. 54
<ul style="list-style-type: none"> <li>1 Total recordable incident rate for direct employees and contract employees</li> <li>2 Fatality rate for direct employees and contract employees</li> </ul>	p. 81
Number of motor vehicle fatalities (platform)	p. 34; <a href="#">US Safety Report</a>



Topic	Location	Notes
<b>Task Force on Climate-related Financial Disclosures (TCFD)</b>		
<p><b>Governance</b> Disclose the organization's governance around climate-related risks and opportunities.</p>	pp. 48, 94-95	Also see <a href="#">Uber's 2023 Proxy Statement</a>
<p><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.</p>	pp. 36-55	Also see the <a href="#">Climate Assessment and Performance Report</a> , <a href="#">SPARK! report</a> , and our climate change <a href="#">commitments</a>
<p><b>Risk management</b> Disclose how the organization identifies, assesses, and manages climate-related risks.</p>	pp. 36-55	Also see the <a href="#">Climate Assessment and Performance Report</a> , <a href="#">SPARK! report</a> , and our climate change <a href="#">commitments</a>
<p><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.</p>	pp. 36, 37, 53-55	Also see the <a href="#">Climate Assessment and Performance Report</a> and our climate change <a href="#">commitments</a>

# Sustainable Development Goals

Uber proudly contributes 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 2022 and the early part of 2023.



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>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>	<b>p. 17</b>
	<p><b>Global:</b> Drivers and couriers on the Uber platform come from all age groups: 18-29 (31%), 30-39 (33%), 40-49 (21%), 50+ (15%).</p>	<b>p. 12</b>
	<p><b>Internal:</b> Our company continues to evolve sustainable, healthy building standards across design, construction, policies, and operations, resulting in spaces that support the health of people and planet. These efforts prioritize improved air and water quality, acoustic and thermal comfort, energy efficiency, daylighting and dynamic lighting, sustainable building materials, waste reduction, and physical and mental wellness support. We expanded our global footprint of sustainable, healthy workplaces through additional LEED and WELL certifications in 2022. Uber’s global portfolio now includes 9 LEED-certified locations, 7 WELL-certified locations, 18 WELL Health-Safety Rating sites, and 3 WELL Precertification sites.</p>	<b>p. 45</b>
	<p><b>Global/internal:</b> Our benefits offering provides market-specific choice, gives access to robust mental health and family-building programs, including an 18-week global parental leave policy; and encourages overall employee well-being, all with the employee experience at the core.</p>	<b>p. 74</b>
	<p><b>US:</b> In Washington, DC, we teamed up with Surgo Ventures and 2 community health centers—Mary’s Center and Community of Hope—to form Rides for Moms. Through this initiative, we provided more than 4,500 rides to prenatal appointments for 457 pregnant people.</p>	<b>p. 87</b>
	<p><b>US:</b> Uber is joining forces with Amerigroup Georgia (a managed care plan and subsidiary of Elevance Health), the Georgia Primary Care Association, and Federally Qualified Health Centers in Georgia to help expectant mothers get the care they need and offer additional support such as help with meals, goods, and groceries through the Uber Eats platform.</p>	<b>p. 87</b>
	<p><b>US:</b> In Chicago in 2022, in partnership with Pace Suburban Bus, we facilitated more than 20,000 on-demand rides within the DuPage Uber Access Program, where trip booking otherwise requires more than 24 hours’ notice. In Washington, DC, what began as a short-term, small-scale rescue rides arrangement with the Washington Metropolitan Area Transit Authority (WMATA) has expanded into a significant paratransit program for the city known as Abilities-Ride. Through this program, WMATA sends 10%-15% of its daily paratransit requests through Uber. As a result, WMATA has a 93% on-time performance for paratransit trips.</p>	<b>p. 88</b>
<p><b>US:</b> In 2022, our partner Local Initiatives Support Corporation (LISC) expanded the Vaccine Access Fund, which provided rides to COVID-19 vaccine appointments, into the Health Access Fund, which now supports broader access to essential healthcare services for communities. Through this program, Uber aims to provide thousands of rides per month (through 2023) for underserved communities through transportation grants to 18 community health organizations across 16 states.</p>	<b>p. 87</b>	
 <p><b>Goal 5:</b> Achieve gender equality and empower all women and girls</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 people (URP) in the US. With much of the world facing economic uncertainty in the second half of 2022, regression in our representation data might have been expected. But so far, we have been able to sustain our gains—and have even seen some incremental increases.</p>	<b>p. 65</b>
	<p><b>Global/internal:</b> In 2017, we began monitoring employee compensation data and made adjustments to achieve fair and consistent pay outcomes across race and gender demographics. In 2022, 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 \$0.98 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.</p>	<b>p. 76</b>

# Indices

Topic		
Priority SDGs and targets	Example activities	Location
 <p><b>Goal 7:</b> Ensure access to affordable, reliable, sustainable, and modern energy for all.</p>	<p><b>Global:</b> Launched our <a href="#">Shell Recharge Solutions</a> partnership and signed a <a href="#">global mobility deal with bp Pulse</a> to help further our electrification goals.</p>	<b>p. 38</b>
	<p><b>US:</b> Uber is committed to matching 100% of energy use in our US workplaces with renewable energy by 2025, with current workplace energy (kWh) matching at 70% for 2022. We intend to match all energy use in our global corporate operations with renewable energy by 2030. Uber’s investment in the Azure Sky wind farm in Texas, which we helped finance through a 12-year virtual power purchase agreement, propels us toward achieving this goal.</p>	<b>p. 45</b>
 <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> We’re working with industry leaders across the globe to find easy and affordable ways to help drivers go electric.</p>	<b>p. 40</b>
	<p><b>Global:</b> From January 1, 2020, to December 31, 2022, more than 20 million people used Uber’s platform to earn—including more than 5 million drivers and couriers per month in Q4 2022 alone. In total, during that same 3-year period, they generated over \$100 billion in earnings, excluding tips.</p>	<b>p. 12</b>
	<p><b>Global:</b> 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 flexibility, earnings, benefits and protections, voice, and growth.</p>	<b>p. 16</b>
	<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>	<b>p. 21</b>
	<p><b>Canada, EU, and US:</b> 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 have been advocating for such models in <a href="#">Canada</a>, the <a href="#">EU</a>, and the US, and elsewhere, and are prepared to contribute toward such schemes where sectoral regulatory requirements make it possible for us to do so.</p>	<b>p. 16</b>
	<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. We partner with Rosetta Stone to provide eligible drivers and couriers around the world with the opportunity to learn a new language for free. Close to 70,000 have used the program to study 24 languages.</p>	<b>pp. 18-19</b>
	<p><b>Kenya:</b> We partnered with Zydii to offer drivers online programs such as money management, first aid, and peer-to-peer learning.</p>	<b>p. 19</b>
	<p><b>LatAm:</b> We partnered with Endeavor and Sebrae to create and promote content about finance education, future of work, and well-being for more than 204,000 drivers from Argentina, Brazil, Chile, Colombia, Costa Rica, and Mexico.</p>	<b>p. 19</b>
	<p><b>UK:</b> Our partnership with the Open University in the UK has enrolled 1,200 drivers and their family members since its launch in 2020.</p>	<b>p. 19</b>
	<p><b>US:</b> Since our partnership with Arizona State University (ASU) launched in 2018, nearly 5,000 drivers, couriers, and their family members have enrolled in undergraduate degree programs online, with full tuition coverage.</p>	<b>p. 19</b>
<p><b>Global/internal:</b> “Stand for safety” is a core company value that extends beyond our platform to our people and places. Having a healthy, safe, sustainable work environment for all employees, contractors, and guests empowers them to do their best work. Uber’s injury and illness prevention plan (IIPP) is the foundation of our safety management system, which adheres to all legal requirements at federal, state, and local levels as well as any international or internal Uber requirements. Every program, process, and policy has been intentionally designed with these requirements in mind while also incorporating a continuous improvement system, as the work of safety never stops.</p>	<b>p. 75</b>	
<p><b>Global:</b> Recognizing that movement is critical to accessing the goods and services communities need to thrive, Uber launched a community access fund that provides transportation grants. In 2022, and through these grants, 54 local organizations in 16 countries received transportation that enabled equitable access to doctor appointments, meals for food-insecure households, domestic violence shelters, refugee services, health screenings, and job appointments, among other opportunities.</p>	<b>p. 87</b>	
<p><b>Global:</b> By partnering with taxi fleet companies in cities globally, we enable large numbers of taxi drivers to tap into our international demand pool, helping to increase their utilization and earnings. By the end of 2022, Uber was referring trips to more than 150,000 taxi drivers worldwide, including more than 10,000 from taxi partnerships in Colombia, Italy, New York City, and San Francisco.</p>	<b>p. 89</b>	
<p><b>Global:</b> We believe our employee experience and diversity, equity, and inclusion work is 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.</p>	<b>p. 108</b>	



# Indices

Topic		
Priority SDGs and targets	Example activities	Location
 <p><b>Goal 13:</b> Take urgent action to combat climate change and its impacts.</p>	<p><b>Global:</b> A zero-emission platform. We still have a long way to go, but that's our goal. We started this journey in 2020 with a set of core commitments that are helping us reach net zero by 2040 across all Scope 1, 2, and 3 emissions. As part of getting there, we've set an ambitious goal of enabling 100% of rides on our mobility platform to be completed in zero-emission vehicles (ZEVs), on micromobility, or on public transit by 2030 in Canada, Europe, and the US, and by 2040 in every market where we operate.</p>	<b>p. 37</b>
	<p><b>Global:</b> In December 2022, we updated our Climate Assessment and Performance Report to include new data on zero-emission vehicles (ZEVs) and links to recent analyses of drivers' opinions on battery-electric ZEVs and how they use them.</p>	<b>p. 47</b>
	<p><b>UK and US:</b> Uber's 2022 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>	<b>p. 49</b>
	<p><b>Global:</b> Across our mobility, delivery, and freight platforms, we have the ability to move people to safety or get them essential supplies and services in response to disasters and to help with recovery. Uber continued to show up in communities and provide access to rides to shelters, meals to first responders, and essential supplies moved through Uber Freight. In 2022, Uber responded to 14 disasters worldwide, including the war in Ukraine, Hurricane Ian in Florida, floods in Bangladesh and Pakistan, and COVID response in Hong Kong. Through these actions, Uber provided 114,000 free rides and moved 1.5M pounds of food, water, and essential supplies for community rescue, relief, and recovery in 2022.</p>	<b>p. 90</b>
	<p><b>LatAm:</b> In the Dominican Republic, we partnered with a local bank and the federal transportation authority to create easily accessible low-interest loans to help drivers on Uber Moto purchase electric motorcycles. Our goal is that the loans will fund the purchase of 10,000 bikes in the next 5-10 years.</p>	<b>p. 88</b>
	<p><b>Germany:</b> In Hamburg, Germany, we've partnered with taxi companies to convert taxis into fully electric wheelchair-accessible vehicles. This initiative demonstrates how we can engage Hailables partners in support of our own objectives toward both sustainability and access to transportation for all.</p>	<b>p. 88</b>
 <p><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.</p>	<p><b>Global:</b> In 2022, we held 300+ engagement and listening sessions with drivers and couriers around the world and conducted more than 50 surveys to gather feedback.</p>	<b>p. 20</b>
	<p><b>Australia:</b> In 2022, teams from Uber Australia held 4 forums with 28 driver and courier advisers to discuss cancellations for drivers, earnings and safety for couriers, app performance, and Uber Pro.</p>	<b>p. 20</b>
	<p><b>India:</b> In 2022, 3 forums were held with 35 members of the <a href="#">Driver Advisory Council</a> to discuss earnings, support, cancellations, and the app experience with Uber directly.</p>	<b>p. 20</b>
	<p><b>US:</b> In 2022, Uber Crew members met with more than 1,400 drivers and couriers, collected over 3,000 pieces of feedback through office hours and submissions portal, and participated in 26 sessions with Uber employees.</p>	<b>p. 20</b>
	<p><b>EMEA:</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. To date, we've provided critical relief to the Ukrainian people and culture in a variety of ways.</p>	<b>p. 90</b>
	<p><b>Global:</b> Recognizing that movement is critical to accessing the goods and services communities need to thrive, Uber launched a community access fund that provides transportation grants. In 2022, and through these grants, 54 local organizations in 16 countries received transportation that enabled equitable access to doctor appointments, meals for food-insecure households, domestic violence shelters, refugee services, health screenings, and job appointments, among other opportunities.</p>	<b>p. 87</b>

# Indices

Topic			
Priority SDGs and targets	Example activities	Location	
	<p><b>Goal 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.</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> 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 have been advocating for such models in <a href="#">Canada</a>, the <a href="#">EU</a>, and the US, and elsewhere, and are prepared to contribute toward such schemes where sectoral regulatory requirements make it possible for us to do so.</p> <p><b>Canada and US:</b> Uber works closely with law enforcement officials to promote safety within our communities. We have a dedicated global Public Safety Liaison team made up of former law enforcement professionals who proactively partner with law enforcement and educate them on ways Uber can assist during an emergency or investigation. In addition, Uber has a law enforcement portal where public safety officials can quickly and securely submit legal process documents to request information that may be critical in investigating potential criminal cases. Uber's team of highly trained public safety response professionals work with requesting officials to appropriately narrow the scope of requests and provide only the information that's necessary under applicable legal processes. We also produce a Government Transparency Report every year that outlines the number of US and Canada government requests we receive and how we respond to them.</p> <p><b>Global:</b> We have a suite of compliance policies and procedures that are specific and address identified risk areas, including the Insider Trading Policy, Third Party Anti-Corruption Due Diligence Policy, Corporate Policy on Conflicts of Interest, Policy Against Bribery and Corruption, Competitive Intelligence Policy, and global Interaction with Public Officials policies. In 2022, we updated our Policy Against Bribery and Corruption to provide further guidance on engaging with public officials and on charitable contributions and political donations.</p>	<p><b>p. 21</b></p> <p><b>p. 16</b></p> <p><b>p. 84</b></p> <p><b>p. 97</b></p>



# Recognition

As we've outlined in this report, we believe our employee experience and diversity, equity, and inclusion work is 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. At right is some of the recognition Uber received in 2022 and early 2023.

## Comparably Awards

13

### in total, including:

- Best Company for Diversity
- Best Company for Women
- Happiest Employees

## Built In

- 100 Best Large Companies to Work For (US)
- 100 Best Large Companies to Work For (Austin, Chicago, Colorado, NYC, San Francisco)

## Disability Equality Index

- Best Places to Work for Disability Inclusion

## Ethisphere

- Business Ethics Leadership Alliance Community Champion Award

## Skill Bridge Partner

## WELL Certification

- WELL Portfolio
- Chicago: WELL Gold Certification; WELL Health-Safety Rating
- New York: WELL Gold Certification; WELL Health-Safety Rating
- Dallas: WELL Pre-certification
- Amsterdam: WELL Pre-certification
- San Francisco, Mission Bay: WELL Health-Safety Rating
- Sunnyvale: WELL Health-Safety Rating
- Mexico City: WELL Pre-certification; WELL Health-Safety Rating
- Tokyo: WELL Health-Safety Rating
- Bangalore: WELL Health-Safety Rating
- Manila: WELL Health-Safety Rating
- Clark: WELL Health-Safety Rating
- Taipei: WELL Health-Safety Rating
- Visakhapatnam: WELL Health-Safety Rating
- Sydney: WELL Health-Safety Rating
- Guragaon: WELL Health-Safety Rating
- Hyderabad (Purva Summit): WELL Health-Safety Rating
- Hyderabad (Western Pearl): WELL Health-Safety Rating

## LGBTQ+

- IWEI (India Workplace Equality Index) Silver Award for LGBTQ+ Inclusion
- Best Places to Work (Brazil, Chile, Mexico, Peru)

## LEED Certification

- Chicago, LEED Gold
- New York, LEED Silver
- Taipei, LEED Gold
- Tokyo, LEED Gold

## VetFriendly

- Military Friendly Brand
- Military Friendly Employer
- Military Friendly Spouse Employer
- Veteran Friendly Employer

## EPA Green Power Partnership

- Uber appears at #94 on the National Top 100 List, #22 on the Top 30 Tech & Telecom List and #47 on the list of Partners in the Fortune 500.

## Human Rights Campaign

- Best Places to Work for LGBTQ+ Equality

## Ask Insights

- Best ERG & Allyship Practices (Uber India)

## Latin America Chambers Diversity and Inclusion Awards

- Most Outstanding Company

# About this report

## Forward-looking statements

This report may contain forward-looking statements regarding our future business expectations, which involve risks and uncertainties. Actual results may differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “anticipate,” “believe,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “hope,” “intend,” “may,” “might,” “objective,” “ongoing,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” or “would” or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. These risks, uncertainties, and other factors relate to, among others: 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, 2022, and subsequent Form 10-Qs and Form 8-Ks filed with the Securities and Exchange Commission. Information in this report is based on assumptions that we believe to be reasonable as of publication. We undertake no duty to update this information unless required by law.

The greenhouse gas emissions data in this report has received third-party verification by LRQA. The verification statement can be found [here](#).



A close-up, low-angle shot of a man with long dark hair and a goatee, smiling warmly. He is wearing a dark green or olive-colored button-down shirt. The background is dark and out of focus, suggesting the interior of a car. The Uber logo is overlaid in white, centered on the image.

Uber