

Uber



2025

Governance Strategy and Engagement Report



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Reflections from our CEO and CLO



2024 was a defining year for Uber. We delivered strong results across our core businesses while expanding into new spaces.

We scaled Uber for teens globally, introduced Uber Shuttle as a new low-cost option, grew our grocery and retail delivery footprint, and strengthened partnerships—from leaders in autonomous vehicles to local taxi operators. We also engaged with regulators to support flexibility and choice for the people who use our platform.

I'm proud of how far we've come, and even more excited about the growth and opportunity ahead.

Dara Khosrowshahi

Chief Executive Officer



Every day at Uber, I see the powerful role we play in connecting people to what matters—whether it's a ride, a meal, or a livelihood. That's why we can't afford to stand still. As we innovate and grow, strong governance remains our foundation. By leading with transparency, integrity, and accountability, we create lasting value for all who rely on us.

Tony West

Senior Vice President, Chief Legal Officer and Corporate Secretary



Our values

Go get it

Bring the mindset of a champion

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

Trip obsessed

Make magic in the marketplace

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

Build with heart

We care

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

Stand for safety

Safety never stops

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

See the forest *and* the trees

Know the details that matter

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

One Uber

Bet on something bigger

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

Great minds don't think alike

Diversity makes us stronger

We seek out diversity. Diversity of ideas. Identity. Background. Experience. Education. When we understand the incredible diversity of the people who connect on our platform, we make better decisions that benefit the world.

Do the right thing

Period

Highlights

71% Drivers and couriers satisfied, globally ¹	600+ App improvements made through our FixIt program	99.9% Trips and deliveries that happened without any safety-related incident, globally (FY 2024)	87% Employees who say they're proud to work at Uber	105.5M Global ZEV (zero-emission vehicle) trips, 60% more year over year (Q1 2025)	15.3% On-trip miles in Europe completed by ZEV drivers (Q1 2025)
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70+
Countries²



15K+
Cities²



1M+
Merchants³



8.8M
Monthly active drivers and couriers³
+20% year over year

Driver and courier well-being

In 2024, nearly 17 million drivers and couriers completed a trip on Uber's platform. Their total earnings, including tips, were over \$72 billion.⁴

In 2025, we published an [update](#) to our Working Together Priorities, a set of priorities for industry and government action that helps to improve the quality of independent work and encourage a more constructive discussion on the future of independent platform work in the US.

We actively seek feedback through forums like [Uber Crew](#) and our Advisory Councils. Uber Crew Members held roughly 70 engagements with drivers and couriers and discussed 40+ topics of interest or concern in 2024.

We renewed our agreement with the [ITF](#) (International Transport Workers' Federation), a democratic, affiliate-led federation of over 700 transport workers' unions from 150 countries, representing 16.5 million workers.

Safety

We published Uber's third [US Safety Report](#). The data in this report shows that safety incidents are statistically extremely rare. Of the more than 1.8 billion US trips from January 2021 to December 2022, 99.9998% ended without a critical safety incident of the kind included in the report, and 99.9% ended without any safety incident at all.

In early 2025, the Road Safety Index of the Fédération Internationale de l'Automobile [awarded Uber](#) the highest rating for our extensive efforts to improve road safety.

Electrification and waste reduction

In Q1 2025, ZEV drivers completed 9.1% of all on-trip miles in Canada and the US—adoption levels many times higher than those of drivers in the general public.

Globally—and on average each month—more than 230,000 ZEV drivers were active on Uber's app in Q1 2025. That's over 60% more than the same period a year earlier.

Uber Green is the most widely available on-demand mobility solution in the world for no- or low-emission rides. Today, Uber Green is available in 170+ metropolitan markets across 5 continents and 27 countries.

Data privacy and cybersecurity

In 2024, we introduced and/or expanded products and features designed to protect users' data, improve user transparency, and give users more control over their data.

Uber maintains a comprehensive cybersecurity risk-management program aligned to the ISO 27001/2 standards, and a data privacy program anchored in Uber's [Privacy Principles](#), which are modeled on the Fair Information Practice Principles.

Artificial intelligence

In 2024, we launched our Privacy Principles and our [AI web page](#). Our web page includes information explaining how Uber uses AI and ML (machine learning), ways Uber's AI initiatives make a difference in the world, and the efforts of the teams that lead AI governance at Uber.

We proactively engaged an external third party, ORCAA (O'Neil Risk Consulting and Algorithmic Auditing), to audit our AI governance program. Their [findings](#) confirmed that our AI governance model effectively defines AI risk broadly and establishes clear accountability.

Autonomous vehicles

As of July 2025, we've launched AV mobility products in the US (in Atlanta, Austin, and Phoenix) and the UAE (Abu Dhabi), and we've launched AV delivery products in the US (in Chicago, Dallas, Houston, Jersey City, Los Angeles, Miami, and Mountain View) and in Japan (Tokyo).

We included a full [supplemental spotlight](#) on AVs with our Q4 earnings report, introduced disclosure on AVs in our annual [Proxy Statement](#) and Governance Strategy and Engagement reporting, and updated our executive annual cash bonus program to include AV goals.

Ethics and compliance

At the 2025 Legalweek Leaders in Tech Law Awards, [Uber was honored](#) with the In-House: Best Tech Training Program Implementation award.

Ethisphere awarded Uber its [Compliance Leader Verification](#) status for 2024. This designation recognizes organizations with an outstanding commitment to achieving a best-in-class ethics and compliance program.

People and culture

In 2024, we launched Quality of Hire, a data-driven global recruiting framework, to elevate our hiring success. By standardizing how we assess candidates, we believe this framework helps sharpen our hiring decisions, reduce bias, attract talent, and support long-term employee success.

We continued to provide a [benefits](#) offering with market-specific choice, giving access to robust mental health, well-being, and family-building programs, including an 18-week minimum global parental leave policy.

¹This 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.
²Cities based on our internal definition of a city, which includes metropolitan areas that include several cities. Countries and cities metrics as of Q2 2025.
³Merchants as of Q2 2025. Drivers and couriers as of Q2 2025.
⁴Total earnings derived from driver and courier quarterly earnings figures as disclosed in Uber's FY2024 quarterly earnings press releases.



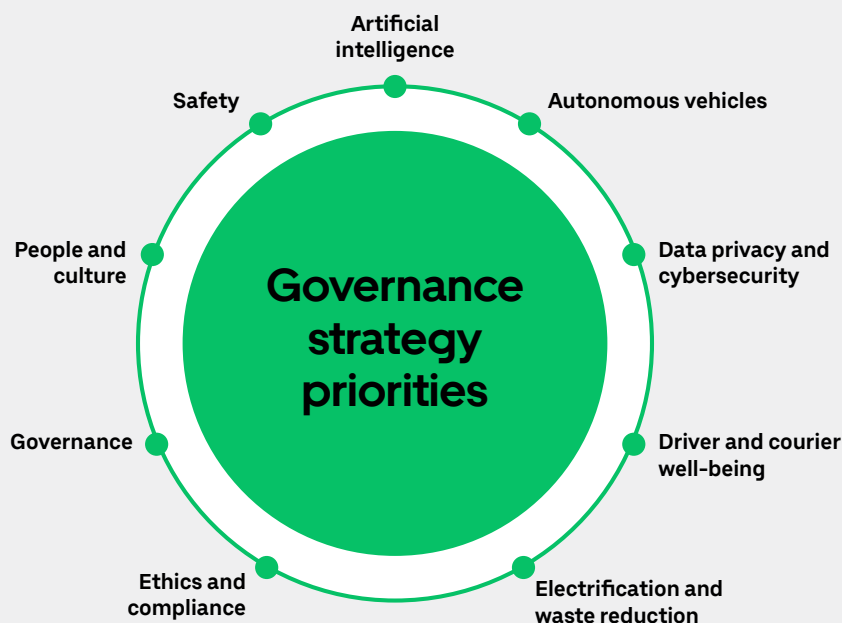
Governance strategy and engagement

Our vision

To be a values-driven company where inclusivity, sustainability, and strong governance drive growth, transparency, and trust.

Our strategy

To ensure that our governance strategy priorities are aligned with our business priorities. Anchoring this alignment in strong governance and effective oversight enables us to manage risk, protect value, and drive long-term growth.

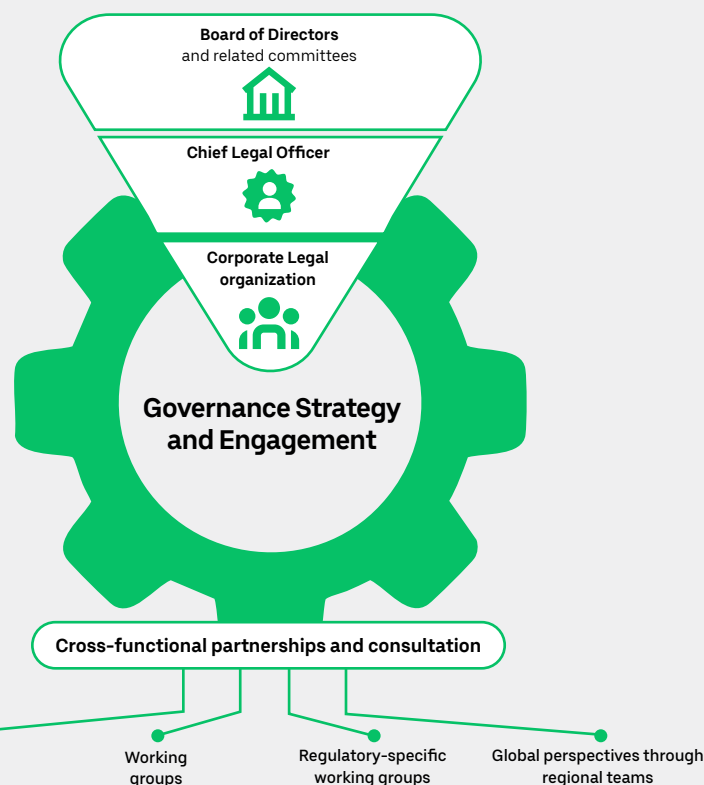


Governance Strategy and Engagement oversight

We know that the effective management of risks and opportunities related to our priorities is key to our long-term success as a company and to delivering value to our stakeholders, such as shareholders, employees, people earning on our platform, customers, governments, and the communities in which we operate.

That is why our Governance Strategy and Engagement program has various levels of internal oversight and cross-functional engagement. This includes Board oversight, executive leadership, cross-functional partnerships, steering committees, and working groups that bring regional and global perspectives.











Uber's Global Head of Governance Strategy and Engagement provides annual updates to the full Board and quarterly updates to the Nominating and Governance Committee. We believe this structure helps to further our vision, deliver on our goals, and continually improve our programs, disclosures, and engagements.





Through active oversight and engagement, our Board provides feedback on Uber's overall strategy, commitments, and risks and opportunities that may arise from our business and operations. The table below summarizes the Board's primary responsibilities for overseeing our governance strategy priorities.
















Primary oversight responsibilities of the Board and each committee

	Audit	Compensation	Nominating and Governance	Full Board
 Artificial intelligence				✓
 Autonomous vehicles	✓			✓
 Cybersecurity	✓			✓
 Data privacy				✓
 Driver and courier well-being				✓
 Electrification and waste reduction			✓	✓
 Ethics and compliance	✓			✓
 People and culture		✓		✓
 Regulatory environment	✓			✓
 User safety	✓			✓

Additional discussion about how our Board oversees the management of our governance strategy priorities is included within each section of this report.

Stakeholder engagement

In 2024, the most-discussed topics during our year-round engagement with shareholders included:

 Artificial intelligence	 Autonomous vehicles	 Corporate governance	 Cybersecurity	 Data privacy
 Driver and courier well-being	 Electrification and waste reduction	 Ethics and compliance	 Executive compensation	 Operating performance
 People and culture	 Regulatory environment	 Risks and opportunities	 Strategy	 User safety

Transparency and reporting

Uber's Governance Strategy and Engagement program and reporting strategy are built around our company's business priorities. As our vision, priorities, and strategy evolve, we aim to refresh our assessment periodically so that we integrate important issues into our organizational decision-making, governance, and disclosures. These issues may reflect changes in our current management and business priorities, industry best practices, the regulatory environment, and stakeholder priorities.

Where appropriate, current and previous iterations of our reporting leverage investor-leading frameworks from SASB (Sustainability Accounting Standards Board) and TCFD (Taskforce for Climate-related Financial Disclosures). We continue to monitor the adoption of global reporting standards and frameworks, such as IFRS (International Financial Reporting Standards) and the European Union's CSRD (Corporate Sustainability Reporting Directive), and any related impacts to the priorities of our stakeholders and future reporting.

Driver and courier well-being





Driver and courier well-being

Uber remains a reliable platform for millions of drivers and couriers across the globe, providing them with a flexible way to earn on their terms—when, where, and how they choose. As one of the world’s largest platforms for flexible work, we operate in over 70 countries and 15,000+ cities⁵ across every continent except Antarctica. In 2024, nearly 17 million drivers and couriers completed a trip on Uber’s platform. Their total earnings, including tips, were over \$72 billion.⁶

Governance

Program oversight

Throughout the year, our Board receives regular updates on driver and courier well-being. Updates include—but are not limited to—how well we’re responding to feedback from drivers and couriers, how well our app improvements support their work, and how we’re working to enhance their safety and well-being on the platform. We also incorporated driver and courier well-being goals into our executives’ annual cash bonus plan.

Stakeholder engagement

By understanding our key stakeholders, we’re able to effectively consider and address their needs, fostering strong business relationships. Throughout 2024 and in the early parts of 2025, we engaged core stakeholders in the following ways:

Shareholders: In response to shareholder interest in our engagement models, we continued to highlight the importance of our ongoing engagements with drivers and couriers across the globe, from regional and global surveys to intimate listening sessions and events such as [Only on Uber](#).

Drivers and couriers: We are focused on listening and responding to the ideas and concerns of drivers and couriers who use our platform. In locations around the world, we’re piloting innovative ways for drivers and couriers to participate in meaningful dialogue with us, such as through our [Uber Crew](#) program.

Governments and regulators: We regularly engage with governments and regulators on public policies that support drivers and couriers on the platform. In 2025, we published an [update](#) to our Working Together Priorities, a set of priorities for industry and government action that helps to improve the quality of independent work and encourage a more constructive discussion on the future of independent platform work in the US.

Labor unions and worker advocates:

We engage with labor unions and worker advocates as part of our participatory and consultative approach with drivers and couriers. Engagement topics include deactivation support, safety concerns, and platform transparency. For further insights, please review the [“Advocating for drivers and couriers”](#) section of this report.

⁵Based on our internal definition of a city, which includes metropolitan areas that include several cities. Countries and cities metrics as of December 31, 2024.

⁶Total earnings derived from driver and courier quarterly earnings figures as disclosed in Uber’s FY2024 quarterly earnings press releases.

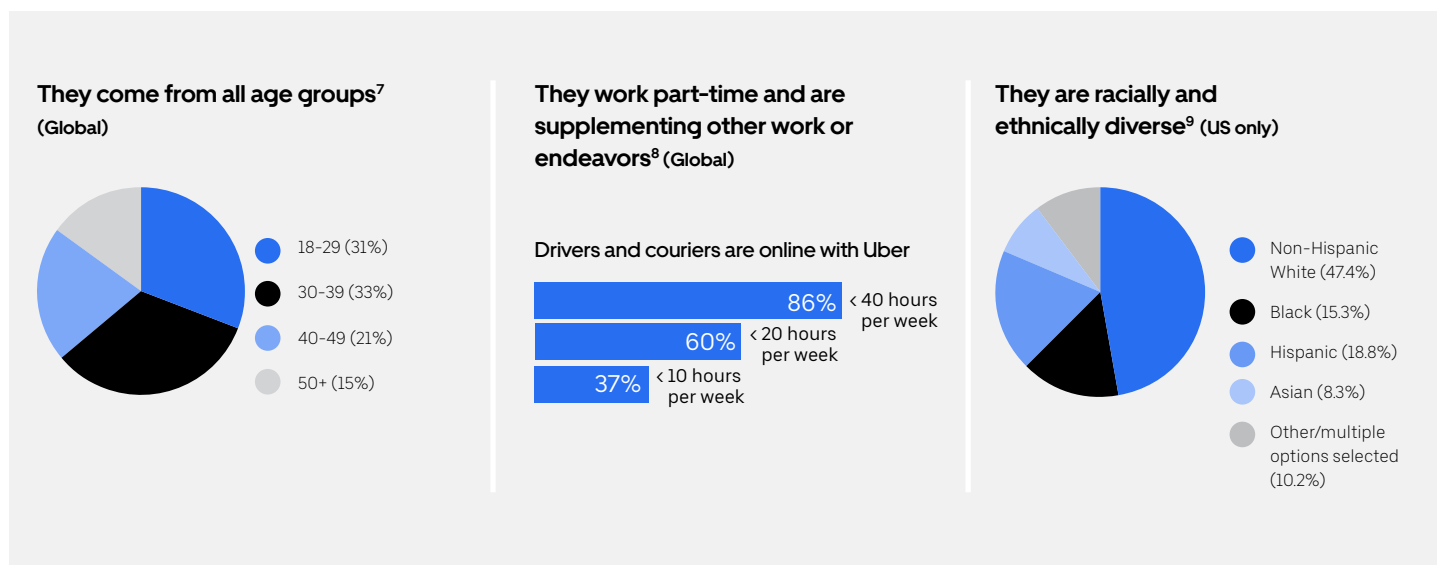


Our approach to driver and courier well-being

We're committed to creating the best experience for drivers and couriers using our platform. To do so, it's important for us to understand who's earning on our platform and why.

Who is using Uber?

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



Why drivers and couriers choose Uber

Open access

Uber makes it easy for people to start making money. In most cities, people who meet local documentation and licensing requirements, have an eligible vehicle or bike, and pass a background screening can begin working within days. This low barrier to entry ensures that people from all backgrounds have access to flexible earning opportunities.

Flexible ways to earn

Drivers and couriers on Uber's platform have real-time control over their work. They can set their own hours, choose their locations, and go online or offline anytime—without penalties for not working. Many also [work across multiple apps](#), further maximizing their flexibility and earnings.

The unparalleled flexibility enables people to fit work around their lifestyle and other commitments. For example:

- Drivers from low-income households [reported flexibility](#) as a top motivation for working with Uber
- 88% of US app-based workers with children [say flexible platform work](#) helps them balance family and work
- During periods of [high inflation](#) across North America and [Europe](#), the majority of new drivers and couriers cited rising costs and the need for a financial safety net as key reasons for signing up with Uber¹⁰

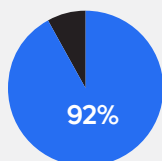
⁷Figures as of Q4 2024. We take age from birth date data on driver's licenses, where available.

⁸Figures as of Q4 2024.

⁹Figures as of Q4 2024. The data was collected through a voluntary survey.

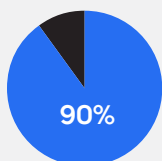
¹⁰Based on internal surveys conducted in June 2022 in the US (400 recent signups), November 2022 in Canada (1,010 respondents), and January 2023 across Belgium, France, Germany, Italy, Poland, Portugal, and Spain (nearly 10,000 respondents).

Recent survey results demonstrate the importance of flexibility across the globe



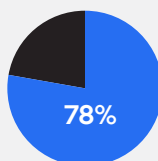
In Canada

92% of drivers and delivery people who use Uber claim that schedule flexibility is important to them when choosing work—and 76% report that, due to the rising cost of living, their work with Uber or Uber Eats has become more important.



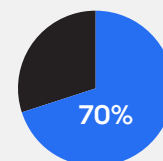
In the US

90% of app-based workers say that flexibility is an important reason why they choose platform work. Additionally, 91% of workers agree that app-based rideshare and delivery work allows for a significantly more flexible schedule than their past roles.



In South Africa

78% of drivers and delivery people agree that the flexibility of app-based work makes balancing family and work easier, and the majority would choose platform flexibility over increased earnings. The study estimates that the increased flexibility offered by Uber was worth [R1.4 billion](#) to drivers and delivery people in 2023.



In India

70% of drivers say that the flexibility provided by app-based work makes balancing family and work responsibilities easier.

Earnings

Drivers and couriers who work with Uber as independent contractors are primarily paid per task, rather than per unit of time. This means, for example, that a driver gets paid for each ride they complete rather than for the number of hours they spend online with Uber.

Drivers' and couriers' gross earnings and operating costs are influenced by a range of factors, including where, when, and how they work:

- In busy places, like central business districts, workers tend to earn more
- When demand is high—during rush hour and mealtimes, for example—workers tend to earn more
- When traveling in a more efficient vehicle with lower operating costs, workers may increase net earnings

To help drivers and couriers make well-informed decisions about when and where they want to work and which trips they want to accept, we continue to develop features that provide better insights and more clarity about in-app earning opportunities. For example, in most major markets, drivers and couriers can see the fare and trip length before accepting a trip—plus, in-app maps show high-demand areas and display earnings trends to help them decide when and where they want to go. For more insights, please go to the [“Empowering drivers to understand their earnings”](#) section of this report.

Advocating for drivers and couriers

In the vast majority of countries, Uber works with drivers and couriers as independent contractors.¹¹ This model offers workers access to flexible earning opportunities.

With differences in labor laws, social protection systems, and cultures across the world, there is no global one-size-fits-all policy solution for platform work. We actively engage with stakeholders in conversations about suitable regulations and have been advocating for the following principles that we believe good platform work should provide to independent platform workers:

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 taken in response to feedback

Growth

Lifelong learning and development opportunities

¹¹While the independent contractor model is by far the preferred working model by drivers and couriers surveyed on the platform, we also operate using other models in certain jurisdictions. Drivers and couriers also work as employees within fleets in several European markets. In these cases, drivers and couriers are employed or contracted by a fleet that in turn contracts with Uber. While we adapt to local requirements as needed, no driver or courier is currently employed directly by Uber.



In 2024, we welcomed a number of policy developments and agreements across the globe, including:

- The California Supreme Court [upheld Proposition 22](#)—this decision affirms the will of the nearly 10 million voters who supported app-based drivers' and couriers' choice to work as independent contractors with access to guaranteed earnings, a healthcare stipend, and occupational accident insurance
- In Canada, the provinces of [British Columbia](#) and [Ontario](#) introduced laws guaranteeing minimum earnings, transparency, and deactivation notices for platform drivers and couriers, while preserving their independent contractor status
- In Australia, the passage of the [Fair Work Legislation Amendment](#) affirms platform workers' independent status while guaranteeing access to minimum pay standards, superannuation, and deactivation protections
- Our [agreement with the Massachusetts Attorney General](#) protects drivers' ability to work independently while giving them access to new protections and benefits, including a minimum earnings guarantee and the nation's first portable health insurance benefit fund

Working with drivers, couriers, and their advocates

Listening to drivers and couriers

Being the best platform for drivers and couriers is crucial to our success as a company. To achieve this goal, we actively seek feedback through forums like [Uber Crew](#) and our Advisory Councils; by engaging in meaningful dialogue with drivers and couriers, we're better able to understand their diverse perspectives and how to improve their experience, address their concerns, and support their needs.

In the US, drivers and couriers can participate in our [Uber Crew](#) program to share feedback, raise questions, and co-create solutions with Uber. Crew Members are elected by their peers, hold regular office hours, and meet with Uber to provide app- and experience-improvement feedback and to collaborate on new product features. Crew Members held roughly 70 engagements with drivers and couriers and discussed 40+ topics of interest or concern in 2024, resulting in 20+ improvements to the Uber experience.

This approach extends globally. In countries like [Australia](#), [New Zealand](#), [Japan](#), and [Taiwan](#), we've established regular advisory forums, open dialogue sessions, and city-based discussions. The groups discussed topics such as earnings, Uber product options, the delivery pickup and dropoff experience, and enhancements to Uber maps and navigation. These discussions provide our teams an opportunity to gain deeper insights that help inform future plans.

Partnering with worker advocates

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

Agreements and union partnerships

- **Global:** We renewed our agreement with the [ITF](#) (International Transport Workers' Federation), a democratic, affiliate-led federation of over 700 transport workers' unions from 150 countries, representing 16.5 million workers. The agreement invites collaboration on topics such as trade union representation, freedom of association and bargaining, working conditions, health and safety, social protections, and dispute resolution.
- **Canada:** Our agreement with UFCW Canada reached its [third-year milestone](#) in 2025. Since 2022, more than 3,500 drivers and couriers have received representation services for account deactivations or other account issues support through UFCW, and 76% of drivers and couriers on the Uber platform approve of the partnership. We continue to work with UFCW to listen to drivers and couriers, and engage with governments in policy discussions for app-based workers.
- **France:** Our [anti-discrimination agreement](#) with delivery workers' representatives and other platform organizations is the latest addition to the multiple sectoral bargaining [agreements](#) reached through the social dialogue process legislated by the French government in 2022. We have been [working](#) with stakeholders and experts to implement in-app education, standards of conduct, and reporting tools to help prevent discrimination on the platform.
- **Spain:** In 2024, Uber Eats and the UGT (Unión General de Trabajadores) signed a memorandum of understanding aimed at improving working conditions for platform workers across the entire delivery sector, focusing on safety, training, and collective representation.



Developing features that drivers and couriers want

In 2024, our FixIt program made over 600 app improvements, and we continued to [introduce features](#) that help make earning on Uber safer, fairer, and easier.

Enhancing the day-to-day experience

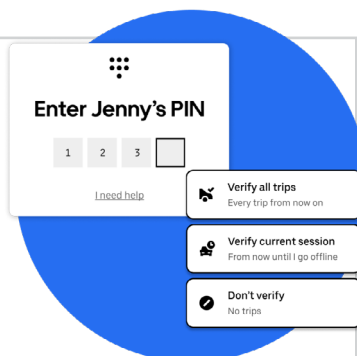
First app redesign since

2018: The [revamped](#) Uber

Driver app homescreen shows drivers and couriers earnings trends and gives them convenient access to key sections of the app with just one tap, making it easier for them to decide when and where they'd like to go online.

Easier pickups with PIN verification: Drivers now have the option to [enable PIN verification](#) for all trips or just their next session. Riders will need to share the correct 4-digit code before the driver can start the trip, helping make sure the right person is getting in the right car.

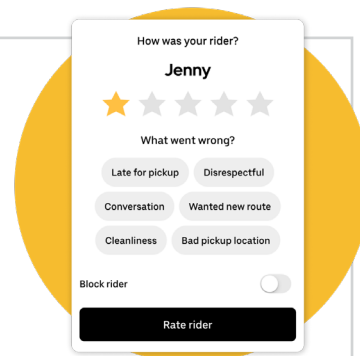
Streamlining courier pickups: To help avoid delivery mixups, couriers can now [scan a QR code](#) at select locations to confirm they're picking up the correct order.



Helping drivers shape their own experience

Choosing to block riders:

Drivers can now [block riders](#) whom they rate with 2 or 3 stars. This new option is in addition to our existing policy of automatically unmatching drivers and riders anytime there's a 1-star rating.

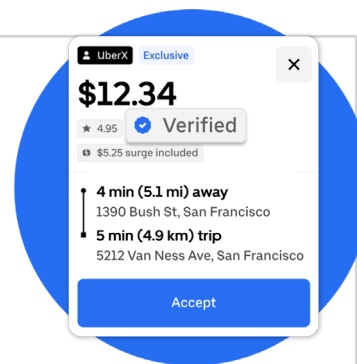


Elevating safety measures for drivers

Encouraging respectful interactions with riders:

We launched [Record My Ride](#) to enable drivers to use the front-facing camera on their smartphone to record video and audio during trips, without the need to invest in a dashcam. Now drivers across the US and LatAm have access to this safety tool, helping to give them an extra layer of protection on their trips.

Verified rider badges in the app: US drivers will now see a new [verified rider badge](#) on the trip request if their rider has undergone additional verification and the rider's account information has passed a check against trusted third-party databases or an optional ID upload.



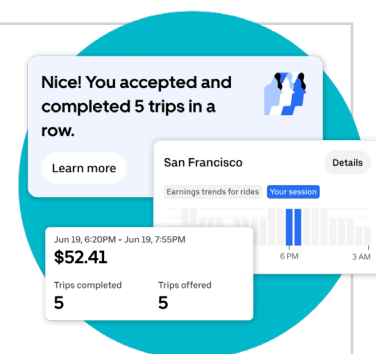
Empowering drivers to understand their earnings

More clarity on where rider

fares go: We added an in-app feature showing a weekly [customer fare breakdown](#) to make it clear where every dollar a rider pays is going, including driver take-home pay, local government taxes, insurance and fees, and Uber's portion.

Providing session insights: When a driver goes offline, they can now see a session summary providing key details about the number of trips they took, how much they earned, and other insights.

Increasing earning opportunities for couriers: In addition to expanding the number of opportunities available, we redesigned the in-app Work Hub so it's easier for drivers and couriers to sign up for new opportunities.





Protections and benefits for drivers and couriers

Safety

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

Insurance

We are committed to providing high-quality benefits and protections that drivers and couriers can count on. Through partnerships with reputable insurance companies, we offer a broad range of on-app coverage for occupational accidents and injuries as well as off-app protections like maternity and paternity benefits in some jurisdictions. Examples of Uber’s partnerships:

- In [Australia](#) and [Brazil](#) (with Chubb), Uber supports drivers and couriers with medical expenses, including coverage in the event of hospitalization, disability, or accidental death
- In many countries in Latin America—including Argentina, Chile, Colombia, and [Mexico](#)—Uber maintains third-party liability insurance for drivers as well as on-trip protection for medical expenses and coverage in the event of hospitalization, disability, or death
- In [India](#) (with Tata AIG), Uber provides drivers with on-app injury protection for medical expenses and coverage in the event of disability or death
- In [Japan](#) (with Mitsui Sumitomo Insurance) and [Taiwan](#) (with MSIG Mingtai), Uber funds third-party liability insurance and on-app and off-app accident protection for couriers, including coverage in the event of hospitalization, disability, or death
- Across the UK and Europe (with [Allianz](#)) and in [France](#) (with AXA), Uber funds on-trip and off-app benefits, including injury, sickness, and maternity and paternity payments for eligible drivers and couriers



Spotlight

Building portable benefits for today’s workforce

Uber continues to advocate for industry-wide portable benefits in Canada, the EU, and the US. We’ve made meaningful progress in [Massachusetts](#), where Uber will contribute to a Portable Health Fund that drivers can use to help cover a qualifying health plan.

Rewards and perks

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

Uber Pro: As drivers and couriers complete trips and deliveries in most of Uber’s markets,¹² they can earn points through our [Uber Pro](#) and [Uber Eats Pro](#) loyalty programs. As they move up in status, they’re eligible to access additional rewards. Follow the above links for additional information on the program.

Language and growth: We partner with learning and academic institutions globally to provide learning and growth opportunities to eligible drivers and/or their family members. For example:

- **Rosetta Stone:** 310,000+ drivers and couriers have [enrolled](#) since 2021

- **The Open University:** 1,800+ drivers, couriers, and their family members have [enrolled](#) since 2020
- **Arizona State University:** Nearly 15,000 drivers and their family members have [participated](#) in language learning and entrepreneurship courses since 2018

¹²Uber Pro and Uber Eats Pro are live in many, but not all, of the markets where Uber offers mobility services and Uber Eats, respectively. Refer to [Uber Pro terms](#) and [Uber Eats Pro terms](#) for countries where the programs are available.

Performance indicators

Driver and courier well-being (global)			
	2022	2023	2024
Drivers and couriers satisfied ¹³	75%	75%	71%

¹³This 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.

Safety





Safety

At Uber, safety never stops. We care deeply about the safety of the millions of people using our platform. Safety is embedded in our values, and we strive to be the safest platform for everyone. Over the years, we've consistently raised the bar by developing industry-first features, comprehensive education for our users, and close partnerships with experts—including advocates and law enforcement—who help guide our work.



To learn more, review our [commitment to safety](#) web page.

Governance

Program oversight

Safety oversight is ingrained at the highest levels of our organization. The Board of Directors receives annual briefings on Uber's Global Safety Management System from our Senior Vice President of Core Services and Global Head of Safety. These updates cover safety policies, risk management controls, safety assurance processes, and critical-incident reviews—spanning motor-vehicle and physical-assault fatalities, severe sexual assaults, and the mitigation measures we've put in place. Our Executive Leadership Team shares company-wide accountability for safety performance, with a portion of their compensation tied directly to global safety incident rates. Since 2021, we've measured those rates across our Mobility and Delivery businesses to ensure continual improvement.¹⁴

Stakeholder engagement

Throughout 2024, we maintained active engagement with a range of stakeholders, including shareholders, the people using our platform, policymakers, and safety experts and advocates. This collaborative approach ensures that our safety strategy remains responsive to evolving needs and challenges while supporting our business objectives. Here are a few examples of our engagements:

Shareholders: We were encouraged to share more information on how our investments in safety lead to direct benefits for Uber's business and about how Uber is investing in safety and identity verification for drivers, couriers, and riders. In response, we highlighted our ongoing work in these areas through events, engagements, and online communications. We also maintained our commitment to safety disclosures with the publication of our [third US Safety Report](#).

Drivers and couriers: We're committed to getting input from drivers and couriers on their safety-related driving and delivery experiences with Uber. We regularly seek their feedback through our targeted events, [Uber Crew program](#), focus groups, surveys, and multiple other avenues. Their suggestions are invaluable and have led to direct app enhancements such as verified rider badges, PIN verification, and our 2-way rating system.

Riders: In response to feedback from riders and overall safety trends, we introduced a new way to make it easier to maximize our in-app safety features. [Safety preferences](#) is an in-app, one-stop destination for riders to tailor safety preferences by selecting up to 4 safety features (such as Share My Trip/Follow My Ride, RideCheck, Audio Recording, and PIN verification) to automatically turn on based on time or location.

For additional insights into our stakeholder engagement practices, please review the "[Safety promotion](#)" section on the next page.

¹⁴See "Strategic Goals & rTSR Modifier—Safety Improvement Goals" within the "Compensation Discussion & Analysis" section of our [Proxy Statement](#) for the 2025 Annual Meeting of Stockholders filed with the Securities and Exchange Commission in March 2025 for more information regarding safety goals as a component of executive compensation.



Our approach to safety

Our Global Safety Management System

Uber's Global Safety Management System serves as the cornerstone of our commitment to safety across our entire organization. Uber's Safety team follows a disciplined, 4-pillar framework under our Global Safety Management System. Together, these pillars guide our global approach to spotting and addressing risks, refining mitigations, and fostering an ever-stronger safety culture.

The 4 pillars of Uber's Global Safety Management System



Safety policy and objectives

These outline our commitment to safety, define roles and responsibilities, and establish the processes and structures that enable us to achieve safety goals and drive continual improvement.

Our Safety team operates with an independent but embedded structure, maintaining autonomy by reporting directly to management and providing oversight while being deeply integrated across regional and functional operations. This approach ensures that local nuances are understood and addressed, enabling the team to develop tailored strategies for different markets while supporting global safety initiatives.

The Safety team assesses how various policies and products affect the health and safety of all platform users. They also analyze Uber's safety performance and oversee the rollout of new safety features on the platform. This governance framework keeps Uber's Board of Directors and company leadership actively informed.



Safety promotion

This pillar encompasses training, communication, consultation, and other measures that convey our ongoing safety efforts and strengthen a positive safety culture within the company and beyond.

- **Safety culture:** "Stand for safety" is one of our [company values](#) that is embedded into the employee experience and performance review process. We also offer comprehensive internal safety education programs to employees based on their role.
- **Consultation:** Our safety initiatives are grounded in deep engagement with the Uber app experience and understanding the concerns and preferences of our users. We also actively seek guidance and input from safety experts and local communities where we operate, including organizations that represent drivers and couriers.
- **Expert engagement:** We incorporate guidance from experts across various domains—including women's safety organizations, survivor and victim groups, law enforcement, road safety advocates, crime and fraud prevention experts, rideshare driver organizations, privacy organizations, and more—into all elements of our safety strategy.

We founded the [Uber Safety Advisory Board](#) in 2015 to provide critical external guidance on our approach to safety management, processes, and technologies. In 2024, we strengthened our Safety Advisory Board with [2 new members](#).



Safety risk management

This involves proactively identifying, assessing, and mitigating safety risks associated with Uber's platform, ensuring that we remain vigilant and prepared to address potential issues. The 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, identify an ineffective control of an existing safety risk, and make significant changes to our operations, such as the launch of a new line of business.



Safety assurance

Our Safety Assurance team's process consists of mechanisms for monitoring, analyzing, and measuring overall safety performance. It includes robust incident management procedures and emphasizes the continual enhancement of our safety management practices.

- **Proactive monitoring and reviews of our critical safety systems:** We routinely undertake reviews of safety products and standards, and we conduct investigations of safety incidents to proactively identify potential risks.
- **Safety incident investigations:** After a safety incident occurs, we may perform an investigation to better understand its cause and whether there are opportunities to update our Safety Management System to help prevent a similar incident from happening again. To help give an impartial and comprehensive assessment, our investigation may examine the human, environmental, or system factors. At the end of an investigation, we recommend potential mitigations to reduce safety risk and improve our systems.
- **Continual improvement:** Uber's Internal Audit team and Global Safety Management System team provide independent oversight and assurance to Uber leadership on the suitability of our company-wide safety approach. We regularly assess and monitor risks to ensure continual improvement of our processes, and we embed best practices on risk identification and mitigation into our safety culture and systems.



- **Safety incident report collection and support process:** Our aim is to help users submit incident reports quickly and easily in a manner that suits their needs. We proactively reach out to users to gather safety information and incident reports through safety features such as RideCheck. In most countries, users have multiple channels where they can report a safety incident. Uber may learn about an incident through a number of channels:

User-driven methods

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

Proactive incident report gathering

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

Uber outreach to users

- RideCheck
- Uber follow-up/response to in-app Emergency Button use

Reports from third parties

- Regulator outreach
- Insurance claims
- Other third parties

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

- **Safety incident response:** We have teams working 24/7 that are tasked with responding to and supporting users. If someone reports a safety incident, we aim to provide them with support resources tailored to the type of incident and the country where they are.



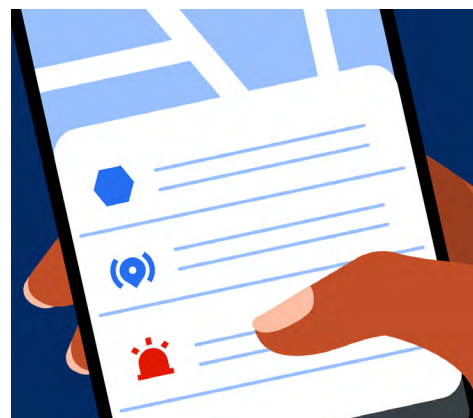
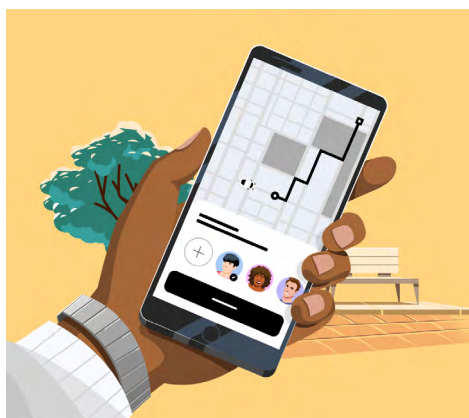
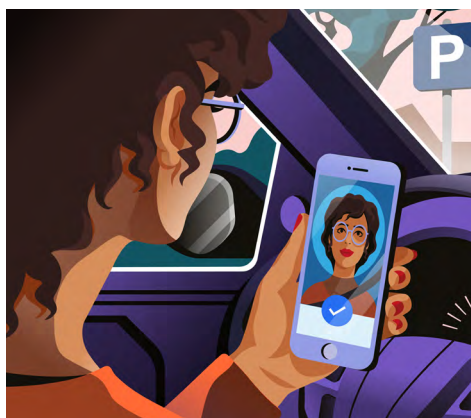
Spotlight

Road safety technology

We're committed to improving road safety—which benefits everyone on and off our platform—through our scale, reach, and technology. We have pioneered industry-leading road safety innovations, including bike lane alerts, audio seat belt reminders, and crash detection. Building on these efforts, we're now advancing safety with features like safer routing to minimize risky left turns and highlight unprotected intersections. We're also using telematics to provide drivers with real-time feedback on certain elements and overall trends of their driving to help enhance safety and reduce insurance costs.



In early 2025, [we were awarded](#) the highest rating for our road safety efforts by the Road Safety Index of the Fédération Internationale de l'Automobile. We continue to innovate and strengthen safety features on our platform, with specific focus on identity safeguards to drive accountability and deter bad behavior, ongoing fraud prevention and account integrity, and elevating safety measures for drivers.



Note: Illustrations on this page are artistic representations of the following safety features (in order, from left to right): Real-Time ID Check, Share My Trip, and the in-app Emergency Button. Feature availability may vary by market or location.



Spotlight

Ongoing fraud prevention and account integrity

Once a driver or courier has passed our signup checks and begins using the app, we take the following measures to help confirm that trips and deliveries are completed only by drivers and couriers who are permitted to use Uber's Driver app:

- **Real-Time ID Check:** Drivers and couriers are regularly prompted to take a selfie that we match against their verified profile photo.
- **Intelligent fraud monitoring:** Over time, we've built a system to identify risk signals of fraud or account sharing—like multiple devices being registered to one account—which increases the triggering of a Real-Time ID Check¹⁵ for that driver or courier.
- **Human review process:** To ensure our processes are fair, accurate, and transparent, drivers can request a review of an account deactivation and provide additional relevant information.

We've developed a robust process for drivers and couriers to create a new account. Before drivers and couriers can take their first trip with Uber, we run a screening process in line with local regulations. In the US, for example, this includes:

- **Multistep screening process:** Drivers and couriers must meet numerous eligibility requirements, pass a criminal and driving history background check (depending on applicable regulations, laws, and practices, this background check may include an entire adult history, beginning at the age of 18), meet the minimum age requirement (which varies by state, but is never less than 18), provide a photo ID, and hold a valid Social Security number.
- **Document verification:** Uber uses our own technology and external partners to verify the authenticity of documents. Social Security numbers, for instance, are validated against IRS databases.
- **Profile photo validation:** Driver and courier profile photos are [checked](#) to help establish that the photo is real, is accurate, and matches the identity document.
- **Repeat-offender prevention:** To keep people from rejoining the app if they've been banned from Uber before, we've built technologies that look for signups using information, documents, and profile photos associated with a previously deactivated account.

Transparency and reporting

Uber prioritizes safety reporting and compliance requirements globally. We collaborate with governments, industry partners, and safety advocates to meet regulatory obligations at state and provincial levels.

In 2024, we published Uber's third [US Safety Report](#). The data in this report shows that safety incidents are statistically extremely rare. Of the more than 1.8 billion US trips from January 2021 to December 2022, 99.9998% ended without a critical safety incident of the kind included in the report, and 99.9% ended without any safety incident at all. But we know that each safety incident represents the experience of a person and affects individuals, families, and communities.

During 2021 and 2022, Uber's motor vehicle fatality rate remained substantially lower than the national average. Similar to national trends, over half of Uber-related fatalities involved risky driving behavior, predominantly attributed to third-party drivers not operating on the Uber app. The rate of reports of sexual assault during this time period decreased by 44% compared with our first report.

Uber engaged third parties to assess the accuracy of our data practices and safety processes, with validation statements included in our Safety Report. The Governors Highway Safety Association, a nonprofit representing US state and territorial highway safety offices, validated Uber's approach to reconciling motor vehicle fatalities to FARS (Fatality Analysis Reporting System) data and concluded a 100% exact match. RALIANCE, a national sexual violence prevention organization, validated Uber's application of the RALIANCE taxonomy and concluded that we were effectively using the taxonomy with a high degree of adherence.

99.9998%¹⁶

Trips in 2021 and 2022 that ended without a safety incident of the kind included in the 2021-2022 US Safety Report.

99.9%¹⁶

Trips in 2021 and 2022 that ended without a safety report of any kind.

99.9%

Trips and deliveries that happened without any safety-related incident, globally. (FY 2024)

¹⁵Monitoring system controls may vary by market.

¹⁶These figures cover the US only.



Performance indicators¹⁷

Motor vehicle fatalities (US rides)

Motor vehicle fatalities by vehicle miles traveled ¹⁸	2017-2018	2019-2020	2021-2022
(Per 100 million VMT) ¹⁹	Uber rate	Uber rate	Uber rate
Motor vehicle fatalities by vehicle miles traveled	0.58	0.62	0.87
Total miles ²⁰	18.5 billion	16.3 billion	17.5 billion
Motor vehicle fatalities by trips ¹⁸	2021	2022	
	# of Uber-related fatalities	# of Uber-related fatalities	
Motor vehicle fatalities by trips	73	80	
Total trips ²¹	770 million	1.1 billion	

Fatal physical assaults (US rides)¹⁸

	2021		2022	
Subcategory	# of fatalities	% of total trips ²²	# of fatalities	% of total trips ²²
Fatal physical assaults	16	0.000002%	20	0.000002%

Sexual assaults (US rides)²³

	2021		2022	
Subcategory ²⁴	# of incident reports	% of total trips ²²	# of incident reports	% of total trips ²²
Non-consensual kissing of a non-sexual body part	126	0.00002%	212	0.00002%
Attempted non-consensual sexual penetration	103	0.00001%	182	0.00002%
Non-consensual touching of a sexual body part	556	0.00007%	845	0.00008%
Non-consensual kissing of a sexual body part	147	0.00002%	191	0.00002%
Non-consensual sexual penetration	148	0.00002%	207	0.00002%

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 and approach" chapter of Uber's [US Safety Report](#) for more information on these metrics.

¹⁷Safety data included in [Uber's US Safety Reports](#) includes Uber-related incidents only. Please consult the "Methodology" section in Uber's US Safety Reports for further detail on defining a safety incident in relation to the Uber platform.

¹⁸Uber occasionally receives notice of a possible safety incident well after the trip was taken (sometimes years after). This is extremely rare for fatalities, but for this reason the data may change over time. The motor vehicle data presented in this report includes incident reports submitted on or before June 30, 2024. The motor vehicle data in this report is reconciled to [2022 FARS data](#).

¹⁹Uber rates are rounded.

²⁰Miles driven is derived from the GPS data from Uber's rideshare app used by drivers and includes miles driven while the driver was on their way to the rider's pickup location, as well as the miles driven during rider trips. We have used Uber's best estimate in calculating the mileage. Uber miles are rounded.

²¹US trips are defined as any completed trip facilitated by the Uber rideshare app within the US (excluding US territories). Uber trips are rounded.

²²Incident reports as a percent of total trips are rounded.

²³Uber occasionally receives notice of a potential sexual assault well after the trip has ended. The sexual assault data presented in this report includes incidents reported on or before June 30, 2024, and for this reason may change over time.

²⁴Brief subcategory definitions:

Non-consensual kissing of a non-sexual body part

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

Attempted non-consensual sexual penetration

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

Non-consensual touching of a sexual body part

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

Non-consensual kissing of a sexual body part

Defined as: Without consent from the user, someone kissed or forced a kiss on either the breast or buttocks of the user. This would include kissing on the lips or kissing while using tongue.

Non-consensual sexual penetration

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

Electrification and waste reduction





Electrification and waste reduction

Uber is the world's most widely available platform for zero-emission rides. In more than 270 cities across the globe, the app offers access to more-sustainable ride options, including EVs, bikes, and scooters. ZEV (zero-emission vehicle) drivers on Uber's app—who in Q1 2025 averaged more than 230,000 a month—are adopting EVs up to 5 times faster than the general public. To further expand our impact—and increase opportunities for our users and our company—we have partnerships with policymakers and companies around the world.

We're also expanding our impact by progressing toward transitioning to the use of more-sustainable packaging on our delivery platform. Customers can now choose to buy from merchants with more-sustainable packaging in a number of our leading markets, and merchants in Australia, France, Taiwan, and the UK can buy discounted packaging options from our dedicated [Green Packaging Marketplace](#).

Progressing toward a zero-emission and waste-free future is a team sport. No single actor can do this alone. But we remain deeply committed to working hard alongside our partners and forging a path to a future that's better for drivers and couriers, riders, and Uber Eats users, as well as for partners and cities.

Governance

Program oversight

The Board and the Nominating and Governance Committee oversee our approach to our electrification and waste-reduction strategies. Both the full Board and the Nominating and Governance Committee periodically receive updates on Uber's strategy and progress, as well as on policy and regulatory trends at the local, state, and national levels.

Uber's President and Chief Operating Officer and the Chief Marketing Officer and Senior Vice President, Communications and Public Policy

oversee the work of the Global Head of Electrification and Sustainability; Uber's Chief Legal Officer oversees the work of the Global Head of Governance Strategy and Engagement, who reports quarterly to the Nominating and Governance Committee and, together with the Global Head of Electrification and Sustainability, provides an annual update to the full Board; and Uber's Executive Leadership Team reviews the risk management, strategy, metrics, and goals associated with electrification and waste-reduction efforts.

Stakeholder engagement

Shareholders: We continue to be transparent about our electrification and waste-reduction risks and opportunities, strategy, and related progress. We've leveraged scenario modeling to [evaluate](#) these risks and opportunities. Potential risks include physical disruptions from extreme weather events, transition challenges from new regulations and energy shifts, and growing reputational scrutiny. These challenges could affect the price of carbon, the total cost of vehicle ownership, and EV adoption. We've also published [updates](#) to our electrification progress.

Drivers and couriers: Drivers on Uber are electrifying up to 5 times faster than the average motorist in Canada, Europe, and the US. We've invested hundreds of millions of dollars into electrification-related programs, incentives, partnerships, and product enhancements—and it's paying off. More than 230,000 ZEV drivers, on average each month, were active on Uber's app, and over 105 million ZEV trips happened in Q1 2025 alone. More than 70% of drivers who have gone electric report high satisfaction with their choice.

Through our partnerships with electric mobility companies such as Gogoro in Taiwan, Zoomo and Zenion in Europe, and Vmoto around the world, couriers on Uber Eats can also now benefit from programs that support the adoption of e-bikes and e-mopeds.

Users and consumers: With ride products like Uber Green and Uber Comfort Electric—and micromobility options from partners such as Lime and Tembici—consumers can now choose low- or no-emission rides in over 270 cities.

Our merchant partners are also increasingly opting for more-sustainable packaging options, enabling consumers to enjoy their orders in packaging that is recyclable, reusable, or compostable in many markets across the world.

Government and industry policy experts: Strong government policies have been central to driving growth in EV markets and accelerating the adoption of more-sustainable packaging. Our data shows that progress quickens when government and industry work together to get the economics right.

This is why we advocate for ambitious policies in key areas across all the cities and regions in which we operate.

Employees: In a recent survey, 79% of employees said they felt positive about Uber's actions to address electrification and waste reduction.²⁵ All of our US offices are matched with renewable energy, and over half of our global office space is built to meet more-sustainable, healthy building standards such as LEED and WELL.

²⁵The 2024 Pulse Survey, conducted in September 2024, 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.

Our approach to electrification and waste reduction

Uber is working to improve efficiency, lower emissions, and reduce waste across our platform because it's the right thing to do for our business, the people who use our platform, and the cities in which we operate.

Mobility	Delivery	Corporate operations	Uber Freight
Providing a platform for shared, electric, and low-emission rides	Helping merchants transition to more-sustainable packaging; helping couriers transition to low-emission vehicles	Developing more-efficient offices and data centers	Leveraging technology and innovation to drive efficiency for shippers' supply chains

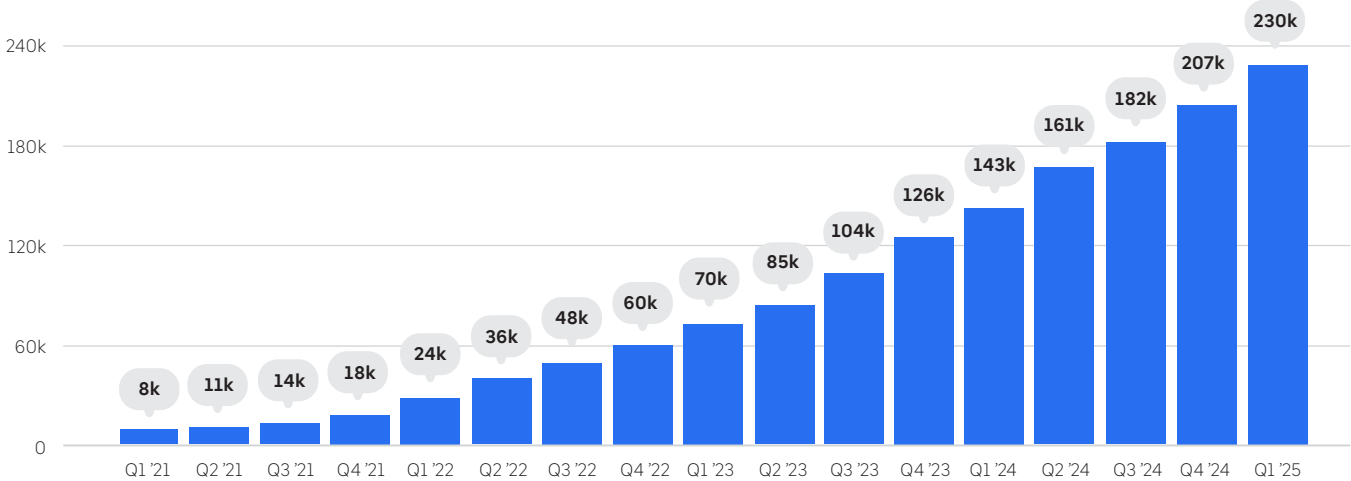
Mobility

Uber is the world's most widely available platform for zero-emission rides, with over 230,000 ZEV drivers, on average each month, active on Uber's app in Q1 2025.

<p>Uber Green</p> <p>We continue to find ways to optimize low- or no-emission options for riders across markets. With Uber Green, riders can actively choose a low- or zero-emission vehicle for their trip.</p> <p>Uber Green is now available in</p> <p>170+ cities in 27 countries, across 5 continents</p> <p>We're constantly innovating, and with more EVs now available, we're currently able to offer riders an EV-only ride option in 120+ cities around the world.</p>	<p>EV Charging Map</p> <p>Availability of faster, more-reliable EV charging is now the #1 concern for drivers on Uber who are looking to switch to EVs.</p> <p>To help ease this concern, we've launched a map in our app that allows drivers to view nearby charging stations, connector types, prices, and real-time availability.</p> <p>The map is available in Canada, France, Norway, Portugal, Romania, Spain, the Netherlands, the UK, and the US.</p> 	<p>Uber Shuttle</p> <p>Uber Shuttle operates as a fixed-route, fixed-schedule bus service to move more people in fewer vehicles.</p> <p>Available to consumers and corporations in</p> <p>29 cities across 6 countries</p> <p>Uber Shuttle rides offer convenience and comfort at a fraction of the price of UberX.</p>	<p>Lime and Tembici</p> <p>Through our partnerships with Lime and Tembici, micromobility options are available across</p> <p>140+ cities worldwide</p> <p>Rider emissions savings</p> <p>Riders can view their estimated CO₂ savings directly in the app with our Rider Emissions Savings feature.</p> 
<p>Driver incentives</p> <p>We continue to provide drivers with financial incentives for offering zero-emission rides on our platform.</p> <p>As of the end of 2024, we've set aside or invested more than</p> <p>\$539 million in such financial incentive programs.</p> <p>The aim for these investments is to help accelerate adoption of ZEVs by reducing upfront purchasing costs, lowering operating costs, and expanding access to charging stations.</p>	<p>Research and collaboration</p> <p>We continue to work with leading organizations to share insights about how to accelerate the transition to a zero-emission future.</p> <p>In 2024, BloombergNEF—in partnership with Uber—published research on accelerating electrification in Europe. Uber also joined forces with the Earthshot Prize to showcase climate-tech innovation. This has included launching a partnership with 2023 finalist ENSO.</p> <p>THE EARTHSHOT PRIZE ENSO</p>	<p>Industry partnerships</p> <p>We have established</p> <p>20+ partnerships with many of the leading companies across the EV ecosystem to help ensure that drivers have access to affordable, high-quality vehicles.</p> <p>We're also working with some of the leading providers of EV charging. That means securing discounts from the largest ChargePoint operators and using tools such as EVIE (Uber's Electric Vehicle Infrastructure Estimator) to help ensure that chargers are built in strategic locations.</p>	<p>Autonomous vehicles</p> <p>As we add more AVs to our marketplace, we're beginning to see an impact on rates of electrification.</p> <p>In 2024 and early parts of 2025, we advanced our AV program with multiple new partnerships for both mobility and delivery.</p> <p>As of July 2025, we've launched</p> <p>20 partnerships</p> <p>For more details, please visit the "Autonomous vehicles" section of this report.</p>

ZEV drivers

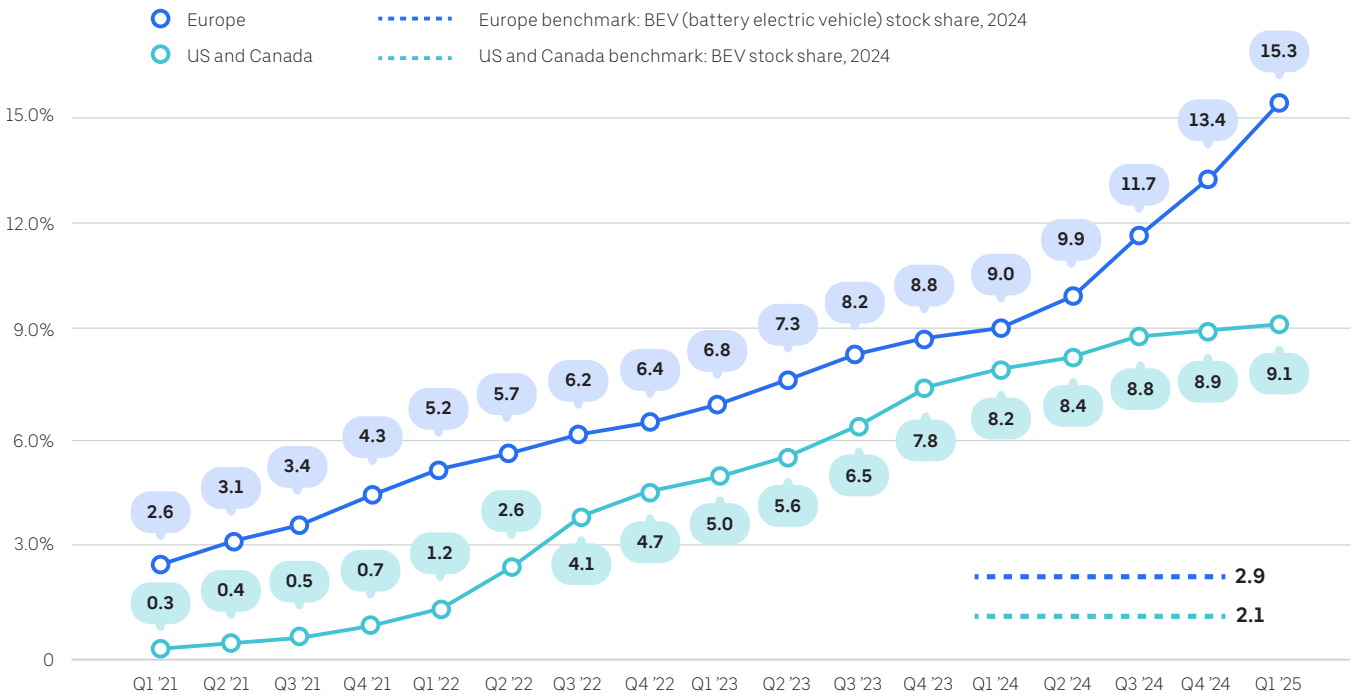
Globally, over 230,000 ZEV drivers were, on average each month, active on Uber’s app in Q1 2025. That’s an increase of more than 60% compared to the same period a year earlier.



ZEV uptake

In Q1 2025, ZEV drivers on Uber completed 15.3% of all on-trip miles in Europe and 9.1% of all on-trip miles in Canada and the US, reflecting much higher ZEV adoption levels among drivers on Uber than among drivers in the general public.

Over the last 4 years, the average annual increase in all-electric on-trip mileage share on Uber in Europe and in the US and Canada was 3.1 and 2.2 percentage points, respectively. The acceleration in Europe is due to a range of factors, including the increasingly widespread availability of affordable EVs and a supportive policy environment.

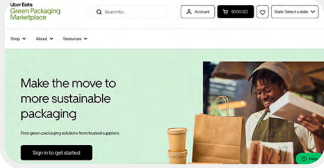


Delivery

We're providing millions of consumers with the ability to access reusable, recyclable, and compostable packaging options when they order through Uber Eats.

Packaging discounts

We partner with a variety of suppliers to offer discounts on more-sustainable packaging solutions via the [Uber Eats Green Packaging Marketplace](#) in 4 markets (Australia, France, Taiwan, and the UK).



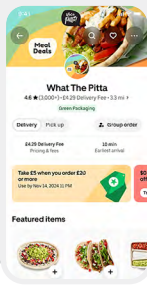
Education

In collaboration with industry experts and NGO partners, we produce [educational content](#) to help restaurants understand what more-sustainable packaging is and how they can reduce packaging waste.

We've also launched a Green Ambassador program featuring 15 leading restaurateurs who exemplify what it means to be as sustainable as possible. The Ambassadors each receive up to \$50,000 in support.

In-app awareness

We've launched the [Green Packaging badge](#), which makes it easier for consumers to find and support restaurants that use more-sustainable packaging.



Vehicle partnerships

We've established **10+** industry-leading partnerships with companies such as Gogoro, Vmoto, Zenion, and Zoomo to provide flexible, affordable access to e-mopeds and e-bikes.

Corporate operations

We aim to develop safe, healthy, and energy-efficient workplaces, with a focus on sustainable building standards across our global footprint.

Renewable energy

In 2024 (as well as in 2023), we matched all of the energy consumption in our US and Canada offices with renewable energy, hitting the **100%** renewable energy goal for US offices 2 years ahead of schedule.

In 2024, 39% of the electricity used in our data centers was matched with renewable energy.

Energy efficiency

Uber has continued to focus on improving our buildings' energy efficiency through HVAC equipment management, lighting-system automation, and optimized utilization. We are a partner in the US Department of Energy's Better Climate Challenge.

Building standards

We expanded our global footprint of more-sustainable workplaces through additional LEED and WELL certifications in 2024 and were awarded an IWBI 2024 Health and Safety Leadership Award. Our global portfolio now includes:

20 LEED certifications

8 WELL certifications

35 WELL Health-Safety Ratings



Uber Freight

We want to make it easier for emerging advanced transportation technologies—such as electric trucks—to gain early market traction. We're also providing our customers with an [emissions dashboard](#) and other tools meant to help advance sustainability.

Emissions dashboard

The GLEC (Global Logistics Emissions Council)-accredited [dashboard](#) provides detailed emissions estimates across all modes (currently excluding Parcel), in all regions, globally, down to the load level, and it surfaces opportunities for shippers to convert their truckload lanes to intermodal.

Brokerage bundles


Of the total miles driven by heavy-duty trucks, 20-35% are empty. At Uber Freight, we leveraged the power of our digital brokerage platform to reduce empty miles and helped avoid an estimated **4 million** such miles since 2023.

Electric trucks

Trucks with electric power trains are 2-3 times more efficient than trucks with internal combustion engines, and we're deploying capabilities within our brokerage business to seamlessly integrate electric trucks as a solution for our shippers who want them.

Truckload-to-intermodal

Uber Freight works to proactively identify opportunities to convert truckload shipments to intermodal (such as rail), which can optimize costs, enhance network efficiency, and be 3-4 times more energy-efficient.

**Spotlight**

Helping communities move in times of need

Uber uses its Mobility, Delivery, and Freight platforms to provide disaster relief, including transportation to shelters, meals for responders, and delivery of essential supplies. Since the beginning of 2024 through early 2025, we've responded to 14 disasters across 12 countries.

In 2025, Uber responded to the catastrophic wildfires in Los Angeles to help first responders and affected residents recover and rebuild. Collaborating with local authorities, Uber facilitated evacuation trips to and from shelters by providing more than 17,000 free rides. We closely partnered with restaurants and community organizations to donate rides, meals, groceries, and essentials to support short- and long-term recovery.

And Uber Freight partnered with Cal OES (the California Governor's Office of Emergency Services) to support the movement of critical relief supplies. Uber also donated \$1 for every ride and delivery requested in LA County—for a total donation of \$1 million—to [World Central Kitchen](#), which provided hot meals to first responders and residents affected by the fires.

Goals

Science-based targets

Uber’s near- and long-term science-based emissions-reduction targets (from a 2021 base year) have been approved by the [SBTi](#) (Science Based Targets initiative).

By end of:	2030	2040
	<div>Reduce absolute Scope 1 and 2 GHG emissions 42%*</div> <div>Reduce Scope 3 GHG emissions from use of sold products 34% per service kilometer</div>	<div>Reduce absolute Scope 1 and 2 GHG emissions 90%*</div> <div>Reduce Scope 3 GHG emissions from use of sold products 97% per service kilometer</div> <div>Reach net-zero GHG emissions across the value chain</div>

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

Electrification and waste-reduction goals

By end of:	2025	2030	2040
	<div>100% of rides in London and Amsterdam are zero-emission</div> <div>50% of all mobility kilometers in 7 European capitals are zero-emission²⁶</div> <div>80% of deliveries in Europe and APAC are using more-sustainable packaging</div> <div>100% renewable energy match in US offices (achieved in 2023)</div>	<div>100% of rides in Canada, Europe, and the US are zero-emission</div> <div>100% of deliveries in 7 European capitals are zero-emission²⁶</div> <div>100% of deliveries globally are using more-sustainable packaging</div> <div>Net-zero climate emissions from all corporate operations (such as offices and data centers)</div>	<div>100% of rides and deliveries globally are in zero-emission vehicles, on micromobility, and/or on public transit</div> <div>Net-zero climate emissions across all operations and lines of business (Mobility, Delivery, and Freight)</div> <div>Uber Freight aims to shift 80% of its global brokerage shipments to cleaner transportation²⁷</div>

Despite [significant progress](#)²⁸ toward achieving our goals, major barriers remain. High upfront EV costs, limited charging access, and inconsistent policy environments continue to slow adoption. Based on current trends, we cannot fully meet our remaining goals for 2025, and our 2030 goals will be out of reach without stronger, more coordinated action across government and industry.

While many key levers are outside our control, we remain deeply committed to this transition. As we’ve said from the start, climate is a team sport, and progress depends on collective action. That’s why we’re increasingly prioritizing efforts in cities where public and private investment are aligned.

²⁶Amsterdam, Berlin, Brussels, Lisbon, London, Madrid, and Paris.

²⁷“Cleaner transportation,” as applied to the freight industry (specifically heavy-duty freight), means the overall portfolio approach to decarbonization in line with the EPA’s emissions requirements, and in the absence of existing successful one-to-one replacement of internal combustion engines with EV trucks. In comparison to light- and medium-duty EV applications, it is still unknown whether a pure shift to EVs is feasible for heavy-duty freight as existing battery EV technology is too constrained for broad use, and hydrogen-powered EV technology is not yet on the market. The industry is exploring other decarbonization solutions, such as alternative fuels and retrofitting existing trucks that have internal combustion engines.

²⁸We have received limited assurance from LRQA on performance indicators that demonstrate progress against certain goals. The verification statement can be found [here](#). Data validation is ongoing for the remaining goals, and we expect to disclose further progress against them at a later date. Accordingly, the data contained herein should not be relied upon by any party for any other purpose.



Performance indicators²⁹

Emissions ^{30,31}	Scope	Unit	2021	2022	2023	2024
Absolute emissions						
Scope 1: Stationary emissions	Global	tCO ₂ e	735	1,274	1,712	1,216
Scope 2: Electricity: Location-based	Global	tCO ₂ e	118,795	125,182	141,476	131,482
Scope 2: Electricity: Market-based	Global	tCO ₂ e	60,705	58,502	82,042	73,638
Total Scope 1 & 2 emissions: Location-based	Global	tCO ₂ e	119,530	126,456	143,188	132,698
Total Scope 1 & 2 emissions: Market-based	Global	tCO ₂ e	61,440	59,776	83,754	74,854
Scope 3, Category 6: Business travel: air travel	Global	tCO ₂ e	1,462	12,549	11,522	14,404
Scope 3, Category 11: Use of sold products	Australia ³²	tCO ₂	N/A	N/A	N/A	924,886
Scope 3, Category 11: Use of sold products	Belgium	tCO ₂	8,460	9,728	27,368	45,985
Scope 3, Category 11: Use of sold products	Canada	tCO ₂	707,530	939,517	1,282,653	1,744,602
Scope 3, Category 11: Use of sold products	France	tCO ₂	98,277	124,715	245,412	245,476
Scope 3, Category 11: Use of sold products	Germany	tCO ₂	43,434	56,639	91,615	103,928
Scope 3, Category 11: Use of sold products	Portugal	tCO ₂	38,531	48,265	112,838	157,267
Scope 3, Category 11: Use of sold products	Spain	tCO ₂	34,993	44,833	87,777	123,274
Scope 3, Category 11: Use of sold products	The Netherlands	tCO ₂	12,166	17,298	34,959	59,335
Scope 3, Category 11: Use of sold products	United Kingdom	tCO ₂	313,926	381,294	616,159	745,780
Scope 3, Category 11: Use of sold products	United States	tCO ₂	11,268,151	12,738,630	16,118,688	19,413,148
Scope 3, Category 11: Use of sold products	Rest of globe ³³	tCO ₂	7,289,107	8,650,812	12,982,815	15,109,119
Scope 3, Category 11: Use of sold products	Sum of global	tCO ₂	19,814,573	23,011,730	31,600,284	38,672,801
Emissions intensity³⁴						
Scope 1	Global	tCO ₂ e/\$1 million revenue	0.04	0.04	0.0459	0.0277
Scope 2: Location-based	Global	tCO ₂ e/\$1 million revenue	6.81	3.93	3.7948	2.9897
Total Scope 1 & 2 emissions	Global	tCO ₂ e/\$1 million revenue	6.85	3.97	3.8407	3.0174
Scope 1	Global	tCO ₂ e/employee	0.03	0.04	0.0563	0.0392
Scope 2: Location-based	Global	tCO ₂ e/employee	4.05	3.82	4.6538	4.2414
Total Scope 1 & 2 emissions	Global	tCO ₂ e/employee	4.08	3.86	4.7101	4.2806
Scope 1	Global	tCO ₂ e/m ² floor area	0.0011	0.0016	0.0021	0.0016
Scope 2: Location-based	Global	tCO ₂ e/m ² floor area	0.17	0.16	0.1773	0.1766
Total Scope 1 & 2 emissions	Global	tCO ₂ e/m ² floor area	0.17	0.16	0.1794	0.1782
Average carbon intensity of trips on Uber ^{35,36}	US and Canada	CO ₂ per passenger mile traveled	361.00	321.74	306.81	340.23
Average carbon intensity of trips on Uber ^{35,36}	Europe ³⁷	CO ₂ per passenger kilometer traveled	229.00	183.00	190.97	197.10

Zero-emission vehicles (ZEVs) ³⁸	Scope	Q1 2023	Q1 2024	Q1 2025
Number of trips arranged on the Uber app and fulfilled by ZEV drivers ³⁹	Global	33,400,000	65,600,000	105,500,000
Average monthly ZEV drivers active on Uber's Driver app ³⁹	Global	70,000	143,000	230,000
Share of trip miles completed in ZEVs on Uber ³⁹	US and Canada	5.0%	8.2%	9.1%
Share of trip miles completed in ZEVs on Uber ³⁹	Europe ³⁷	6.8%	9.0%	15.3%



Fuel consumption ⁴⁰	Scope	Unit	2022	2023	2024
Total fuel consumed	Global	Gigajoules	56,514	34,007	24,151
Percentage natural gas	Global	Percent	100%	100%	100%
Percentage renewables	Global	Percent	0%	0%	0%
Energy use⁴¹					
Total energy consumed	Global	Kilowatt-hours (kWh)	367,639,268	462,247,880	427,651,526
Percentage grid electricity	Global	Percent	100.00%	99.14%	99.88%
Percentage renewables ⁴²	Global	Percent	48.00%	40.17%	42.09%
Water use⁴³					
Supplied water ⁴⁴	Global	Cubic meters (m ³)	802,348	251,846	309,498
Total water	Global	Cubic meters (m ³)	802,348	251,846	309,498
Water use intensity^{34,43}					
Supplied water ⁴⁴	Global	m ³ /\$1 million revenue	25.17	6.7554	7.0376
Total water	Global	m ³ /\$1 million revenue	25.17	6.7554	7.0376
Supplied water ⁴⁴	Global	m ³ /employee	24.46	8.2844	9.9838
Total water	Global	m ³ /employee	24.46	8.2844	9.9838
Supplied water ⁴⁴	Global	m ³ /m ² floor area	0.9995	0.3156	0.4157
Total water	Global	m ³ /m ² floor area	0.9995	0.3156	0.4157
Water use in water-stressed regions⁴⁵					
Extremely high	Global	Percent	1.58%	7.01%	11.97%
High	Global	Percent	6.21%	7.99%	8.25%
Medium-high	Global	Percent	1.14%	69.51%	65.15%
Low-medium	Global	Percent	85.97%	12.27%	11.63%
Low	Global	Percent	5.05%	3.19%	2.83%

²⁹The greenhouse gas emissions data disclosed in this report has received limited assurance from LRQA, with ZEV data obtaining limited assurance at Q1 2024 onward. The verification statement for 2024 can be found [here](#).

³⁰For 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: CO₂ (carbon dioxide), N₂O (nitrous oxide), and CH₄ (methane). The following emission conversion factor sources are used in calculations:

Natural gas combustion emission factors: EPA Center for Corporate Climate Leadership [GHG Emission Factors Hub](#) for 2021, 2022, 2023, and 2024. Purchased electricity Australia: National Greenhouse and Energy Reporting (Measurement) Determination 2008 (compiled 1 July 2021 for 2021 and 2022; compiled 1 July 2023 for 2023 and 2024). Indirect Factor—NGA workbook (where applicable), published Aug 2021 for 2021 and 2022. Sourced from the Federal Register of Legislation at October 2023 and ongoing for 2023 and 2024. Purchased electricity Canada: 2021 UNFCCC Submission for 2021 and 2022; 2023 UNFCCC Submission for 2023 and 2024. National Inventory Report, 1990–2019 for 2021 and 2022; 1990–2021 for 2023 and 2024. Greenhouse Gas Sources and Sinks in Canada Annex 13: Table A13-1–Table A13-13. Purchased electricity US: EPA eGRID 2019 for 2021 and 2022; 2022 for 2023 and 2024. Purchased electricity UK: UK Government Greenhouse Gas Reporting: Conversion Factors (DEFRA) 2021 for 2021 and 2022; 2023 for 2023 and 2024. Purchased electricity non-Australia, non-Canada, non-US, non-UK: International Energy Agency—Emission Factors 2020 for 2021 and 2022; 2022 for 2023 and 2024.

³¹Scope 3, Category 11: Use of sold products* (limited to CO₂) for all markets worldwide where Uber provides ride, delivery, or freight services. Please note that 2021 and 2022 emissions are TTW, while the 2023 and 2024 emissions are WTW. For more details, please consult our [methodology document](#).

³²In 2024, the metrics for “Scope 3, Category 11: Use of sold products” (limited to CO₂) by country were expanded to break out Australia.

³³In 2024, the metrics for “Scope 3, Category 11: Use of sold products” (limited to CO₂) by country were expanded to break out Australia; therefore, Australia is excluded from this metric for “Rest of globe” in 2024.

³⁴Intensity figures are calculated using square meters of Uber floor area, by employee, and revenue.

³⁵Reported emissions for “Scope 3, Category 11: Use of sold products” (limited to CO₂) from rides services for the particular geographic regions noted. These include tank-to-wheel transportation emissions. Passenger miles are calculated from average occupancy and on-trip miles.

³⁶MT CO₂ = metric tons carbon dioxide and does not include other GHGs.

³⁷The Europe region includes the following countries: Austria, Belgium, Czech Republic, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Malta, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland, the Netherlands, Turkey, and the United Kingdom.

³⁸Zero-emission vehicle (ZEV) types include electric and hydrogen fuel cell vehicles.

³⁹This number includes rounding.

⁴⁰Fuel consumption represents conventional natural gas used at our workspaces.

⁴¹Calculations are representative of global offices and data centers, and exclude co-working and virtual office spaces.

⁴²This number represents renewable energy matched by our VPPA at Azure Sky wind + storage project, renewable energy provided by our data center suppliers, and renewable energy supplied to individual sites via Community Choice Aggregation (CCA) or other grid-supplied elective renewables.

⁴³The notable decrease in supplied and total water use from 2022–2023 is due to a higher quantity of actual water consumption data, due to increased water data collection efforts from the Sustainability and Facility Management teams in 2023. This lower total figure compared to previous years represents a more accurate picture of Uber’s water consumption.

⁴⁴Supplied water refers to water provided from public utilities.

⁴⁵Figures calculated using WRI Aqueduct Water Risk Atlas classification. Accessed 2022 on January 4, 2023; accessed 2023 and 2024 on January 19, 2024.

Data privacy and cybersecurity





Data privacy and cybersecurity

Governance

Program oversight

Uber's CISO (Chief Information Security Officer) has primary oversight of the cybersecurity program and provides reports to the Audit Committee or our Board of Directors every quarter. These reports may cover various cybersecurity activities, including threat and vulnerability assessments, security improvements, evaluations of the

cybersecurity impact of our products, and coordination of efforts to monitor, detect, and prevent cyberthreats to our company. Our CPO (Chief Privacy Officer) also provides reports to the Board, annually or as requested.

Uber's Data Privacy and Cybersecurity teams are staffed by privacy and security

professionals from Uber's Legal, Data Protection Office, Security, Engineering, Product, and Policy organizations who are dedicated to protecting user data, developing new privacy features, and enabling users to exercise their rights regarding their data.

Stakeholder engagement

Uber's Data Privacy and Cybersecurity teams help foster strong business relationships by understanding and effectively addressing key stakeholders' needs. Examples of our engagement throughout 2024 and in early parts of 2025 are included below.

Shareholders: We were encouraged to share more information about our data privacy program management and oversight. We have continued to maintain a robust data privacy program designed to protect users' privacy rights and data, and we've further leaned

into transparency regarding these practices (through our updated Privacy Notices, for example).


Customers: In 2024, we introduced and/or expanded products and features designed to protect users' data, improve user transparency, and give users more control over their data. These enhancements include address anonymization, ad-targeting consent, and internal enhancements that strengthen our data-handling processes.

Governments and regulators: The global legal and regulatory environment in which Uber operates is both highly complex and rapidly evolving, including as it relates to proposed or adopted requirements on the processing and protection of personal data. When necessary and appropriate, we engage governments and regulatory bodies to help shape and clarify these requirements so our programs can continue to comply.

Our approach to data privacy and cybersecurity

Data privacy


Uber has worked to build a robust privacy program to protect our users' privacy rights and data. The program is structured around Uber's [Privacy Principles](#), which are modeled on the [Fair Information Practice Principles](#) regarding the collection, processing, use, and protection of personal data. The core pillars of Uber's program are governance, privacy by design, data minimization, transparency, user choice and control, and data security.



Governance: we do the right thing with data


Our Data Privacy team's responsibilities include maintaining a company culture focused on protecting and appropriately using and handling personal data. That includes mandatory privacy and security training for all employees at onboarding and as necessary thereafter based on employees' roles and responsibilities and risk exposure.

We reinforce our culture of data protection through a core set of data policies, including those relating to when and why employees may access user data, privacy by design, data retention and deletion, and data classification and handling requirements.



Data minimization: we collect only what we need


We embed the principle of data minimization in our privacy-by-design process. Product or feature owners are required to define the purpose of any new or expanded personal data collection or use, and they must confirm that they're only collecting and using the minimum amount of data required for that purpose. Uber also maintains policies and procedures to delete data once it's no longer needed for the purposes for which it was collected.



User choice and control: we give users choices about their data

We provide settings and tools that allow users to:


- Choose how their data is collected, used, and shared for purposes of personalized advertising, offers, and promotions
- Choose whether to share their live location data⁴⁶ with drivers for faster and more reliable pickups
- Request that we correct their data, or restrict our data processing, through our [Privacy Inquiry page](#)
- Submit requests for data access or deletion



Privacy by design: we build privacy into our products from start to finish

We review products and features that involve new or expanded data collections or uses in order to identify, evaluate, and mitigate potential legal risks; verify compliance with Uber's data-handling requirements; confirm that only the minimum amount of data is being collected, used, and retained; and enable users to exercise their rights regarding their data. These reviews guided some of Uber's most notable product launches in 2024:


- **Uber for teens:** To mitigate risks relating to teenage users' privacy, Uber for teens includes safeguards to prevent teens' data from being used for targeted ads. Teen accounts also feature prominent disclosures to help teens understand how Uber uses their data and shares it with their guardians.
- **Rider verification:** The rider identity verification process involves encryption of any identification documents submitted, and the third parties involved in verification are subject to strict contractual prohibitions against use of riders' data except to enable and improve identity verification.



Transparency: we are transparent about our data practices


Uber helps users understand our data practices through a variety of mechanisms. These start with Uber's Privacy Notices, which provide a comprehensive description of the data Uber collects, how we use and share such data, and users' rights and choices. In 2025, we launched 2 separate notices: one for [riders and order recipients](#) and another for [drivers and delivery people](#). This update is meant to help users more easily find the information that applies to them based on how they use Uber. The notices include tables and visuals that help explain the data we collect and how we use it.

Our [Privacy Overview](#) page summarizes key information from our Privacy Notices, through frequently asked questions and visual summaries regarding the data we collect and the purposes for which we use each such category of data. Uber's [Privacy Center](#), an in-app and web-based hub for privacy tools and information, offers users an easy way to understand our data practices, get copies of their data, and make choices about their data, such as those listed at the top of the next column.



Data security: we safeguard personal data

We provide reasonable and appropriate safeguards to prevent loss and unauthorized use or disclosure of personal data. We do this through our cybersecurity risk-management program, which is described in the next section.



For more information, please visit [Uber's Privacy Notice](#), which describes the personal data we collect, how it's used and shared, and user choices regarding this data.

⁴⁶The [Live Location Sharing](#) setting is available in the in-app version of the Privacy Center, in the "Location sharing" section.



Cybersecurity

Our Cybersecurity team has established a cybersecurity risk-management program that's based on the industry-recognized ISO 27001/2 framework. It includes policies, processes, and standards designed to protect and secure Uber's data environment. Key elements of our cybersecurity program are found below.

Executive oversight and governance

Our CISO (Chief Information Security Officer) has primary oversight of the program and is supported by senior members of Uber's Legal and Engineering teams and our Data Protection Office. Our Board exercises oversight of and receives regular updates regarding the program.

Independent third-party audits and regular assessments

As a global organization, Uber undergoes annual audits and assessments of our systems, cybersecurity controls, and infrastructure to maintain:

- Our certification as a Payment Card Industry Data Security Standard (PCI DSS 4.0) Level 1 merchant and service provider
- Our ISO 27001 certification for our core mobility, delivery, and enterprise businesses
- Our SOC 2 attestations that vary depending on the Uber product

Internally conducted environment and vulnerability assessments

Uber's Security Engineering team conducts regular assessments and reports their findings to senior management, including the CISO, and the Board or Audit Committee. Our Internal Audit function periodically conducts additional reviews and assessments, which are reported to the Audit Committee.

Cyber incident management

Uber's Security Engineering team, at the direction of the CISO, reviews potential incidents; identifies those that represent potential or actual threats to Uber's systems, data, or users; investigates and mitigates the cause and impact of such incidents; and implements safeguards to help prevent recurrence. Uber's CPO (Chief Privacy Officer) and Legal team support these efforts, including in connection with legal or disclosure obligations triggered in connection with any such incidents. Uber also conducts tabletop exercises to simulate the response to cybersecurity incidents; participants may include, among others, the CISO, the CPO, and representatives from Communications, Finance, and Legal.

Third-party risk management

Uber performs due diligence regarding our third-party suppliers, service providers, and business partners. This includes requiring submission of evidence demonstrating third parties' ability to meet Uber's cybersecurity and data-handling requirements. In addition, Uber's third-party suppliers and service providers who process Uber personal data are contractually obligated to notify Uber if they experience certain incidents affecting Uber users' personal data.



Public safety

Uber's Public Safety Response team receives and reviews data requests from law enforcement and public health officials. Using our [law enforcement portal](#), public safety officials can quickly and securely submit legal process documents to request information that may be critical in investigating potential criminal cases. In general, Uber does not disclose certain categories of user data without legal process, such as a subpoena, court order, or search warrant. Uber does not disclose precise real-time location data to government entities, including law enforcement, except in limited cases involving emergency response or operating requirements at airports.



Performance indicators

	2022	2023	2024
Material cybersecurity breaches			
Number of material cybersecurity breaches ⁴⁷	0	0	0
Liabilities and fines related to data privacy			
Adjudicated decisions in private actions ⁴⁸	\$30,000	\$0	\$0
Regulatory enforcement actions ⁴⁹	\$4,607,738	\$0	\$0
Total liabilities and fines related to data privacy	\$4,637,738	\$0	\$0
Liabilities and fines related to anti-competitive behavior			
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations ⁵⁰	\$0	\$0	\$0
Privacy			
Organizational			
Number of employees dedicated to privacy and security	213	288	330
Number of external assessments of our privacy and/or security programs ⁵¹	6	9	9
User controls and requests			
Number of user data downloads through Download Your Data feature ⁵²	139,288	145,415	217,753
Number of privacy features available to riders, drivers, and Uber Eats users	50	51	51

⁴⁷Materiality as determined by US securities laws.

⁴⁸In 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.

⁴⁹In 2022, the Italian Data Protection Authority, the Garante, issued one fine of US\$2,303,869 (€2,120,000) against Uber B.V. and a second fine in the same amount against Uber Technologies, Inc. for 3 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.

In 2023, The Dutch Data Protection Authority, Autoriteit Persoonsgegevens, fined Uber B.V. US\$10,846,050 (€10,000,000) for alleged deficiencies in its data subject access requests process, and inadequate transparency in relation to certain elements of its Privacy Notice. The fine is stayed while Uber appeals the decision.

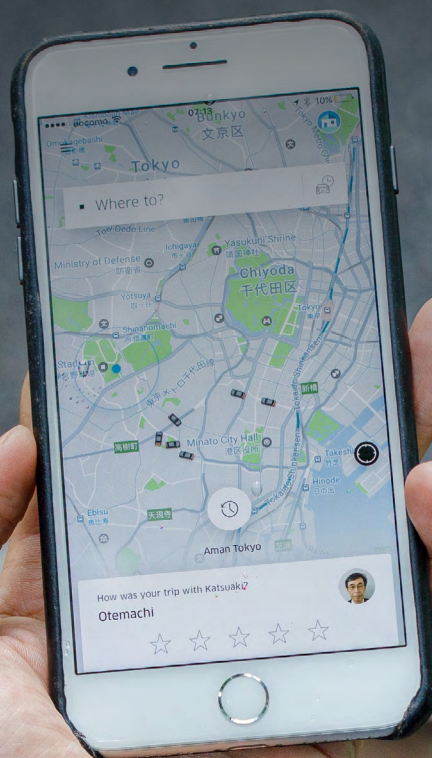
In 2024, The Dutch Data Protection Authority, Autoriteit Persoonsgegevens, fined Uber B.V. €290,000,000 relating to the transfer of drivers' personal information from the EU to the US. The fine is stayed while Uber appeals the decision.

⁵⁰Amount includes all judgments, fines, and penalties paid as a result of antitrust-related legal proceedings.

⁵¹Assessments performed by independent third parties.

⁵²Number represents user data downloads requested and completed in the corresponding year.

Artificial intelligence





Artificial intelligence

Recent advancements in AI (artificial intelligence) and ML (machine learning) tech have created tremendous opportunities to solve challenging issues. At Uber, we're proud of the ways we've leveraged these technologies to reimagine the way the world moves for the better, creating economic value for our platform users.

Governance

Program oversight

Led by Uber's Chief Privacy Officer, our AI governance program is made up of several dedicated teams including the AI Law and Ethics Council and the Office of Responsible AI. Our Legal, Tech, and Policy teams work together to oversee how we manage our AI strategies and products.

We regularly update our Board of Directors about our use and governance of AI, including updates specific to the development, deployment, and governance of AI technologies and associated risks and strategy.

Stakeholder engagement

Our AI teams regularly engage with key stakeholders to understand and effectively address their needs. Below are highlights of our engagements throughout 2024 and in the early parts of 2025.

Shareholders: We disclosed how Uber uses, governs, and oversees AI in our products, platform, and operations. We also launched a stand-alone, public-facing [AI web page](#) featuring our approach to AI governance; posted AI- and ML-related blog posts; and

shared the ORCAA (O'Neil Risk Consulting and Algorithmic Auditing) [auditing report](#). Additionally, we publicly released our [AI principles](#) (listed on the next page).

Platform users: New features, such as [Upfront Fares](#), are based on user feedback and powered by AI.

Regulators: Uber formally commented on the White House AI Action Plan, advising against a patchwork of state AI bills and offering recommendations for responsible

AI development and innovation. Uber also participated in international AI-regulation discussions, including at summits in Colombia and France.

Employees: In 2024, we launched employee AI trainings to help ensure that all Uber employees know where to find and how to apply our AI principles.

Our approach to artificial intelligence

Uber uses different types of AI in different ways to support our business. At the same time, we recognize that use of AI technologies may raise important questions and concerns about the impact they can have on individuals and our communities.

To manage this, we've implemented robust AI governance processes and assembled experts to monitor how we use AI technologies and tools. Through this process, we designed our AI principles, which guide our use and development of AI technology throughout the business.

We also launched our online [AI web page](#) in 2024. This page includes information explaining how Uber uses AI and ML, ways Uber's AI initiatives make a difference in the world, and the teams that lead AI governance at Uber.



Uber's AI principles



Accountable governance

Maintain an AI governance program that documents and operationalizes responsible AI policies, practices, and guidelines across Uber and seeks feedback for continuous improvements to our program.

Principles in action: [ORCAA's report on AI governance at Uber](#)



Responsible stewardship and trust

Establish and maintain a culture of ethical and human-centered stewardship of AI by designing systems for beneficial impact on people, the communities we serve, and our business, laying the foundation for trustworthy AI as a shared responsibility across Uber.

Principles in action: [Real-time identity verification checks](#)



Fairness and nondiscrimination

Incorporate fairness and inclusivity into our AI systems by designing, building, measuring, and monitoring them to treat all people fairly and address unfair bias or other unintended disparate impact.

Principles in action: [Aspen Digital's Product Equity Offsite with Uber](#)



Transparency and understandability

Help make our AI systems understandable by designing them to be transparent about inputs and outcomes and communicating meaningful information to users.

Principles in action: [More transparency with Upfront Fares; Keeping cities moving](#)



Quality, safety, and security

Create robust, safe, and secure AI systems by evaluating system fitness, proper functioning, and impact throughout the entire life cycle.

Principles in action: [Understanding algorithms and AI at Uber](#)



Privacy and data protection

Respect privacy rights and protect personal data by evaluating data quality and aiming to ensure that the use of such data in our AI systems is in accordance with our [Privacy Principles](#).

Principles in action: [Privacy Overview](#)

Transparency and engagement

Using AI ethically is a shared responsibility among all Uber employees. But we also have a variety of teams dedicated to providing oversight and guidance to further bring our AI principles to life every day through the management of our AI strategies and products. Those teams include:

AI Law and Ethics Council: This cross-functional group of leaders oversees Uber's AI governance and strategies and collaborates on policies, guidelines, and key results to operationalize AI governance at Uber.

Fairness Working Group: This cross-functional group of employees across the Legal, Policy, and Engineering teams identifies products for testing and mitigation of technical or algorithmic issues.

Marketplace Fairness: This team of data scientists tests products, processes, and algorithms for inadvertent impact.

Office of Responsible AI: Chaired by Legal, this team implements OKRs (objectives and key results) approved by the AI Law and Ethics Council. These objectives aim to drive improvements in model assessments and help to further integrate a culture of responsible AI use throughout Uber.

Product Inclusion: This cross-functional team focuses on creating accessible, inclusive user experiences that address the full spectrum of perspectives and needs of users across different backgrounds, geographies, and lived experiences.



Spotlight

ORCAA's report on AI governance at Uber

ORCAA (O'Neil Risk Consulting and Algorithmic Auditing) is led by Cathy O'Neil, a renowned data scientist and author of *Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy*. We voluntarily submitted our AI governance approach to ORCAA for an assessment that O'Neil led. [ORCAA concluded](#) that Uber's "governance structure is successful in achieving two critical

things: first, a broad definition of AI risk, which is to say one that accounts for external as well as internal stakeholders, and second, a clear process for composing and maintaining accountability for that risk." The report demonstrates Uber's commitment to robust governance, transparency, and engagement with experts and stakeholders.

Autonomous vehicles





Autonomous vehicles

At Uber, we imagine a future in which AVs (autonomous vehicles) and human drivers and couriers work together to make transportation more reliable, affordable, and resilient, as well as safer. In this hybrid future, network density and platform reliability increase while more merchants and users reap the benefits.

Our goal is to offer world-leading AV developers the best platform for bringing their technology to customers. As the largest combined mobility and delivery platform in the world, we're uniquely positioned to make this happen.



Governance

Program oversight

Uber's management, including our President and COO (Chief Operating Officer) and our Head of Autonomous Mobility and Delivery, regularly updates our Board of Directors on a range of topics, such as Uber's autonomous mobility and delivery growth and strategy, the industry landscape, domestic and international engagements, and the expansion of current AV partnerships. The Audit Committee also receives reports related to AVs and briefs the entire Board on these matters.

Our Autonomous Mobility and Delivery team is composed of experts in marketplace management, fleet optimization, and local operations, making them uniquely equipped to support AV hardware and software developers in deploying and scaling technology globally. You can find additional information about our AV program on uber.com/autonomous.

Stakeholder engagement

In 2024 and early 2025, we collaborated with partners who share our values and believe in the potential for this technology to create positive outcomes for our communities.

Shareholders: We were encouraged to share more about Uber's AV strategy and vision. We included a full [supplemental](#) spotlight on AVs during our Q4 earnings report, introduced disclosure on AVs in our annual [Proxy Statement](#) and Governance Strategy and Engagement reporting, and updated our executive annual cash bonus program to include AV goals.

Industry partners: In 2024 and early parts of 2025, we advanced our AV program with multiple new partnerships for both mobility and delivery. As of July 2025, we've launched 20 partnerships—including our first international mobility launch, with [WeRide](#) in Abu Dhabi.

Regulators: With AV regulations being highly fragmented within the US and across the globe, we continue to work with regulators and other governing bodies advocating for the development of regulatory frameworks that support our partners and deployments without compromising on safety.

Drivers and couriers: We're dedicated to working closely with drivers and couriers to better understand their perspectives as we scale AVs into key markets.

Our approach to autonomous vehicles

We believe that AV technologies have the potential to help grow our platform in meaningful ways. The AV companies we partner with share our core values and enable us to offer new products and services while leading with safety.

Our vision

Mobility	Delivery	Freight
Autonomous vehicles and human drivers together on one platform means the right ride for every customer is always within reach.	Getting almost anything on Uber Eats can become even easier and more affordable with deliveries from all-electric sidewalk robots and autonomous vehicles.	Our efforts in autonomous trucking contribute to advancing toward a future where goods and people move more efficiently.

What we’re doing to help further our vision

Partnering with major AV companies

As a globally scaled platform across mobility, delivery, and freight, we believe Uber is the choice partner for AV companies. In addition to providing access to market demand and our vast network of merchants and shippers, we also offer the operational flexibility necessary to ensure a great end-to-end customer experience. As of July 2025, we’ve launched AV mobility products in the US (in Atlanta, Austin, and Phoenix) and the UAE (Abu Dhabi), and we’ve launched AV delivery products in the US (in Chicago, Dallas, Houston, Jersey City, Los Angeles, Miami, and Mountain View) and in Japan (Tokyo).



We’re driving the future of autonomous transportation forward, together

For more information, please visit [Uber’s autonomous vehicles web page](#), which highlights our AV partnerships, innovative technology, and resources related to safety, freight, and sustainability.

Prioritizing safety and transparency

Building trust with communities is essential for the AV industry. As we introduce more autonomous vehicle partners onto our platform, this is a top priority. Uber is leading in the development of industry standards and best practices through our work in the [Automated Vehicle Safety Consortium](#) in collaboration with other AV companies. These best practices aim to increase public trust in AVs and serve as a baseline through which we understand how our potential partners approach AV safety.

Uber has implemented a comprehensive [Autonomous Mobility and Delivery Safety Program](#) that aims to apply a safety framework that:

- Defines a strategy for understanding how potential partners approach AV safety before they deploy and operate on Uber’s platform
- Creates a consistent assessment process rooted in leading industry safety standards and best practices
- Establishes the baseline expectation for automated and autonomous robots and vehicles to join and operate on Uber’s platform

Because approaches to safety may vary, our Autonomous Mobility and Delivery team assesses each partner’s safety plan individually using the 3 core areas of the safety assessment framework:

- Safety of the organization
- Safety of the autonomous vehicle
- Safety of operations

Optimizing for the hybrid network

As autonomous partners are gradually deployed onto the existing Uber network, their AVs will only be able to serve certain routes and trip types. We anticipate that the number of AVs and human drivers will both continue to grow—and operate side by side—as demand for direct transportation options increases.

Engaging with drivers and couriers

With AV deployments scaling across our key markets, we developed an internal working group including members of our Ops, Comms, Policy, and Legal orgs to monitor driver sentiment and continue to work closely with the driver and courier community to better understand their perspectives.

Monitoring the regulatory environment

Regulatory frameworks for AVs are still under development around the world. In the US, we expect AV regulations will continue to differ across state lines, with varying operational, oversight, and reporting requirements. We’re working closely with our AV partners to ensure that officials in new markets are ready for the deployment of AVs.

- **Within the US:** We welcome a standardized national framework for vehicle performance standards that does not compromise on safety. We expect that individual states are likely to continue to adopt differing consumer-facing, economic, and/or operational standards, as they have historically done, even with conventional vehicles.
- **Outside the US:** Regulatory frameworks are still under development, with a handful of jurisdictions having enabling regulations today.

Ethics and compliance



Ethics and compliance

Our Ethics and Compliance team serves as a trusted partner to facilitate and guide the conduct of all employees through its mission to foster a culture of ethical decision-making and compliance. Our Ethics and Compliance program has been externally recognized and awarded by organizations such as Ethisphere and Legalweek for its commitment to implementing and maintaining best-in-class practices and policies.

Governance

Program oversight

The Audit Committee of Uber’s Board of Directors oversees our Ethics and Compliance program and receives regular reports from the Chief Ethics, Compliance, and Security Officer. These reports include updates on our compliance with applicable laws and regulations, as well as our compliance framework and program development, including oversight of our systems and controls for ethical behavior


and the prevention of bribery. The Audit Committee is also informed of and oversees the investigation and remediation of any material instances of noncompliance. This oversight includes the review of significant inquiries of regulatory authorities and Uber’s response. The Audit Committee regularly briefs the entire Board on these matters.

Stakeholder engagement

Throughout 2024 and early 2025, Uber has maintained active engagement with a range of stakeholders, including shareholders and employees.

Shareholders: In response to feedback from shareholder engagements held by Uber’s Governance Strategy and Engagement team, and as part of our commitment to continual improvement, the Ethics and Compliance organization is updating Uber’s Global Human Rights Policy and Supplier Code of Conduct.


Employees: We engage employees through innovative initiatives, such as our 2024 Business Conduct Expedition course (recognized for being innovative and engaging) and Ethics and Compliance Week (which achieved record-breaking participation in 2025).




Uber was honored by [Legalweek Leaders in Tech Law Awards 2025](#) as In-House: Best Tech Training Program Implementation Winner

Our approach to 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



Uber's Business Conduct Guide

Our [BCG \(Business Conduct Guide\)](#) is the cornerstone of our program, providing employees with clear guidance on ethical decision-making, including how to raise concerns to the Integrity Helpline, and how the company's values contribute to making the right decisions. The Business Conduct Guide facilitates employee compliance in areas such as reporting potential violations of policy or law, anti-retaliation protections, responsible use of AI, anti-corruption, antitrust, data security, privacy, and conflicts of interest.

Uber's Business Conduct Guide is translated into 15 languages and has a mobile-friendly version with a smart search feature. We require every Uber employee to complete training and acknowledge our Business Conduct Guide in their local language within 30 days of hire, as well as with each Business Conduct Guide update, which occurs every 2 years. The Business Conduct Guide updates are reviewed as part of our control environment for SOX (Sarbanes-Oxley) compliance requirements.

We also have a suite of specific compliance policies and procedures that address identified risk areas, which are outlined on our ["Acting on integrity"](#) web page.

Employee training

Uber's Ethics and Compliance training curriculum assigns training to employees based on their risk level, as determined, in part, by a machine-learning solution that considers their role, location, and management responsibility. Employees with higher-risk job profiles receive additional training. All training courses are translated to maximize comprehension by employees.

Our curriculum assesses learner proficiency by topic and evaluates it alongside additional ethics and compliance data. This lets us discover where—and for which employees—additional adapted learning content may be needed.

In 2024, we:

- Launched our Business Conduct Expedition course, which covers standing up and speaking up to our Integrity Helpline and Uber's zero tolerance for retaliation, and includes 20 real-world scenarios related to ethical decision-making. The course uses adaptive-learning technology that personalizes training topics per learner.
- Streamlined mandatory training courses to focus on the most important topics to drive completion rates and proficiency, and promoted our interface for employees and managers to monitor training completions.

We reward employees internally for completing training and compliance requirements with an Ethics and Compliance Champion badge.

Culture of compliance

We conduct internal risk assessments and solicit independent external assessments to continually improve our global compliance program and align program priorities to critical risks facing the company. The results of these assessments inform our compliance program priorities and are discussed with senior regional and line-of-business leadership.

Uber engaged an independent third party, Ethisphere, to perform a comprehensive review of our Ethics and Compliance program and company culture. Ethisphere awarded Uber its [Compliance Leader](#)

[Verification](#) status for 2024, which recognizes organizations with an outstanding commitment to achieving a best-in-class Ethics and Compliance program.

More than 100 employees globally are part of our EthicAllies program (known in LatAm as the Heroes program). These employees support the Ethics and Compliance function by acting as program ambassadors to further the team's reach.

We encourage our employees to act like owners and take an active role in protecting the company from risks. Every year during our global Ethics and Compliance Week, we refresh our commitment to supporting a "Stand up, speak up" culture by raising awareness of the Integrity Helpline.

Uber's Integrity Helpline portal is operated by an independent third party, is available in over 20 languages, and is widely publicized throughout the Business Conduct Guide, our trainings and communications, and our internal and external websites. It allows anyone to report suspected violations of our policies, our procedures, or the law, anonymously if desired. All reports are reviewed, triaged, and assigned to the appropriate team for review and remedial or disciplinary action, as appropriate. Retaliation for good-faith reporting is strictly prohibited. We continually review our metrics and data related to case reporting and investigations to assess the Integrity Helpline's effectiveness and our investigation teams' responsiveness.

Anti-corruption

Uber opposes corruption in all its forms. Our global Ethics and Compliance program is built on the essential elements of an effective compliance program as outlined by the US

92%

Percentage of Uber employees who have completed their Business Conduct Guide training using adaptive-learning technology

10x

Increase in employees engaged in at least one Ethics and Compliance Week activity (in 2025 versus 2023)

+6%

Increase in employee awareness of how to report concerns (in 2024 versus 2022)



Sentencing Commission, the US Department of Justice Evaluation of Corporate Compliance Programs, the UK Bribery Act, and the Good Statistical Practice program guidelines recommended by the Organisation for Economic Co-operation and Development.

Bribery and corruption risk management

Third-party engagement presents significant bribery and corruption risk. We've fully integrated our anti-bribery/anti-corruption (ABAC) due diligence process and risk-ranking algorithm into our global vendor onboarding platform. This has enabled us to automate the assessment of every third party onboarded. It has also increased our ability to detect potential risks early and make sure the organizations we work with engage in ethical business practices.

We continue to maintain mergers-and-acquisitions due diligence procedures that are designed to help ensure a proper focus on pre-acquisition due diligence and post-acquisition integration of acquired entities. Our global Supplier Code of Conduct—designed in the spirit of the United

Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work—sets forth the expectation for suppliers working on our behalf to comply with all laws and to act ethically and with integrity at all times. Additionally, our Human Rights Policy affirms our commitment to dignity, fairness, respect, and freedom of movement, emphasizing adherence to internationally recognized principles, including freedom of association, collective bargaining, and unbiased, ethical AI use.

Further, we require employees of suppliers assigned to Uber as contractors and consultants, referred to as EXTs, to acknowledge our EXT Work Principles and take Ethics and Compliance training.

Global anti-corruption data analytics

In 2021, we established the foundation and infrastructure for a more robust, data-driven compliance program. In 2022, we equipped our regional teams with the

skills and resources necessary to access a centralized data source in real time. We also completed the first audit of our risk-scoring methodology for our ABAC (anti-bribery/anti-corruption) monitoring program. In 2023, we developed a tailored ABAC data analytics and financial transaction monitoring program using the EY Virtual platform, incorporating over 130 rules-based tests and machine learning algorithms for evaluating risks associated with third-party payments and travel and entertainment expenses, such as business courtesies and government-related expenditures. In 2024, we successfully harnessed elements of machine learning to further refine our risk-scoring capabilities.

As a result, our Ethics and Compliance team performs deep forensic data analysis work, making our risk-detection and risk-mitigation capabilities more inclusive and sophisticated.

Political activities

Uber participates in discussions surrounding federal, state, and local public policies that may impact our operations. Our involvement is nonpartisan, aimed at shaping public policy responsibly in ways that are aligned with our values and support our business goals. In addition to the Ethics and Compliance team, Uber colleagues at every level play a key role in our responsible advocacy.

Oversight

The Board of Directors' Nominating and Governance Committee oversees political activities and lobbying as part of their charter. Senior Policy team leaders promote awareness through fireside chats.

Uber has robust policies governing our interactions with public officials. In the US, Legal works closely with the Policy teams to comply with federal, state, and local lobbying

and campaign finance laws. In other regions, our Ethics and Compliance teams have implemented an Interactions with Public Officials policy and conduct in-person training for employees and consultants involved in engaging with public officials on Uber's behalf.

People and culture





People and culture

At Uber, our global impact begins with something simple but powerful: people who show up, work hard, and grow. That's why we're building systems that do more than support performance; they unlock potential. When we lead with trust, inclusion, and purpose, we create momentum that lifts people, teams, and results across the globe. Turning potential into opportunity also takes more than vision—it takes infrastructure and intent. By scaling inclusive leadership, expanding access to opportunity through upward mobility, and ensuring that our business and products are inclusive by design, we're driving the innovation that fuels our growth and sets new standards for what progress in tech should look like. This mindset drives our culture, moves us forward, and defines our global footprint.

Governance

Program oversight

Uber's Board of Directors and its Compensation Committee play a critical role in overseeing how we develop and maintain the culture that we want. The Compensation Committee is actively engaged in overseeing our people and culture strategy. The Compensation Committee regularly reviews and reports back to the Board on a broad range of human capital management topics, including talent management, culture, employee engagement, development, and retention.

We track key metrics such as employee engagement to identify trends early and take informed action. Our program focuses on strengthening key pillars such as hiring, developing, and retaining our talent, along with initiatives aimed to support policies around growth, rewards, recognition, and employee experience. These efforts allow us to focus on the core programs that power our people, shape our culture, and amplify our impact.

Stakeholder engagement

In 2024 and early parts of 2025, we continued to engage with a range of stakeholders to strengthen collaboration, build partnerships, and drive shared progress. Highlights include:

Shareholders: We engaged with shareholders on various topics such as Uber's culture, overall program and priorities, and inclusive product design. We also continued to disclose key updates on our culture, employee retention, and hiring practices in our annual [Proxy Statement](#).

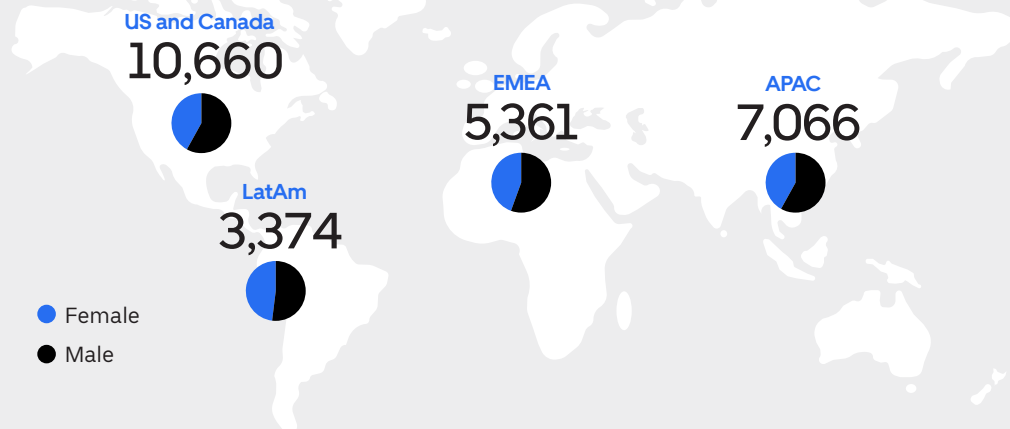
Employees: We listened and gathered feedback throughout the year across multiple channels. Our annual global Pulse Survey invites all full-time employees to share their voice, helping us to better understand their needs and shape meaningful policies around employee experience, growth, and rewards and recognition.



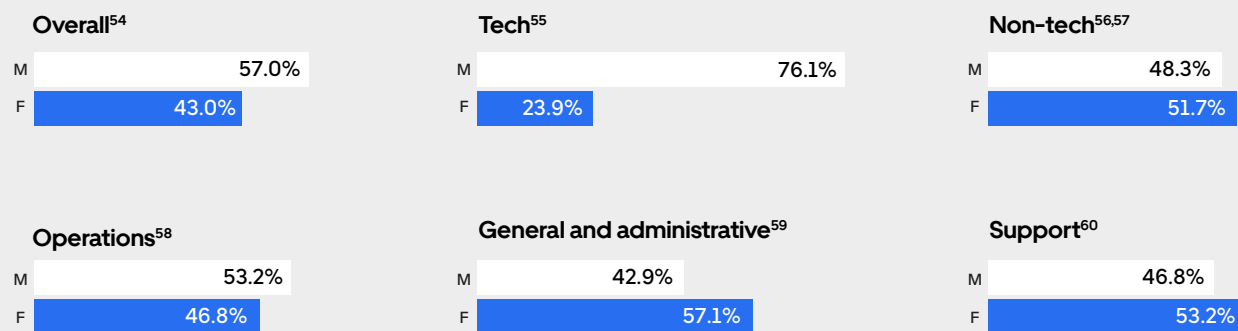


Our approach to people and culture

2024 workforce demographics (regional)⁵³



2024 workforce demographics (global)⁵³



Employee-experience data highlights⁶¹

87%

Respondents who say they're proud to work at Uber

+5

Percentage-point increase year over year

⁵³Employees who self-identified their gender.

⁵⁴Total employees includes all active full-time employees, excluding casual employees and interns.

⁵⁵Employees from across all organizations who manage technical products or processes and/or work on the development of tools. Employees are categorized into tech and non-tech roles based on their primary job functions.

⁵⁶Employees from across all organizations whose roles are not directly involved in technical products, processes, or the development of technical tools. Employees are categorized into tech and non-tech roles based on their primary job functions.

⁵⁷This number accounts for adjusted timing in the data pull.

⁵⁸Employees are categorized as operations if their roles contribute to the core business functions.

⁵⁹Employees are categorized as general and administrative if their roles contribute to corporate functions.

⁶⁰Support workforce (typically referred to as customer service employees in industry terms) consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

⁶¹Percentage reflects the responses of 26,000+ surveyed full-time employees (FTEs), who include any employees across all regions who are under one of the following employee type categories: Regular, Contractor to FTE, or Fixed Term. Conducted in September 2024, Uber's global employee engagement survey (called the Pulse Survey) is sent to all FTEs. The survey is used to gauge employee sentiment and enable organization-wide planning. Note: Uber Freight subsidiary employees were excluded from this survey.



People: enabling growth and the employee experience

Hiring smarter

In 2024, we launched Quality of Hire, a data-driven global recruiting framework, to elevate our hiring success. By standardizing how we assess candidates, we believe this framework helps sharpen our hiring decisions, reduce bias, attract talent, and support long-term employee success.

We also invest in global career development programs to help cultivate top talent for our pipelines of future interns and new graduates. Our university programs, such as [Uber Career Prep](#), can open doors for students and early-career talent, especially those taking nontraditional paths into the workforce.

Developing talent

Through feedback mechanisms such as employee surveys, Uber employees have expressed their desire to take on new challenges and build a career that's always moving forward. At our company, employees learn by doing. To foster this, we provide a host of learning and development opportunities to our global employee population, including these:

- **Mentoring@Uber:** We connect full-time employees through our mentoring initiative to build skills, share knowledge, and foster meaningful relationships that drive growth across the business.
- **Coaching@Uber:** We offer full-time employees at the director level and above access to external career coaches to strengthen leadership skills, navigate complex challenges, and receive expert guidance for their continued growth and development.
- **Talent Marketplace opportunities:** We empower full-time employees to grow through short-term, hands-on assignments aligned with real business needs and development goals. We also champion long-term internal mobility, encouraging team transfers that support career growth through on-the-job learning.

- **Manager opportunities:** We enable our managers to drive high performance by building manager capability from day one. It starts with new-hire onboarding and continues with ongoing support for tenured managers through live learning with Uber leaders and self-paced practice of core leadership skills.

Expanding pathways

Uber has established a number of academy and apprenticeship programs to facilitate and encourage professional growth within the company. For example, CST in Motion is an initiative to help our CST (Community Specialist team) members drive their careers forward at Uber. We identified 9 growth-path roles that provide a more streamlined interview process and higher success rates after transitioning. In 2024, we achieved 150 successful CST transfers, including 108 into growth-path roles.

Supporting the employee experience

- **Compensation:** We're committed to examining and updating our people processes to help ensure that pay and compensation decisions are made without bias and with the goal of equality across our workforce.
- **Benefits:** We offer a [core set of benefits](#) that helps to support our diverse population by focusing on physical and mental well-being. We provide access to mental health care (including coaching and therapy through our employee assistance program), maternity and fertility coverage, an 18-week minimum parental leave policy, sabbatical leave, well-being reimbursement funds, and more.
- **Safety:** We believe in promoting a safe and healthy workplace that safeguards the employee experience, minimizes environmental impact, and upholds the highest standards of corporate responsibility. As part of Uber's injury and illness prevention plan (IIPP), we embrace a holistic approach to creating healthy and engaging environments by investing in our people and places.



Culture: promoting integrity, belonging, and inclusion



Promoting integrity

At Uber, we do the right thing. Period. We foster an environment where we hold ourselves to high standards of integrity by communicating regularly and educating often about our ethics and expected standards of conduct. We provide enablement that covers topics such as anti-discrimination; business conduct; environmental health, safety, and sustainability; and an introduction to responsible AI. For more information about how we continue to strengthen our culture of compliance, please review the [“Ethics and compliance”](#) section of this report.



Empowering belonging

We empower our employees to show up as their best selves and build meaningful connections through our ERGs (employee resource groups). These employee-led communities are open to all employees and offer space for building community and making an impact beyond the workplace.



Expanding our reach

In 2024, more than 400 employees represented Uber at 9 major conferences—building connections, engaging in industry conversations, and championing inclusion and innovation worldwide.



Supporting our people

We actively support employees with disabilities through dedicated programs, resources, and workplace policies. A streamlined accommodations process led by a specialized team, including an Accommodations Program Manager, helps ensure timely and effective support for individual needs such as assistive technology, schedule flexibility, and accessible workspaces. In addition, Uber’s internal policies reinforce clear protections for employees who rely on service animals, ensuring that they are able to navigate their workday with confidence and independence.



Building a respectful workplace

At Uber, building a positive and respectful workplace is a continual priority. We invest in development practices that help ensure that all employees are evaluated fairly and supported in their growth. Managers are encouraged to lead with empathy, listen actively, and foster strong team dynamics where different perspectives are welcomed. Internal programs and employee-led initiatives provide valuable feedback and help shape a culture of collaboration and mutual respect. These efforts contribute to a work environment where everyone has the tools, support, and encouragement to do their best work.



Performance indicators

	2022	2023	2024
Employee headcount (global)⁶²	32,800	30,400	31,100
Workplace safety (US)			
Total recordable incident rate (TRIR): direct employees ⁶³	0.13	0.10	0.09
Fatalities: direct employees	0	0	0
Total recordable incident rate (TRIR): contract employees ⁶³	0.06	0.02	0.04
Fatalities: contract employees	0	0	0
Employee engagement (global)⁶⁴			
Percentage of FTEs surveyed	100%	100%	100%
Employees who returned survey	80%	77%	80%
Employees who are “actively engaged”	79%	75%	74%
Employees who perceive Uber’s mission favorably	84%	81%	85%
Employees who are proud to work for Uber	84%	82%	87%
Employees who feel treated fairly at Uber regardless of their personal background	89%	86%	85%
Workforce demographics (global)⁶⁵			
Overall⁶⁶			
Male	57.4%	56.5%	57.0%
Female	42.6%	43.5%	43.0%
Tech⁶⁷			
Male	76.2%	78.1%	76.1%
Female	23.8%	21.9%	23.9%
Non-tech^{68,69}			
Male	50.9%	49.1%	48.3%
Female	49.1%	50.9%	51.7%
Operations⁷⁰			
Male	55.2%	53.6%	53.2%
Female	44.8%	46.4%	46.8%
General and administrative⁷¹			
Male	46.3%	44.7%	42.9%
Female	53.7%	55.3%	57.1%
Support⁷²			
Male	48.0%	47.1%	46.8%
Female	52.0%	52.9%	53.2%

⁶²Total employee headcount represents our company and our subsidiaries, globally.

⁶³TRIR 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.

⁶⁴The 2024 Pulse Survey, conducted in September 2024, 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. The 2023 Pulse Survey was conducted in October 2023. The 2022 Pulse Survey was conducted in October 2022. Subsidiary employees are excluded from the survey. On-leave employees were excluded from the 2022 survey. Full-time employees (FTEs) include any employees who are under one of the following employee type categories: Regular, Contractor to FTE, or Fixed Term.

⁶⁵Employees who self-identified their gender.

⁶⁶Total employees includes all active full-time employees, excluding casual employees and interns.

⁶⁷Employees from across all organizations who manage technical products or processes and/or work on the development of tools. Employees are categorized into tech and non-tech roles based on their primary job functions.

⁶⁸Employees from across all organizations whose roles are not directly involved in technical products, processes, or the development of technical tools. Employees are categorized into tech and non-tech roles based on their primary job functions.

⁶⁹This number accounts for adjusted timing in the data pull for 2024 data.

⁷⁰Employees are categorized as operations if their roles contribute to the core business functions.

⁷¹Employees are categorized as general and administrative if their roles contribute to corporate functions.

⁷²Support workforce (typically referred to as customer service employees in industry terms) consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

Appendix





Analysis: electrification and waste-reduction impacts, risks, and opportunities

In 2024, we leveraged enriched scenario modeling to better understand the impacts, risks, and opportunities that environmental, electrification, and waste-reduction efforts have on our business. That helped us identify potential related impacts across our global Mobility, Delivery, and Freight businesses, as well as our corporate operations.

This exercise is not a forecast of the future, a financial planning exercise, or a portfolio capital allocation recommendation. It aims to quantify any given risk or opportunity by considering [IFRS \(International Financial Reporting Standards\) Sustainability Disclosure Standards](#) and balancing breadth and precision.

Scenario selection

The temperature pathways and scenarios are aligned to IPCC (Intergovernmental Panel on Climate Change) scenarios; evaluate the political, environmental, social, technological, legal, and economic landscapes; and include the following:

1.5°C

SSP1-2.6 (Sustainability): In this greenhouse gas emissions scenario, sustainable development advances, and there is a shift away from fossil fuels, leading to lower temperature rises.

RPS (Required Policy Scenario): There are significant advances in EV-related technology and incentives to accelerate the transition, and consumers prefer EVs (electric vehicles) to vehicles with internal-combustion engines, while impacts due to physical risks are minimized.

1.8°C

FPS (Forecast Policy Scenario): Some impacts of extreme weather events are avoided, and there are moderate developments in new and emerging technology, policy incentives, regulatory requirements, and consumer preferences.

4°C

SSP5-8.5 (Fossil-fueled Development): In this greenhouse gas emissions scenario, dependence on fossil fuels and significant economic growth lead to high temperature rise.

BAU (business as usual): Developments related to EVs, charging infrastructure, and sustainable packaging continue at current rates while extreme weather events are more frequent and severe, resulting in greater disruptions to Uber's business.

Main findings from our analysis

Under certain climate scenarios, we face physical and transition-related climate risks, which include physical disruptions from extreme weather events, transition challenges from new regulations and energy shifts, along with growing reputational scrutiny and evolving expectations regarding our announced goals. These challenges could affect the price of carbon, the total cost of vehicle ownership, and EV adoption. Mitigation actions and methods to recognize [opportunities](#) include strategies that can help reduce exposure to risks and unlock value by expanding service offerings.

- **Physical risks** are primarily driven by coastal and river flooding resulting from sea level rise, storm surges, and rainfall, as well as extreme heat and wildfires resulting from temperature rise—all with the potential to damage road surfaces, make key locations inaccessible, and reduce visibility and movement. Opportunities include expanding service offerings with more climate-resilient options and in areas with lower risk, exploring strategies to further support communities, and examining route alternatives to improve the resilience of service.
- **Transition risks** are primarily associated with the price of carbon, TCO (total cost of ownership) for vehicles, and EV adoption. Increased carbon prices from federal regulatory carbon pricing systems may result in increased direct operational costs. TCO parity varies by use case and weight class, with some routes already favoring EVs, requiring strategic oversight of infrastructure, policy, and technological advancements to guide long-term decarbonization strategies. Further, an aggressive EV adoption rate may result in increased costs to achieve such adoption. Opportunities include further incentivizing drivers to switch to EVs, considering internal and external efforts to reduce the disparity in TCO, negotiating preferential rates for charging, and encouraging adoption of more-affordable, used EVs.



About this report

Forward-looking statements

This report contains forward-looking statements regarding our future business expectations, which involve risks and uncertainties. Actual results may differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “aim,” “anticipate,” “believe,” “commit,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “goal,” “hope,” “intend,” “may,” “might,” “objective,” “ongoing,” “plan,” “potential,” “predict,” “project,” “should,” “strategy,” “strive,” “target,” “will,” or “would” or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. These risks, uncertainties, and other factors relate to, among others: competition; managing our growth and corporate culture; financial performance; investments in new products or offerings; our ability to partner with cities, transit agencies, and micromobility providers; our ability to invest in and provide resources to promote electrification and waste reduction; 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 and the impact of the global economy, including rising inflation and interest rates. 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, 2024, and subsequent Form 10-Qs and Form 8-Ks filed with the Securities and Exchange Commission. Information in this report is based on assumptions that we believe to be reasonable as of publication. The targets, goals, plans and commitments in this report and any related website disclosure are aspirational; as such, no guarantees or promises are made that they will be met or successfully

executed. We urge you to consider all of the risks, uncertainties, and factors identified above or discussed in our reports filed with the SEC carefully in evaluating the forward-looking statements in this report and the related website disclosure. We cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. We undertake no duty to update this information unless required by law.

The use of terms in this report such as “drivers,” “couriers,” “earn,” “zero-emission vehicle,” and “sustainable packaging” are general and follow the general use case of the word by Uber Technologies, Inc. Regional variations of words should be considered at the reader’s discretion. The information contained in this report and any related website disclosure are subject to the accuracy of our data collection and analysis methods, which are subject to future evolution and calibration. Such information is subject to additional uncertainties since there are limitations inherent in our data collection and analysis methods. While we consider information from external resources to be reliable, we do not assume responsibility for its accuracy. Unless otherwise indicated, all data, statistics, and metrics included in this report and the related website disclosure are non-audited and have not received limited verification assurance, are not prepared in accordance with generally accepted accounting principles, are subject to the quality and comprehensiveness of the reporting received by us from internal and external sources, and may be based on assumptions believed to be reasonable at the time of preparation that may be subject to revision. Therefore, certain data, statistics, and metrics included in this report and any related website disclosure may be approximate and/or estimated values. Please also note that the availability of data, statistics, and metrics varies from section to section in this report and the related website disclosure.

User experience, availability, ratings, pricing, offers, discounts, promotions, images, or similar data represented in this report is for illustrative purposes only.

Third-party data assurance

LRQA has verified several data indicators disclosed in this report. LRQA’s verification statement can be found [here](#).



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