



**Uber**

2026 Governance Strategy  
and Engagement Report

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# Reflections from our CEO and CLO

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2025 was a year of record-breaking milestones for Uber. We challenged ourselves to scale the power of our platform across Mobility and Delivery while partnering with autonomous vehicle leaders to shape the future of how we move. We raised the bar on safety, created flexible earning opportunities for over 9 million people, and showed up for the cities we serve. I'm extremely proud of the foundation we've built, and even more excited about our momentum for the road ahead.

**Dara Khosrowshahi**

Chief Executive Officer

Behind our progress in 2025 was a clear commitment to the people who power our platform. Our riders, drivers, merchants, and customers make Uber a powerful force for good around the world. From making transportation more accessible to reducing drunk driving to leading the industry in safety—working together, we're focused on making a real impact on the communities we serve.

**Tony West**

Senior Vice President, Chief Legal Officer and Corporate Secretary

”

# Highlights

## 75%

Drivers satisfied, globally<sup>1</sup>

## 72%

Couriers satisfied, globally<sup>1</sup>

## 950+

App improvements made through our Fixit program

## 99.9%

Trips and deliveries that happened without any safety-related incident, globally (FY 2025)

## 154.5M

Global ZEV (zero-emission vehicle) trips, up 47% year over year (Q1 2026)

## 17.9%

On-trip miles in Europe completed by ZEV drivers (Q1 2026)



## 70+

Countries<sup>2</sup>



## 15K+

Cities<sup>2</sup>



## 1.3M+

Monthly merchants<sup>3</sup>



## 9.7M

Monthly active drivers and couriers<sup>3</sup>

### Driver and courier well-being

In 2025, over 20 million drivers and couriers completed a trip on Uber's platform. Their total earnings, including tips, were over \$85 billion.<sup>4</sup>

A 2025 Uber-commissioned study by [HR&A Advisors](#) found that the 2024 net earnings for Uber drivers in Chicago, Philadelphia, and Portland were well above local minimum wages and highly competitive with similar local occupations.

Feedback on nearly 80 topics from over 100 Uber Crew sessions in 2025 led to dozens of new updates designed to make earning with Uber easier, safer, and fairer.

### Safety

In 2025, Uber launched Women Preferences in the US to give women more choice in how they ride and drive. [Women Preferences](#) is now available for drivers in over 40 countries, and for riders across 7 countries: Brazil, France, Germany, Portugal, Saudi Arabia, Spain, and the US.

Uber maintained our commitment to transparency by publishing deeper insights into our [background screening processes](#), [safety partnerships](#), and [features](#). Additionally, we intend to publish our fourth US Safety Report in 2026.

In 2025, Uber advanced its initiatives relating to road safety by launching new technologies designed to reduce risk, such as driving safety scores, notification pauses for moving drivers, and mandatory helmet checks.

### Electrification and waste reduction

In 2025, we updated Uber Green to include only electric vehicles and rebranded it as Uber Electric. Uber Electric is now available in 190+ cities in 30 countries across 5 continents.

We've announced more than \$100 million in investments in new high-capacity AV charging hubs, marking the first phase of a long-term program of Uber-developed and -managed autonomous EV charging infrastructure.

In Q1 2026, ZEV drivers on Uber completed 9.1% of all on-trip miles in the US and Canada. This reflects a ZEV adoption rate among Uber drivers many times higher than among the general public.

Globally, more than 339,000 ZEV drivers were active on Uber's app on average each month in Q1 2026, up over 47% from the same period last year.

### Data privacy and cybersecurity

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.

Uber's "privacy by design" approach guided our major 2025 launches, including [roadway data collections](#) and [Uber AI Solutions](#), helping to ensure rigorous risk mitigation and data minimization from start to finish.

### Artificial intelligence

Published in 2025 to demonstrate our commitment to responsible AI, Uber's Algorithmic Transparency Reports for the [US](#) and [Europe](#) detail the matching, pricing, and safety systems powering daily journeys.

We strengthened our AI literacy program in 2025 by introducing mandatory responsible AI training for all employees and targeted technical education for those building our AI systems.

### Autonomous vehicles

Uber's Q4 2025 earnings report featured a comprehensive [update](#) on our autonomous vehicle strategy, highlighting how autonomy enhances our global scale, demand density, and marketplace technology.

In 2025, we introduced Uber [Autonomous Solutions](#) to help partners scale their AV technology through advanced infrastructure, better fleet operations, and data-driven insights.

Prioritizing transparency in 2025, we enhanced our [Autonomous Safety Guidelines](#) to provide a structured framework for evaluating the safety and responsibility of new autonomous partners joining the Uber platform.

### 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.

To reflect our efforts for continual improvement, Uber's Ethics and Compliance team updated our [Human Rights Policy](#) and [Supplier Code of Conduct](#) to explicitly include the consideration of responsible use of AI.

To foster ethical leadership, we introduced the Guiding Light Ethical Manager Program in 2025, which provides managers with tools to navigate team concerns and champion integrity.

### People and culture

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.

In 2025, Uber launched our first-ever Inclusion Week, a company-wide moment designed to deepen understanding of how to enable inclusive leadership, create opportunities for people of all backgrounds, and encourage shared accountability for building a workplace where all employees can thrive.

<sup>1</sup>This is a global composite score of key markets among drivers or couriers, where applicable, who responded that they are either "somewhat satisfied" or "very satisfied" with their experience with Uber.

<sup>2</sup>Based on our internal definition of a city, which includes metropolitan areas that include several cities. Countries and cities metrics as of December 31, 2025.

<sup>3</sup>Merchants, drivers, and couriers metrics as of Q4 2025.

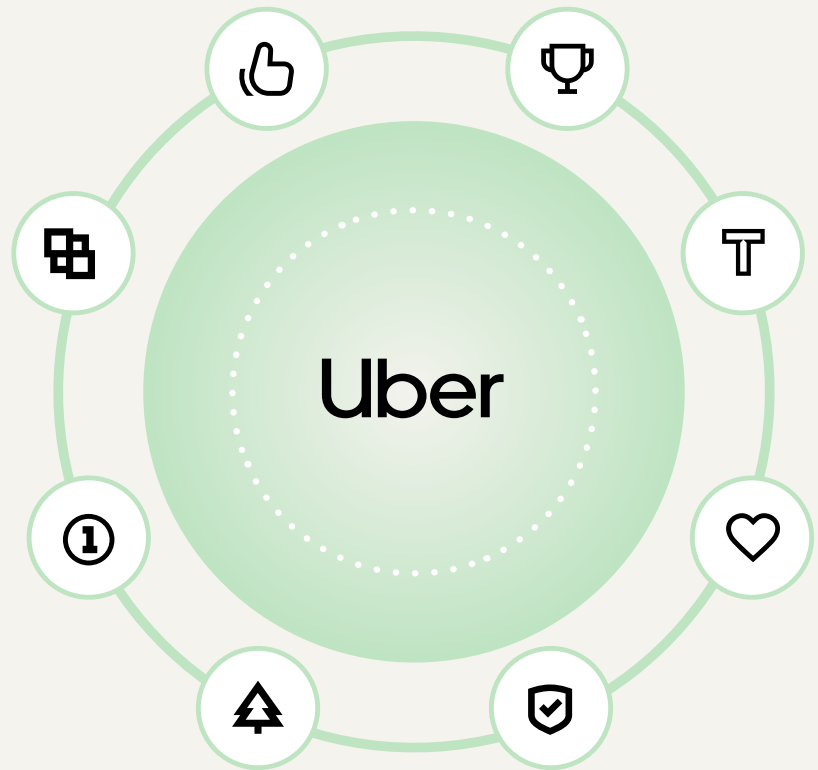
<sup>4</sup>The number of drivers and couriers who took a trip on the platform in 2025. Total earnings derived from driver and courier quarterly earnings figures as disclosed in Uber's FY2025 quarterly earnings press releases.

# Our values

## Uber's mission

### We reimagine the way the world moves for the better

Movement is what we power. It's our lifeblood. It runs through our veins. It's what gets us out of bed each morning. It pushes us to constantly reimagine how we can move better. For you. For all the places you want to go. For all the things you want to get. For all the ways you want to earn. Across the entire world. In real time. At the incredible speed of now.



### **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

# Governance strategy and engagement

## Being a values-led organization

Uber's values define who we are as a company, provide clear guidance on what we need to achieve our mission, and help us drive long-term value.

## Our strategy

We seek to align our governance strategy priorities with our core business objectives, aiming to ensure consistency, accountability, and long-term value creation. By anchoring this alignment in robust governance practices and effective oversight, we strive to proactively manage risk, protect value, and drive long-term growth.

### Identifying our governance strategy priorities

Uber's Governance Strategy and Engagement program and our reporting strategy are grounded in our company's core business priorities. As our vision and strategic focus evolve, we periodically refresh our assessment of these priorities and aim to ensure that the issues most relevant to our business and stakeholders (such as shareholders, employees, people earning on our platform, customers, governments, regulators, policymakers, and the communities in which we operate) are meaningfully integrated into our decision-making, governance structures, and public disclosures as external factors also shift. In 2025 and early 2026, as part of our commitment to offering transparent disclosures that stakeholders can use to inform investment decisions, we conducted a double materiality<sup>5</sup> assessment, building on our prior assessment completed in 2023.

The process began with a comprehensive landscape review of emerging industry and market trends and regulations, peer disclosures, investor feedback, and broader stakeholder input to identify and evaluate topic areas relevant to our business context and operations. We also considered leading industry frameworks (including the International Sustainability Standards Board [ISSB], established by the International Financial Reporting Standards [IFRS] Foundation and the Corporate Sustainability Reporting Directive [CSRD]), which served as a helpful reference point in framing our approach to the double materiality assessment.

We then engaged internal stakeholders through surveys to further evaluate governance strategy topics (including those depicted at right) from 2 perspectives: the financial effects that the risks and opportunities of each topic may present to Uber, and the potential impacts of our operations on society and the environment.

Topics and the associated impacts, risks, and opportunities were assessed against defined criteria—including likelihood (which considers time horizons), severity, and magnitude of potential financial effects—and prioritized by those that present the greatest risks. External stakeholder research was conducted and applied to complement internal stakeholder input.



An internal cross-functional working group reviewed and validated that the results accurately reflected business context and operating conditions. The final list of prioritized topics helps inform our Governance Strategy and Engagement program, broader risk management processes, target setting, and disclosures. Our continual focus on these topics also helps ensure alignment with stakeholder expectations and our long-term business objectives. We intend to conduct such assessments periodically to help maintain this alignment as our business and external environments continue to evolve, and we will consider any changes resulting from the double materiality assessment that may impact our future strategic or reporting efforts.

<sup>5</sup>The terms "material" and "materiality" in our reporting are intended to highlight the most important issues from our double materiality assessment, not the materiality of those issues to Uber as a whole or the materiality of those issues within the meaning of US federal securities law.

# Oversight and governance

We recognize that effectively managing the risks and opportunities related to our priorities is fundamental 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. Our Governance Strategy and Engagement program is designed with multilayered oversight and cross-functional coordination to support this objective.

Oversight spans the Board of Directors, executive leadership, and dedicated cross-functional teams, including steering committees and working groups that incorporate regional and global perspectives. Uber’s Global Head of Governance Strategy and Engagement provides annual updates to the full Board of Directors and quarterly updates to the Nominating and Governance Committee, supporting informed oversight and accountability.

We believe this governance structure strengthens our ability to execute on our strategy, enhance transparency, and continually evolve our programs, disclosures, and stakeholder engagement practices to meet dynamic regulations and stakeholder expectations.

Risks related to our priorities are integrated into our global Enterprise Risk Assessment framework and reviewed alongside other enterprise-level risks by Uber’s corporate Executive Leadership Team and Board of Directors.



Through active oversight and engagement, our Board of Directors provides guidance on Uber’s overall strategy, key commitments, and the 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. In each governance strategy section of this report, and in Uber’s [2026 Proxy Statement](#), we include additional discussion about this oversight.

## 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	✓			✓
Human capital management		✓		✓
Regulatory environment	✓			✓
User safety	✓			✓

## Stakeholder engagement

We believe that proactive outreach and constructive engagement with our shareholders and other key stakeholders strengthens effective corporate governance. Ongoing dialogue helps us better understand our business, as well as the issues that matter most to our stakeholders and the communities where we operate. These resulting insights inform our governance strategy, reinforce accountability, and support thoughtful, well-informed decision-making. Highlights from our stakeholder engagement efforts are included throughout this report.

In 2025, the most-discussed themes 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



Human capital management



Operating performance



Regulatory environment



Risks and opportunities



Strategy



User safety

Our governance strategy priorities

# Driver and courier well-being

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# 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 70+ countries and 15,000+ cities<sup>6</sup> across every continent except Antarctica. In 2025, more than 20 million drivers and couriers<sup>7</sup> completed a trip on Uber’s platform. Their total earnings, including tips, were over \$85 billion.<sup>8</sup>

## 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. In addition, driver and courier well-being goals are incorporated 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. Some examples of how we engaged with key stakeholders in 2025 and early parts of 2026 are included below.

**Shareholders:** In 2025, we commissioned HR&A Advisors to conduct an [independent study](#) on net earnings of Uber drivers in Chicago, Philadelphia, and Portland. The findings confirm that Uber drivers earn competitive net hourly wages that are well above local minimum wages and on par with or higher than those for similar jobs. The 2025 study also highlights strong earning potential for part-time work on our platform.

**Drivers and couriers:** We’re focused on listening and responding to the ideas and concerns of drivers and couriers who use our platform. Around the world, we engage them through mechanisms that can range from roundtables, surveys, independent research, and hearings to region-specific formal consultation processes. This helps inform our decisions and support continual improvement. Initiatives such as [Uber Crew](#) are examples of this broader approach, creating regular opportunities for meaningful dialogue with driver and courier representatives.

**Governments and regulators:** We regularly engage with governments and regulators on public policies that support drivers and couriers on the platform. Our engagement focuses on preserving the flexibility these individuals value most while improving access to protections for independent work. Across the markets where we operate, regulatory frameworks for platform work are evolving. In some jurisdictions, approved models that balance flexibility with access to protections—such as social security schemes in [Chile](#) and portable benefits initiatives in [Massachusetts](#)—are now moving into implementation, while policy discussions continue elsewhere.

**Labor unions and worker advocates:** As part of our participatory and consultative approach with drivers and couriers, we engage with labor unions and worker advocates. Engagement topics include deactivation support, safety concerns, and platform transparency. In 2025, this engagement supported the development of new agreements and collaborative arrangements with worker representatives in several countries. For further insights, please review the [“Advocating for drivers and couriers”](#) section of this report.



70+

Countries<sup>6</sup>



15K+

Cities<sup>6</sup>



20M+

Drivers and couriers<sup>7</sup>

\$85B+

Drivers’ and couriers’ total earnings, including tips<sup>8</sup>

<sup>6</sup>Based on our internal definition of a city, which includes metropolitan areas that include several cities. Countries and cities metrics as of December 31, 2025.

<sup>7</sup>Drivers and couriers as of Q4 2025.

<sup>8</sup>Total earnings derived from driver and courier quarterly earnings figures as disclosed in Uber’s FY2025 quarterly earnings press releases.

<sup>9</sup>Drivers and couriers as of Q4 2025.

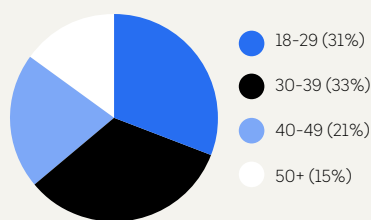
# Our approach to driver and courier well-being

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

## Who is using Uber?

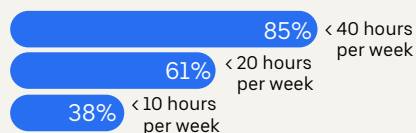
The drivers and couriers who use our platform are as diverse as the cities and countries they serve. They include veterans, students, parents returning to work, people supplementing a primary income, and more.

### They come from all age groups<sup>10</sup>

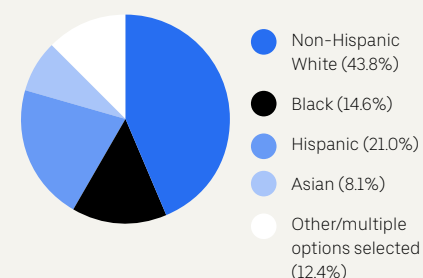


### They work part-time and are supplementing other work or endeavors<sup>11</sup>

#### Drivers and couriers are online with Uber



### They represent many ethnic and racial backgrounds<sup>12</sup> (US only)



## Why drivers and couriers choose Uber

### Simple steps to start earning

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 inclusive model helps ensure that people from all backgrounds can access 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:

- During periods of high inflation, many new drivers and couriers reported signing up with Uber to help manage rising living costs, citing the need for a flexible source of income or a financial safety net. Over [80% of Americans](#) who turned to platform work during the pandemic or subsequent inflation surge said they valued the unique flexibility it offered. For 88%, immediate access to income was key to their decision to join.
- Drivers from low-income households [reported flexibility](#) as a top motivation for working with Uber.
- For 88% of US app-based workers with children, [flexible platform work](#) helps them balance family and work.

<sup>10</sup>Figures as of Q4 2025. We take age from birth date data on driver's licenses, where available.

<sup>11</sup>Figures as of Q4 2025.

<sup>12</sup>Figures as of Q4 2025. The data was collected through a voluntary survey.

## Recent survey results demonstrate the importance of flexibility across the globe



84%

### In Brazil

84% of app-based drivers say that flexibility and autonomy are important when choosing platform work. Among drivers with a stated opinion, 66% say they would not switch to traditional employment, even with equivalent earnings.



70%

### In India

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



51%

### In the EU

51% of drivers and couriers agree that app-based work helps cover expenses during cost-of-living crises and that the flexibility lets them balance education, entrepreneurship, and work.



90%

### In the US

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

## Helping drivers and couriers maximize 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. For instance:

- 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 2025 we revamped our in-app maps to make high-demand areas and estimated wait times more visible; we also display earnings trends to help individuals decide when and where they want to be online.

### Spotlight

#### Uber Rideshare Driver Earnings and Benchmarking Study

In 2025, Uber commissioned HR&A Advisors to conduct an [independent study](#) on net earnings of Uber drivers in [Chicago](#), [Philadelphia](#), and [Portland](#). HR&A benchmarked the 2024 earnings estimates of Uber drivers in those 3 cities with comparable occupations that have similar entry requirements (like retail worker, home health aide, and taxi driver) in each market. These cities were selected to capture a balanced picture of how platform earnings perform across cities with different minimum wage levels, labor market conditions, and transportation contexts. Main findings from the study include:

**Drivers earn well above local minimum wages after expenses.** HR&A found that average net hourly earnings (after accounting for driving-related expenses) were \$23.01 in Chicago, \$21.29 in Philadelphia, and \$21.82 in Portland.

**Driver earnings are competitive with earnings from similar local jobs.** Across all 3 markets, drivers earned as much as or more than workers in roles such as retail, food service, and home healthcare, which have similarly low barriers to entry.

**Part-time pay remains strong on Uber.** Part-time drivers earned only about 5% less per hour than full-time drivers, compared with part-time pay penalties of 10%–35% in traditional jobs, highlighting the value of ridesharing for workers who need flexibility.

**Drivers retain meaningful control and choice.** Ridesharing continues to offer competitive hourly pay alongside flexibility and autonomy that few comparable roles provide.

## Advocating for drivers and couriers

In the vast majority of countries, Uber works with drivers and couriers as independent contractors.<sup>13</sup> 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 to guide platform work for independent 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

### 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.

At the global level, our agreement with the [ITF](#) (International Transport Workers' Federation) invites collaboration on topics such as trade union representation, freedom of association and bargaining, working conditions, health and safety, social protections, and dispute resolution. (The ITF is a democratic, affiliate-led federation of over 730 transport workers' unions from over 150 countries, representing 16.5 million workers.)

At the local level, in 2025, we engaged on a number of policy developments and agreements across the globe, including:

- **Australia:** Uber Eats has worked with industry peers and worker representatives to support the development of minimum standards for on-demand delivery work, including baseline pay protections, safety measures, and dispute resolution processes. This collaborative initiative reflects ongoing engagement with regulators to strengthen protections while also preserving the flexibility that delivery people value.
- **California:** In the fall of 2025, AB 1340 and SB 371 were signed into law. While SB 371 provides substantial insurance reforms which can make Uber rides more affordable, AB 1340 gives rideshare drivers the option to organize around pay and benefits without sacrificing their independence and flexibility.
- **Portugal:** Uber signed a memorandum of understanding with trade unions to establish a structured framework for social dialogue and tailored protections for drivers and couriers using the platform. The agreement preserves independent work and the flexibility that drivers and couriers value while also introducing mechanisms for representation, accident and illness protection, and income safeguards.

## 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 Uber Crew 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 feedback about the app and their experience, suggest improvements, and collaborate on new product features. In 2025, we held more than 100 Crew sessions, gathering thoughts on nearly 80 topics ranging from product design to policy changes. As a result, we announced [dozens of new updates](#) designed to make earning with Uber easier, safer, and more fair.

This approach extends globally. In countries like [Australia](#), [Japan](#), [New Zealand](#), 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.

<sup>13</sup>While the independent-contractor model is strongly preferred by drivers and couriers surveyed on the platform, we also use other models in certain jurisdictions. In several European markets, for example, drivers and couriers work as employees within fleets. 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.

## Developing features that drivers and couriers want

In 2025, our FixIt program made over 950 app improvements across all areas (including driver/courier, rider, Direct, and Connect), and we continued to [introduce features](#) that help make earning on Uber safer, fairer, and easier.



### Enhancing the day-to-day experience

**Revamped heatmaps for reduced wait times and higher earnings:** The new, easy-to-read [rides heatmap](#) shows estimated wait-time ranges based on recent trip requests as well as busy areas and surge areas where earnings could be higher. The map updates every 10 minutes so drivers can plan their time on the app with confidence.

**Smarter trip matching and route choice:** We've improved Uber's [Destination Mode](#) feature to better prioritize trip requests that align with a driver's ultimate destination, considering any added time or distance. As part of this

improvement, we added 2 new route options that drivers can choose from: flexible (to prioritize more trip opportunities along the way) or faster (to reach their destination sooner).

**Clearer information to help drivers choose trips with confidence:** Trip requests now show clearer route details on the map, including the number of stops from first pickup to final dropoff. We've also extended the time a driver has to accept a trip request by up to one-third in some markets, giving them more time to review the details and decide which trips to take.

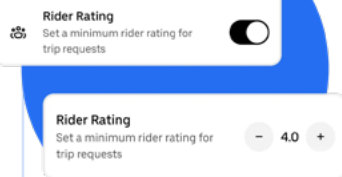


### Elevating safety measures for drivers and couriers

**Giving women more control and confidence while earning:** The new Women Rider Preference lets women drivers choose to receive trip requests from women riders, including during peak earning hours like evenings. This option, which offers greater flexibility, can be easily turned on or off in the app at any time.

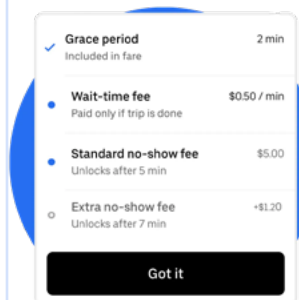
**Added protections for safer deliveries:** To promote safer, more confident package deliveries, some delivery requests now require riders to complete an ID and selfie verification when requests are made late at night, come from newer accounts, or meet other potential triggers.

### Trip filters



### Helping drivers shape their own experience

**Encouraging more respectful interactions:** Rider Rating Preference lets drivers set a minimum star rating for riders, ensuring that they'll only get trip requests from riders whose ratings meet or exceed the set minimum.



### Creating a fairer experience for drivers and couriers

**Extra pay for longer rides:** With a [delayed ride guarantee](#), drivers automatically earn more whenever a ride runs at least 5 minutes longer than we estimated from pickup to dropoff.

**Protections against unfair ratings:** We improved our rating system to better identify—and exclude from a driver's or courier's rating calculation—any ratings caused by factors beyond their control.

#### Empowerment to share their perspective:

Drivers and couriers now receive a notification on their app homescreen, by email, and through in-app messaging when reports are made about them, enabling them to share their side of the story before their account status is affected. We've also increased the range of report types included in these communications.

## 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’re 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 include:

- 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 General Insurance Company), 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 and Chubb), Uber funds third-party liability insurance and 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.



## Rewards and perks

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

### Uber Pro and Uber Eats Pro<sup>14</sup>

As of March 2026, Uber rolled out updated [Uber Pro](#) and [Uber Eats Pro](#) programs in select cities, introducing new features to help drivers and couriers earn more. Gold, Platinum, and Diamond members gain priority access to higher-earning opportunities, such as a 5% per-trip boost, more exclusive rides for drivers, and higher-paying Preferred Deliveries for couriers. Higher-status drivers and couriers also unlock additional benefits like priority matching and Reserve trip access for drivers, live Premium Support for Diamond couriers, and a free Uber One membership for Diamond drivers.

We’ve also made it even easier for drivers and couriers to track their progress and rewards through the redesigned [Uber Pro Hub](#) and the new [Uber Eats Pro Hub](#).

### 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:** More than 360,000 drivers and couriers have [enrolled](#) since 2021.
- **The Open University:** Almost 2,000 drivers, couriers, and their family members have [enrolled](#) since 2020. Additionally, in 2025, 100 drivers, couriers, and family members earned degrees.
- **Arizona State University:** Since 2018, nearly 8,850 drivers, couriers, and their family members have enrolled in the [Arizona State University Uber Educational Program](#) with full tuition coverage. Plus, more than 10,000 drivers and their family members have enrolled in English language and entrepreneurship courses (19,000+ enrollments).

<sup>14</sup>Uber 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)<sup>15,16</sup>

	2023	2024	2025
Drivers and couriers satisfied	75%	71%	—
Drivers satisfied	—	—	75%
Couriers satisfied	—	—	72%

<sup>15</sup>This is a global composite score of key markets among drivers and couriers, where applicable, who responded that they are either “somewhat satisfied” or “very satisfied” with their experience with Uber.

<sup>16</sup>The 2025 methodology was updated to expand market coverage, refine scoring scales, and report driver and courier composite scores separately. These changes create a statistical trend break; consequently, 2025 data is not directly comparable to previous years.

Our governance strategy priorities

# Safety



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# Safety

At Uber, we seek to embed safety in everything we do. We prioritize transparency and accountability and continually work to advance safety on our platform and in our industry at scale. We've consistently raised the bar by developing industry-first features, comprehensive education for our users, and close partnerships with external experts—including advocates and law enforcement—who help guide our work.

More than 99.9% of trips on our platform are completed without any reported safety incidents. Even so, we remain firmly committed to continual improvement.

## Governance

### Program oversight

Safety oversight is ingrained at the highest levels of our organization. The Board of Directors receives regular briefings on Uber's Global Safety Management System from our 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 seeking to ensure continual improvement.<sup>17</sup>

For additional details on Uber's Safety Risk Management System, please review the "[Our approach](#)" section on the following page.

## Stakeholder engagement

Throughout 2025, 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 helps ensure 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:** In response to shareholder feedback, we enhanced our communications to highlight our investments in safety for drivers, couriers, and riders. In doing so, we maintained our commitment to transparency by publishing our [third US Safety Report](#). We also shared deeper insights into our [background screening processes](#) (including an updated set of questions focused on regional differences across the US), safety [partnerships](#), and [features](#). Plus, we included an expanded disclosure on safety governance in our [2026 Proxy Statement](#), and we intend to publish our fourth US Safety Report in 2026.

**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 multiple avenues including targeted events such as our [Uber Crew](#) program and focus groups, as well as through surveys of thousands of drivers and couriers across all our top markets. Such feedback and engagements have led directly to app enhancements.

**Riders:** To understand evolving safety concerns and needs, we regularly collect rider feedback through various forums and outreach initiatives. These insights help strengthen trust, refine our safety communications, and drive feature development, translating directly into meaningful enhancements like Uber's [safety preferences](#) and our [Women Preferences](#) features.

<sup>17</sup>See "Strategic Goals & rTSR Modifier—Safety Improvement Goals" within the "Compensation Discussion & Analysis" section of our [Proxy Statement](#) for the 2026 Annual Meeting of Stockholders filed with the Securities and Exchange Commission in March 2026 for more information regarding safety goals as a component of executive compensation.

# Our approach to safety

## Uber’s Global Safety Management System

Our Global Safety Management System embeds safety accountability across the organization. Our Safety team stewards this disciplined 4-pillar framework, which governs how Uber identifies and manages safety risks, implements mitigations, and strengthens safety outcomes. Together, these pillars are designed to provide a consistent global approach to safety governance while supporting continual improvement and a strong safety culture.

### The 4 pillars of Uber’s Global Safety Management System



#### Safety policy and objectives

Defines Uber’s safety commitment, leadership accountability, and the governance structures that guide safety priorities and continual improvement.



#### Safety promotion

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 risk management

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



#### Safety assurance

Includes mechanisms for monitoring, analyzing, and measuring overall safety performance, such as appropriate incident management and continual improvement of our safety management approach.

### Safety policy and objectives

Uber’s Safety team oversees our company-wide Safety Management System. The team operates under an independent yet embedded model, with direct access to senior leadership and close partnerships with regional and functional teams. This structure enables effective oversight and assurance while helping to ensure that local context and market-specific risks are understood and addressed within a globally consistent safety framework.

As part of this governance model, the Safety team assesses how policies, products, and platform changes affect the safety of users, analyzes safety performance and emerging risks, and supports the rollout of new safety features. Insights from these activities inform leadership decision-making and continual improvement efforts, ensuring that safety considerations are integrated into both operational execution and product innovation.

### Safety promotion

At Uber, our approach to safety promotion is grounded in active engagement and consultation with stakeholders across our platform and broader ecosystem. Through ongoing dialogue with shareholders, platform users, policymakers, and safety experts, we seek to reinforce safety awareness, incorporate feedback, and make sure our safety strategy remains responsive to evolving risks and expectations.

- **Driving a strong safety culture:** “Stand for safety” is one of our company values and is embedded in the employee experience and performance review process, with clear expectations that employees make choices that support platform safety and that behavior undermining platform safety is unacceptable. We also offer comprehensive internal safety education programs for all employees, including the 2025 launch of “Stand for Safety, Together” education, which introduces Uber’s safety culture and explains what safety means and how it operates at Uber.



### How we reinforce “Stand for safety”

#### Example expectations of employees

- Escalate safety concerns—even small ones
- Think critically about safety risks that might arise from your work; collaborate across teams to reduce risk
- Educate yourself on the safety challenges you can influence

#### Leadership expectations

- Demonstrate safety leadership
- Encourage, facilitate, and participate in identifying and driving awareness of safety risks; determine the root causes and best solve for the long term
- Create an environment where everyone is motivated to do the same

- **Engaging experts:** Proactively seeking guidance from advocates and experts across various domains—including women’s safety, survivor and victim advocacy, law enforcement, road safety, crime and fraud prevention, rideshare driving, privacy, and more—is a key component of our safety strategy. This external expertise informs safety policy development, product design, user and employee education, and risk mitigation strategies.

Established in 2015, Uber’s [Safety Advisory Board](#) provides independent external guidance on safety strategy, governance, and emerging risks. The Safety Advisory Board collaborates regularly with Uber’s Safety and Executive Leadership teams to review strategic priorities and continually strengthen the company’s safety framework. Over the years, the Safety Advisory Board has played a critical role in shaping key initiatives such as refining Uber’s approach to safety reporting and launching industry-first programs like the Industry Sharing Safety Program. It has also guided the development of essential in-app features, including the Emergency Button and Live Help from a Safety Agent.

Chaired by former US Secretary of Homeland Security Jeh C. Johnson, the Safety Advisory Board comprises experts across road safety, public health, law enforcement, and gender-based-violence prevention. In 2025, we further strengthened this group by welcoming Pamela Zaballa, Global CEO of NO MORE, to deepen our expertise in addressing sexual and domestic violence.

### Safety risk management

This involves proactively identifying, assessing, and mitigating safety risks associated with Uber’s platform. We apply this process when we identify new or emerging safety risks, when incidents or trends indicate potential risk, when monitoring suggests that an existing control may be ineffective, and when we make material changes to our operations—such as launching new features, markets, or lines of business.

Through this process, we assess safety risks, evaluate control effectiveness, assign clear accountability for mitigation actions, and monitor performance over time. Insights from this work help strengthen existing controls and inform how we design and evolve safety features as the platform grows.



### Safety assurance

At Uber, safety assurance is designed to provide confidence that our safety controls and processes operate as intended. We track safety performance, investigate incidents, and conduct reviews to identify control gaps and improvement opportunities, feeding learnings back into our safety risk management and decision-making processes.

- **Monitoring and reviewing safety controls:** We regularly review critical safety products, operational standards, and performance indicators to assess effectiveness and identify emerging risk signals. For instance, if monitoring suggests controls are not performing as expected, we evaluate whether additional actions are needed—such as refining a control, implementing additional mitigations, or updating monitoring plans.
- **Investigating safety incidents:** When safety incidents are reported, specialized teams operate 24/7 to respond and provide support resources tailored to the type of incident and local context. As appropriate, we conduct investigations to understand contributing factors—including human, environmental, and system elements—and to identify corrective and preventive actions designed to reduce the likelihood of recurrence.
- **Collecting reports and offering support:** 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 ways to report a safety incident. Uber may learn about an incident through many different channels, including these:

#### User-driven methods

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

#### Uber outreach to users

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

#### Proactive incident report gathering

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

#### Reports from third parties

- Regulators
- Insurance companies
- Other third parties

- **Measuring safety incidents:** Uber’s safety taxonomy underpins the measurement and reporting of data needed to understand and help improve safety on our platform. We classify incident reports according to the description given by the reporting party. Experts support this approach, which helps ensure 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 in action

We're committed to personal safety and to building a platform where everyone feels safe, comfortable, and in control. Safety is not a feature—we believe it's the foundation of every trip.

<p><b>Platform access</b> We have strong standards limiting access to the Uber platform and enforcing appropriate behavior.</p>	<ul style="list-style-type: none"> <li>• Driver background screenings</li> <li>• Annual background check reruns<sup>18</sup> and continual monitoring for new convictions</li> <li>• Community Guidelines, which, if violated, can result in account deactivation</li> </ul>				
<p><b>Features and technology</b> We build innovative safety features and use technology to raise the bar on safety.</p>	<p><b>Since day one</b></p> <ul style="list-style-type: none"> <li>• GPS tracking</li> <li>• 2-way ratings</li> </ul>	<p><b>2015</b></p> <ul style="list-style-type: none"> <li>• Phone number anonymization</li> </ul>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>• Real-Time ID Check</li> <li>• Trip sharing for riders and drivers</li> </ul>	<p><b>2017</b></p> <ul style="list-style-type: none"> <li>• Cross-street dropoffs for privacy</li> </ul>	<p><b>2018</b></p> <ul style="list-style-type: none"> <li>• Emergency Button</li> <li>• RapidSOS integration</li> <li>• RideCheck</li> <li>• Address anonymization</li> <li>• Trusted contacts</li> </ul>
<p><b>Support and response</b> We've built robust reporting and response systems to support riders and drivers.</p>	<p><b>2019</b></p> <ul style="list-style-type: none"> <li>• Check Your Ride notifications</li> <li>• PIN verification</li> <li>• Text-to-911</li> </ul>	<p><b>2021</b></p> <ul style="list-style-type: none"> <li>• Audio Recording</li> </ul>	<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Live Help from ADT Safety Agent</li> <li>• Record My Ride</li> <li>• S-RAD</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Safety preferences</li> <li>• PIN verification for drivers</li> <li>• Rider verification</li> </ul>	<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Women Preferences</li> <li>• Driving Insights</li> <li>• Don't type and drive scaled for Moto markets</li> </ul>
<p><b>Expert partnerships, transparency, and reporting</b> Expert advice guides our work, and we hold ourselves accountable by being transparent.</p>	<ul style="list-style-type: none"> <li>• 24/7 support</li> <li>• 10 ways to report, including the Safety Incident Reporting Line, on-trip reporting, in-app channels, and through law enforcement</li> <li>• Uber Survivor Resources Hotline and Fund</li> <li>• US Safety Reports</li> <li>• Industry Sharing Safety Program</li> <li>• Safety Advisory Board</li> <li>• National Sexual Violence Resource Center (NSVRC) taxonomy</li> <li>• Driving Change global network (further details on page 20)</li> </ul>				

## Access and identity

Safety requires continual investment and vigilance, particularly at Uber's scale. As the platform connects more than 30 million people and supports millions of rides and deliveries each day, Uber maintains robust systems to help ensure that only eligible, verified drivers and couriers can earn on the platform. Since 2017, Uber's screening and integrity controls have prevented approximately 3.5 million individuals from joining or remaining on the platform, most before completing a first trip.

Before completing a first trip or delivery, drivers and couriers must meet baseline eligibility requirements and pass a multi-step onboarding process. In the US, this includes confirming identity with government-issued identification, documents, live photo capture, and required background checks. Uber uses a combination of internal technology and third-party partners to validate identity, confirm document authenticity, and prevent re-entry after removal.

These safeguards extend beyond onboarding. Account sharing is prohibited, and Uber conducts ongoing background checks, including annual rechecks<sup>18</sup> and new-offense notification for new criminal records. Real-time identity verification, intelligent fraud detection, and in-app reporting all support enforcement.<sup>19</sup> Potential violations are reviewed by trained teams, with an appeals process available. Together, these measures support trust, platform integrity, and long-term value.

### Access and identity spotlight

#### US screenings

In 2025, Uber continued to strengthen its US screening and identity safeguards to reinforce trust and fairness across the platform. All drivers and couriers continued to undergo rigorous background checks at onboarding, including motor vehicle and criminal history reviews, with annual rechecks and technology to monitor for new offenses.

In addition, Uber required every active US driver and courier to re-verify their identity using updated technology. This quick, secure process confirmed that each account was still being used by the approved individual and that account information remained current—and validated against our latest safeguards. Re-verification helps prevent account sharing and fraud while ensuring that everyone earning on the platform meets the same standards.

Refer to [this Newsroom article](#) and our recently updated [web page](#) for more information on Uber's US background screening process.

<sup>18</sup>Annual driving reruns do not apply for NYC drivers, just couriers.

<sup>19</sup>Monitoring system controls may vary by market.

**Access and identity spotlight****Rider identity for driver safety**

Launched in fall 2024, Uber's verified rider badge lets drivers see at the moment of trip request whether a rider has completed additional verification steps. This feature responds directly to driver feedback about wanting more information on who's getting in their car. We verify riders by checking account information against trusted third-party databases or checking a government-issued ID that they upload. Once verified, the rider receives a visible badge in the app.

**Women's safety**

The safety of women remains a top priority for Uber. We know that for many women, safety shapes how and when they move through the world. That reality guides our decisions, our product roadmap, and our public commitments.

To help prevent safety issues and give women more control over their experience on Uber, we continue to invest in tools, policies, and education. These efforts, informed by ongoing engagement with riders, drivers, and safety experts, reflect our belief that safety should be proactive, not reactive.

More than 99.9% of trips and deliveries on Uber happen without incident. At the same time, we're clear that even one incident is one too many. We regularly review our approach and look for ways to strengthen it, including through new product investments like the 2025 launch of Women Preferences.

Beyond our platform, we recognize that violence against women is a broader societal issue. This is why we continue to invest in external partnerships and initiatives designed to enhance women's safety more broadly, such as our Driving Change partnership and Industry Sharing Safety Program.

**Women's safety spotlight****Driving Change partnerships**

Since 2017, Uber has committed \$15 million through our [Driving Change](#) program. This program has been a core part of Uber's approach to women's safety, evolving from a US-based effort focused on sexual assault and domestic violence into a global program addressing gender-based violence. As of 2026, Driving Change supports organizations that prevent, address, and respond to gender-based violence through direct services, education, research, and consultation.

These partnerships provide sustained funding to trusted community organizations while informing Uber's safety operations by integrating survivor-centered and trauma-informed expertise into policies, training, product development, and incident response. This work strengthens community impact and helps ensure that Uber's approach to women's safety is grounded in expert guidance, real-world experience, and continual improvement.

**Women's safety spotlight****Women Preferences**

In 2025, Uber launched [Women Preferences](#) to give women more choice in how they ride and drive. The goal was straightforward: increase comfort, confidence, and control. Early feedback from riders and drivers shows that the feature is meeting that need. Available across the US and in over 40 nations globally, it's designed to be flexible and optional, allowing women to decide what works best for them on each trip.

With **Women Preferences**, women riders can:

- Select Women Drivers for on-demand rides, with the option to switch to a faster pickup if needed
- Reserve a trip in advance for added planning and certainty
- Toggle their in-app preferences to increase the likelihood of being matched with a woman driver

Women drivers can toggle on Women Rider Preference in their app settings to receive trip requests from women riders. The feature can be turned on or off at any time, giving drivers full control over how they earn.

**Women's safety spotlight****Industry Sharing Safety Program**

Five years ago, we [co-launched](#) the Industry Sharing Safety Program, which is designed to prevent individuals who are deactivated for the most serious safety incidents from moving between platforms. Industry partners share limited driver and courier information related to deactivation for the most serious forms of sexual assaults and fatal physical assaults. Administered by HireRight, this program uses a standardized framework designed by experts and applies consistent investigation standards to support safety, fairness, and trust across the industry.

## Road safety

We're committed to improving road safety for everyone, on and off our platform, by using our scale, reach, and technology. Road safety is a shared responsibility, and we work with cities and experts under the [Safe System Approach](#) to support safer roads, vehicles, and behaviors. Uber has pioneered industry-leading innovations such as bike lane alerts, seat belt reminders, and crash detection, and we continue to advance safety with safer routing that reduces risky turns and highlights unprotected intersections. We also use telematics to give drivers actionable feedback and trend insights to improve driving behavior, enhance safety, and help lower insurance costs.

Uber is advancing road safety by developing technology that's designed to support safer behavior across cars, motorcycles, and bikes. In 2025, we introduced these new features focused on reducing risk and improving outcomes for drivers, couriers, and riders:

- **Driving Insights:** This new in-app dashboard provides drivers with a safety score based on indicators such as harsh braking, speeding, and phone handling. In the US, Uber uses [Driving Insights](#) (powered by CMT) as part of its Uber Pro rewards program to encourage safe driving. The feature is currently expanding to include delivery and moto trips, as well as new international markets. Since its rollout, Driving Insights has already helped boost safety scores and reduce rider safety reports, creating a safer experience across the platform.
- **Distraction reduction:** Uber's Driver app minimizes distraction by enabling key actions with a single tap. In 2025, for instance, we launched Hold Notifications, which pauses nonessential messages to drivers and couriers while they're in motion, helping them stay focused on the road.
- **Bike and motorcycle safety checklists:** We continued to enhance our bike and motorcycle safety checklists, which prompt couriers to complete essential safety and regulatory checks before starting a trip. Bike and motorcycle couriers are also asked to confirm helmet use through our in-app Helmet Detection feature, reinforcing safe riding habits.

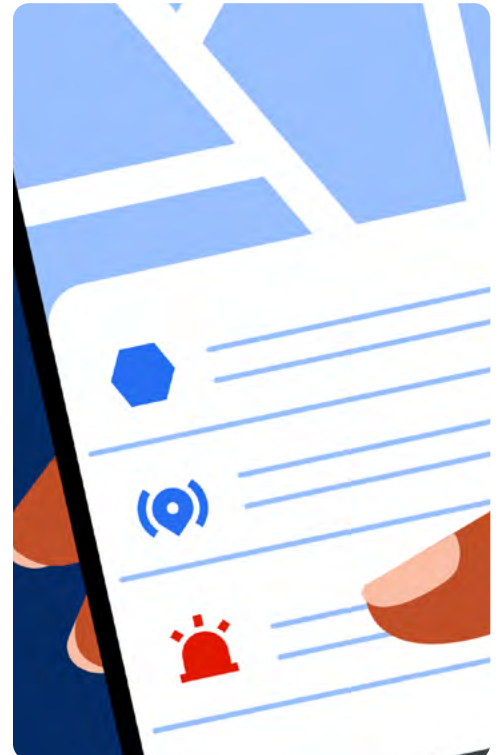
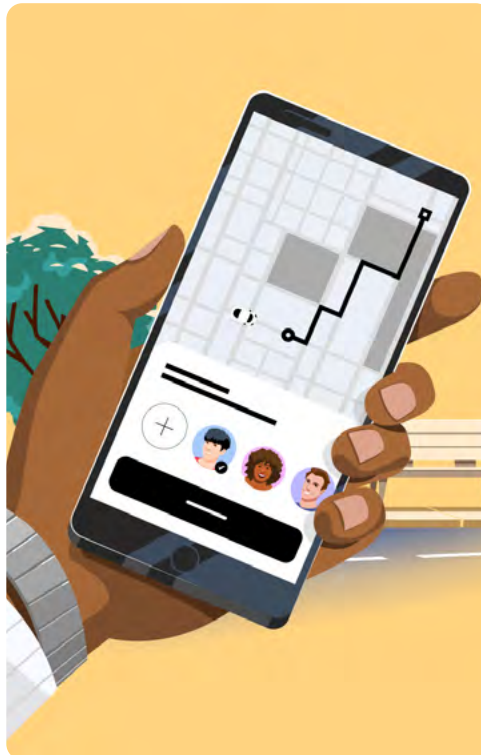
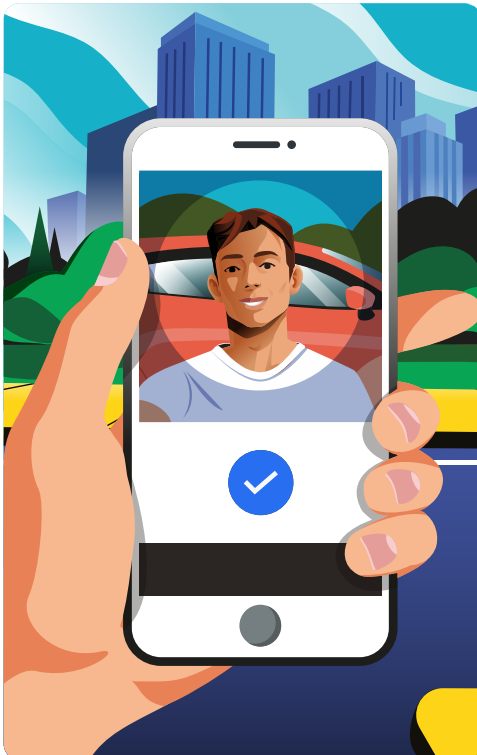
### Spotlight

#### Riders choose Uber to prevent drunk driving

Global rider [research](#) across 10 countries shows that Uber is actively used to prevent drunk driving, with 86% of survey participants saying Uber has a positive impact and 82% using it as their designated driver on a night out. In 2025, we reinforced this impact by working with our longtime partner [Mothers Against Drunk Driving \(MADD\)](#) to recognize drivers as Late Night Heroes, highlighting their role in keeping roads safer.

**86%**  
of riders say Uber has a positive impact on preventing drunk driving

**82%**  
of riders use Uber as their designated driver on a night out



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

## Transparency and reporting

Uber prioritizes safety reporting and regulatory compliance worldwide. We work closely with governments, industry partners, and safety advocates to meet state and provincial requirements. We were the first company—and are still one of the only ones—to publish this level of safety data publicly. We do this because we believe transparency drives accountability and progress, and because we’re committed to making every trip safer.

Our US Safety Reports exist to demonstrate transparency, track progress, drive accountability, and strengthen safety on our platform. Publishing comprehensive, accurate safety data is complex and resource-intensive. Uber published our [first US Safety Report](#) in 2019 and in the process worked with experts to create the industry’s first common safety incident taxonomy, covering 21 categories. While we track all categories, we publicly report on the 5 most serious incidents, which are the least subjective and allow for the highest confidence in the data.

Since then, we’ve continued to release updated safety disclosures, including our [second US Safety Report](#) in 2022 and our [third in 2024](#). In 2021 and 2022, 99.9998% of the more than 1.8 billion US trips on Uber ended without a critical safety incident and Uber’s motor vehicle fatality rate remained well below the national average. From 2017 through 2022, reports of sexual assault declined by 44%. Still, we recognize that every incident represents a real person and real harm.

We report on 2-year periods because it provides a clear view of trends over a meaningful timeframe. It also allows us to compile, review, and

present rigorously vetted and reliable data on serious incidents. We worked with experts to develop consistent categorization methods and committed to regular public reporting—to support data accuracy and meaningful insights. Covering 2 years of data helps remove short-term variability and provides a more stable basis for analyzing serious safety incidents that are, by nature, very rare. This approach allows Uber to present trends that are more statistically meaningful than would be possible with shorter reporting periods—and helps avoid misinterpretation of short-term fluctuations.

Notably, our approach is consistent with that of the Government Accountability Office (GAO), which compiles and publishes a safety report on the taxi and rideshare industry (including Uber) every 2 years. As part of our data validation efforts, we rely on US government data on all fatal motor crashes through the Fatality Analysis Reporting System (FARS), which is published annually but is often released on a significant delay. Produced by the National Highway Traffic Safety Administration in the US, FARS provides robust and well-documented data standards that allow for unique reconciliation of each motor vehicle fatality reported to Uber within the FARS database. Aligning our data standards as closely as possible with FARS helps achieve consistency over time and reflects our good-faith effort to responsibly report on information with the highest reasonable degree of accuracy.

We intend to publish our next US Safety Report this year.

99.9998%

Trips in 2021 and 2022 that ended without a safety incident of the kind included in this report<sup>20</sup>

99.9%

Trips in 2021 and 2022 that ended without a safety report of *any kind*<sup>20</sup>

99.9%

Trips and deliveries that happened without any safety-related incident, globally (FY 2025)



<sup>20</sup>These figures cover the US only and were reported based on 2024 disclosure.

# Performance indicators<sup>21</sup>

The data below represents Uber's most recent public safety disclosure, our [third US Safety Report](#). We intend to publish our next US Safety Report with updated data and trends from 2023 through 2024 in 2026.

## Motor vehicle fatalities (US rides)

Motor vehicle fatalities by vehicle miles traveled <sup>22</sup>	2017-2018	2019-2020	2021-2022
(Per 100 million vehicle miles traveled) <sup>23</sup>	Uber rate	Uber rate	Uber rate
Motor vehicle fatalities by vehicle miles traveled	0.58	0.62	0.87
Total miles <sup>24</sup>	18.5 billion	16.3 billion	17.5 billion
Motor vehicle fatalities by trips <sup>22</sup>	2021	2022	
	# of Uber-related fatalities	# of Uber-related fatalities	
Motor vehicle fatalities by trips	73	80	
Total trips <sup>25</sup>	770 million	1.1 billion	

## Fatal physical assaults (US rides)<sup>22</sup>

	2021		2022	
	# of fatalities	% of total trips <sup>26</sup>	# of fatalities	% of total trips <sup>26</sup>
Fatal physical assaults	16	0.000002%	20	0.000002%

## Sexual assaults (US rides)<sup>27</sup>

	2021		2022	
Subcategory <sup>28</sup>	# of incident reports	% of total trips <sup>26</sup>	# of incident reports	% of total trips <sup>26</sup>
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.

<sup>21</sup>Safety data included in [Uber's US Safety Reports](#) includes Uber-related incidents only. Please consult the "Methodology" section in Uber's US Safety Reports for further detail on defining a safety incident in relation to the Uber platform.

<sup>22</sup>Uber occasionally receives notice of a possible safety incident well after the trip was taken (sometimes years after). This is extremely rare for fatalities, but 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](#).

<sup>23</sup>Uber rates are rounded.

<sup>24</sup>Miles 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.

<sup>25</sup>US trips are defined as any completed trip facilitated by the Uber rideshare app within the US (excluding US territories). Uber trips are rounded.

<sup>26</sup>Incident reports as a percent of total trips are rounded.

<sup>27</sup>Uber 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.

<sup>28</sup>Brief subcategory definitions:

### Non-consensual kissing of a non-sexual body part

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

### Attempted non-consensual sexual penetration

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

### Non-consensual touching of a sexual body part

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

### Non-consensual kissing of a sexual body part

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

### Non-consensual sexual penetration

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

Our governance strategy priorities

# Electrification and waste reduction

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# Electrification and waste reduction

The future of Uber is electric, autonomous, and shared. Uber is already the world's most widely available platform for zero-emission rides. Riders can access electric ride options in 270+ cities globally, and more than 339,000 drivers<sup>29</sup> use electric vehicles (EVs) on the Uber platform every month. But we're not stopping there. We continue to increase access to high-quality, affordable EVs for drivers and couriers; expand options for more-sustainable packaging for merchants; and invest in the deployment of affordable electric charging infrastructure at scale for the drivers of today and the autonomous vehicle fleets of tomorrow. Over time, we see autonomy not as a separate track, but as a meaningful accelerant to our broader fleet electrification strategy—helping drive faster adoption, higher utilization of EVs, and a more efficient and hybrid marketplace.

## Governance

### Program oversight: Board of Directors

The full Board and the Nominating and Governance Committee oversee our approach to our electrification and waste-reduction strategies. Both groups periodically receive updates on Uber's strategy and progress toward achieving its electrification and waste-reduction goals, as well as on policy and regulatory trends at the local, state, and national levels concerning climate- and emissions-related developments. The Global Head of Governance Strategy and Engagement 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.

### Approval of and accountability for strategy and execution: executive leadership

Uber's President and Chief Operating Officer oversees 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, which includes ensuring that the company's reporting strategy is aligned with industry standards and frameworks. Uber's Executive Leadership Team reviews the risk management, strategy, metrics, and goals associated with electrification and waste-reduction efforts.

### Coordination and delivery of the global sustainability program: Global Electrification and Sustainability team

Uber's Global Electrification and Sustainability team, led by our Global Head of Electrification and Sustainability, brings together leaders from Operations, Product, Engineering, Policy, Communications, Marketing, Business Development, Legal, Workplace, and Data Science teams. This cross-functional group works to deliver our initiatives relating to electrification and net-zero, and rolls out our roadmap across our business and functions.

## 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 opportunities and potential risks, including opportunities for market access and growth, 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. Over 339,000 ZEV (zero-emission vehicle) drivers, on average each month, were active on Uber's app, and over 154 million ZEV trips happened in Q1 2026 alone. Thousands of drivers around the world are taking home more money thanks to lower EV operating costs and higher rider demand for electric vehicles.

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

**Users and consumers:** With ride products like Uber Electric 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. Increasingly, riders are experiencing their first electric vehicle on Uber, helping to normalize and accelerate the adoption of electric transport all over the world. Based on Uber's rider satisfaction survey, some of riders' highest satisfaction ratings come from the EV experience, and riders are increasingly choosing electric rides.

Our merchant partners are also increasingly choosing more-sustainable packaging options, enabling consumers to enjoy their orders in packaging that's 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. In cities like Amsterdam, London, and Vancouver, for instance, where thoughtful policies, industry investment, and strong charging networks align, more than 1 in every 3 miles traveled on Uber are now electric. This is why we advocate for ambitious policies in key areas across cities and regions where Uber is available.

**Employees:** Our employees' experience is the backbone of our efficiency and wellness standards within our offices. We strive to deliver the highest-quality workplaces, following global guidelines for efficient and low-impact operations. All of our US offices match their energy use 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.

<sup>29</sup>Drivers as of Q1 2026.

# Our approach to electrification and waste reduction

Uber is working to reduce emissions and accelerate our transition toward electrification and waste reduction by increasing efficiency, removing operational friction, lowering costs, and enabling a superior experience, all in pursuit of unlocking value for drivers and couriers, merchants, customers, and shareholders.

## Mobility

Providing riders a platform for shared and electric rides by supporting drivers' transition to electric vehicles; improving drivers' access to best-value charging infrastructure; and introducing or increasing access to AVs, EVs, and shared-mobility options, ultimately making EVs economically compelling, operationally easy to own, and a superior experience for drivers and riders.

## Delivery

Providing consumers with a more-sustainable delivery platform by helping merchants transition to more-sustainable packaging and helping couriers transition to EVs.

## Corporate operations

Operating healthier and more efficient offices by pursuing all-electric building systems, implementing energy-efficiency programs, investing in renewable-energy opportunities, and pursuing third-party verification through certifications like LEED and WELL.

## Uber Freight

Leveraging our data, our platform, and innovation to drive efficiency for supply chains.

## Mobility

Uber is the world's most widely available platform for zero-emission rides, with over 339,000 ZEV drivers active on Uber's app on average each month in Q1 2026.

### Uber Electric

Uber provides riders the option to actively choose a zero-emission vehicle for their trip. In 2025, we updated Uber Green to include only electric vehicles and rebranded it as Uber Electric.

### Uber Electric is now available in

**190+** cities in

**30** countries across

**5** continents

In 2025, we also began showing Uber Electric, Uber Comfort Electric, UberX Share, Lime, and Tembici riders the emissions saved on their current trip.

### EV charging map

Availability of faster, more reliable EV charging is the top concern for drivers on Uber who are looking to switch to EVs.

Our in-app EV charging map lets drivers view nearby charging stations, connector types, prices, and real-time availability. In 2025, we expanded that map to **11 more countries**—Australia, Austria, Belgium, Denmark, Finland, Greece, Italy, Poland, Sweden, Switzerland, and the UAE—increasing coverage to 30,000 additional EV drivers.

Combined with continued availability in Canada, France, Norway, Portugal, Romania, Spain, the Netherlands, the UK, and the US, this brings our total reach to 20 countries.

### EV charging access

By leveraging driver demand to provide utilization guarantees to charge point operators, Uber aims to **unlock 1,000+ net-new chargers** in urban charging deserts.

The first agreements are with operators in Boston, Los Angeles, New York City, San Francisco, London, Madrid, and Paris.

These are underpinned by in-app driver notifications that recommend charging stations with exclusive discounts and the shortest queues. In 2025, we launched this feature in Amsterdam, Nice, Paris, and Rotterdam, with further rollout across Europe and the US coming in 2026.

### Shared mobility

**Uber Shuttle** operates as a fixed-route, fixed-schedule bus service to move more people in fewer vehicles.

Uber Shuttle offers convenience and comfort at a fraction of the price of UberX.

Additionally, through our partnerships with Lime and Tembici, **micromobility options are available across**

**130+** cities worldwide.

### Driver incentives

Uber continues to provide drivers with financial incentives for offering zero-emission rides on our platform. These help accelerate adoption of EVs by reducing upfront purchasing costs and lowering operating costs.

In 2025, we launched Go Electric grants in select cities in Canada (CAD\$5,000) and the US (\$4,000) for eligible drivers to switch to a new or used EV; in 2026, we **expanded** the offering to drivers nationwide throughout the US. Globally, as of the end of 2025, we've invested **\$621 million** in such financial incentive programs.

### Connected Vehicles

In 2025, we upgraded and expanded our Connected Vehicles features beyond Tesla to include **28 EV manufacturers across Canada, Europe, and the US.**

This has allowed thousands more drivers to benefit from:

- Battery-Aware Matching, which filters out trips that are longer than a driver's available range
- Charging Widget, which advises when drivers should charge their vehicle, helping to reduce their range anxiety

### Industry partnerships

We've established **20+ partnerships** with leading companies across the EV ecosystem to help ensure that drivers have access to affordable, high-quality vehicles.

In 2025, we expanded existing partnerships with companies such as Kia and TrueCar and introduced new collaborations with General Motors in Brazil, Nissan in the US, OneCarNow in Mexico, and Tesla in France.

### Autonomous vehicles and charging infrastructure

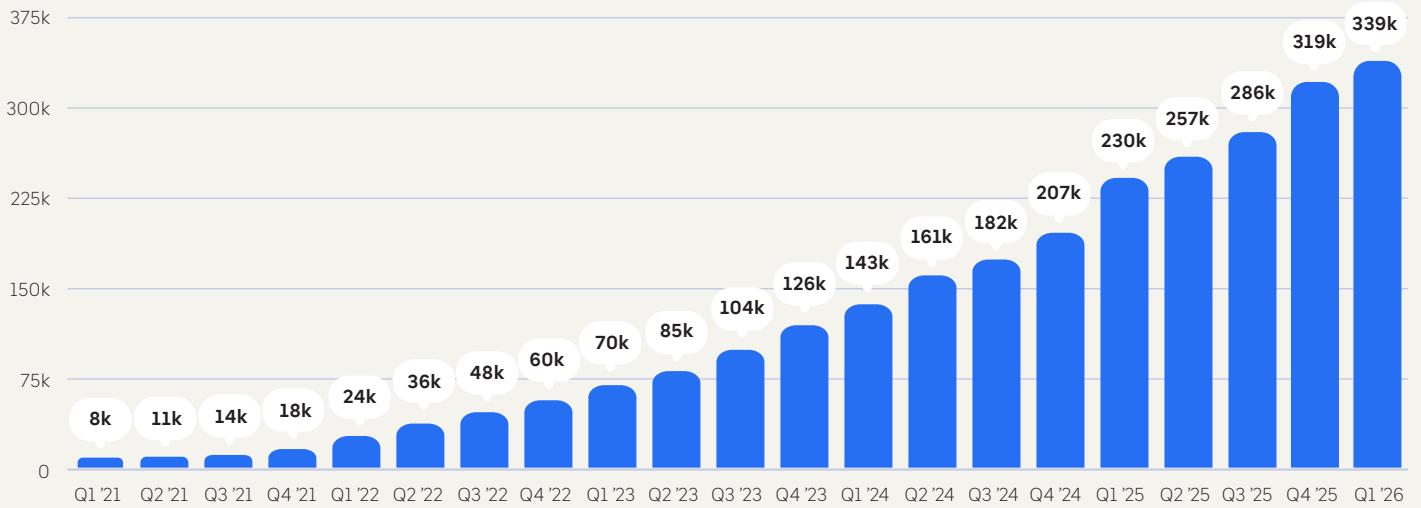
The addition of more autonomous (electric) vehicles to our marketplace increases our rates of electrification.

As of January 2026, we've launched partnerships with 20+ AV providers across mobility, delivery, and freight. We've also **announced more than \$100 million in investments in new high-capacity AV charging hubs**, marking the first phase of a long-term program of Uber-developed and -managed autonomous EV charging infrastructure.

For more details, please visit the ["Autonomous vehicles"](#) section of this report.

## ZEV drivers

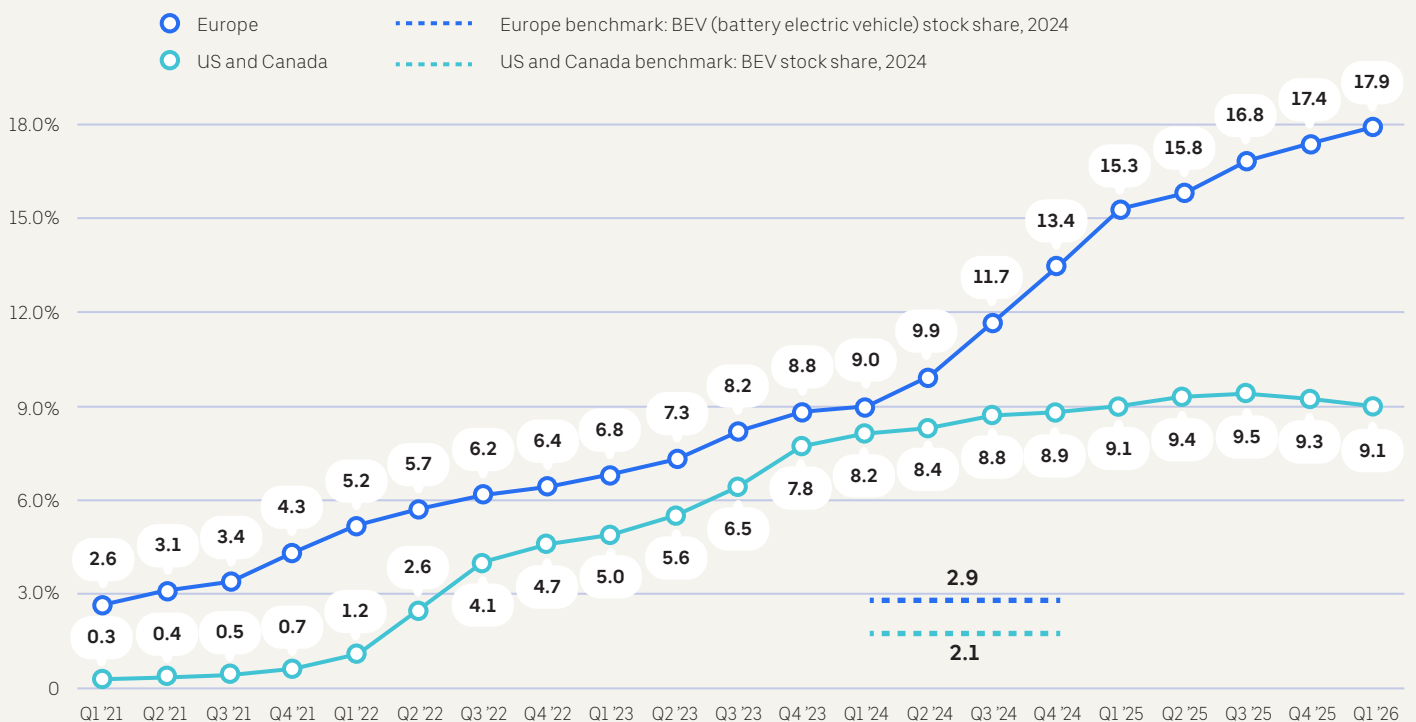
Globally, more than 339,000 ZEV drivers were active on Uber’s app in Q1 2026. That’s over 47% more than the same period a year earlier.



## ZEV uptake

In Q1 2026, ZEV drivers completed 17.9% of all on-trip miles in Europe and 9.1% of all on-trip miles in the US and Canada. In select cities, such as Amsterdam and London, we’re seeing ZEV miles of 40%+ on the platform. This reflects a ZEV adoption rate among Uber drivers many times higher than among the general public.

However, for the first time we saw a decline in our share of EV miles in the US and Canada, mirroring wide sector trends and coinciding with the phase-out of US federal tax credits for EV purchases.



## Delivery

We're helping to provide millions of consumers with the ability to access reusable, recyclable, and compostable packaging options when they order through Uber Eats, and we're working to reduce the emissions associated with the delivery of their orders.

### More-sustainable packaging access

We partner with **8 leading packaging suppliers** to offer packaging solutions on the [Uber Eats Packaging Marketplace](#) in France and the UK.

Restaurants can receive discounts of up to 50% on packaging, with Uber also covering delivery costs of orders placed. Plus, we offer select merchants one-time cash grants to help ease the transition to more-sustainable packaging.

### Packaging education

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

In France and the UK, restaurants can also receive personal support from packaging experts to select the best-suited packaging for their situation.

### Green Packaging badge

In 2025, we expanded our [Green Packaging badge](#) to **10 European markets**.

The badge makes it easier for consumers to find and support restaurants that use more-sustainable packaging. It also provides an additional incentive for merchants to transition their packaging.

### Electric vehicle partnerships

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

We have also invested in supporting the piloting of e-moped battery-swapping services in Amsterdam and London.

### Courier incentives

In 2025, we provided financial incentives to support couriers transitioning to electric mopeds in London and Taiwan.

These incentives increase earnings for some zero-emission deliveries on our platform, helping to accelerate adoption of e-mopeds and encourage more couriers to go electric.

## 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

Since 2023, Uber has matched all of the energy consumption in our US and Canada offices with renewable energy. This means we **achieved our goal of 100% renewable energy for US offices 2 years ahead of schedule**.

The renewable energy we use in the US and Canada comes from a 10 MW wind power VPPA (virtual power purchase agreement), sized to match demand from our US and Canada offices as well as a portion of the energy demands from our data centers. In addition, several of our largest Talent Hubs (such as Amsterdam and San Francisco) procure renewable energy directly from their utility providers.

In 2025, we saw an 11% reduction in Scope 2 market-based emissions associated with data centers, and 23% of the total electricity used in our data centers was matched with renewable energy.

### Energy efficiency

Uber has continued to focus on improving our buildings' energy efficiency as our first method to reduce emissions. We have implemented HVAC setpoint management systems, lighting system automation, and audiovisual scheduling optimization across our offices.

All-LED lighting fixture selections, smart metering, and flexible space designs also contribute to overall energy use reduction.

### Building standards

We expanded our pursuit of additional LEED and WELL certifications in 2025 and were awarded an IWBI 2025 Health and Safety Leadership Award.

Our global portfolio now includes

**22 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 support their choices.

### Emissions dashboard

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

### Brokerage bundles

Uber Freight leverages our digital brokerage platform to reduce empty miles by enabling carriers to bundle loads and reloads in a single booking. By coordinating outbound and return freight, the platform improves route efficiency and reduces unnecessary truck travel.

### Electric trucks

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

### Truckload-to-intermodal

Uber Freight proactively identifies 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.

## Policy and advocacy support

Electrifying the rideshare sector offers policymakers a high-leverage tool for decarbonization. Uber drivers travel up to 4 times as many miles as private car owners, so when an Uber driver replaces their vehicle with an EV, the potential reduction in greenhouse gas emissions is significantly greater than when a private car owner does the same. By prioritizing targeted support for electrifying ridesharing, policymakers have an opportunity to accelerate emissions reduction, yielding an outsize return on public investment.

Despite the opportunity for rideshare drivers to meaningfully reduce emissions by transitioning to EVs, systemic market barriers continue to limit large-scale adoption among high-mileage drivers. These barriers include:

- **Supply constraints:** Evolving economic dynamics have created a fragmented EV supply globally. In markets with restrictive trade barriers and higher financing and insurance costs, drivers face higher vehicle prices. Those drivers must rely on subsidies or a slowly developing secondary market in order to afford an electric vehicle.
- **Fast charging downtime:** Most rideshare drivers rely on public high-speed charging. This creates a direct conflict between powering up and picking up riders. Every minute spent finding a charger or waiting in a queue is a minute of lost revenue, adding a significant opportunity cost to the already higher price of public charging.

### Our policy principles

To unlock the high-mileage opportunity, we support policies that directly address the operational realities drivers face, including vehicle supply constraints and limited access to fast charging. Such policies include:

- **Prioritized financial incentives:** We support ZEV subsidies and purchase incentives that explicitly prioritize rideshare drivers. Given the superior greenhouse gas (GHG) reduction potential of high-utilization fleets, we believe public funds should be directed where they can drive significant emissions reductions.
- **Targeted charging infrastructure:** We support public investment in high-speed charging hubs located where rideshare drivers are operating, specifically in city centers and around airports, rather than just residential or highway corridors. Minimizing deadhead miles on the way to chargers is critical for driver earnings.
- **Preferential access:** We support operational benefits that incentivize adoption by reducing trip times and increasing earnings. Proven mechanisms include HOV (high-occupancy vehicle) lane access, dedicated green curbs at airports, and exemptions from congestion pricing (such as the [London congestion charge zone exemption](#)), which have been decisive factors in accelerating EV adoption in key markets.

In 2025, our targeted global policy work brought our policy principles to life in projects including these:

- **Cadmus reports:** Published market-specific [policy roadmaps](#) for Brazil, Canada, India, and the US, providing policymakers with policy recommendations on incentivizing high-mileage drivers to transition to EVs.
- **C40 Cities:** Launched a partnership with [C40](#) to increase charging infrastructure access for high-mileage drivers in cities across the globe.
- **EVIE:** Launched an interactive tool that uses recent real-world driver and trip data to forecast EV rideshare charging demand, with heatmaps showing where and how much charging is needed.
- **London CCZ:** Advocated for London's congestion charge zone to continue incentivizing EV adoption for high-mileage professional drivers.
- **Demand signals:** Advocated for the EU's clean corporate vehicles adoption targets that will accelerate the secondary market supply of affordable EVs.
- **Deliver-E Coalition:** Collaborated with leading global delivery platforms operating in 90+ countries to identify ways to help increase the supply of electric 2-wheelers and make charging infrastructure available and accessible to couriers.



# Goals

## Science-based targets<sup>30</sup>

By the end of:	2030	2040
	Reduce absolute Scope 1 and 2 GHG emissions 42% <sup>31</sup> Reduce Scope 3 GHG emissions from use of sold products 34% per service kilometer	Reduce absolute Scope 1 and 2 GHG emissions 90% <sup>31</sup> Reduce Scope 3 GHG emissions from use of sold products 97% per service kilometer
	<b>Reach net-zero GHG emissions across the value chain</b>	

## Electrification and waste-reduction goals

By the end of:	2025	2030	2040
	100% of rides in Amsterdam and London are zero-emission <b>Outcome: 41% of rides</b> 50% of all mobility kilometers in 7 European capitals <sup>32</sup> are zero-emission <b>Outcome: 32% of mobility kilometers</b> 80% of deliveries in Europe <sup>33</sup> and APAC <sup>34</sup> are using more-sustainable packaging <b>Outcome: 76% of deliveries</b> <ul style="list-style-type: none"> <li>• 84% in Europe<sup>33</sup></li> <li>• 70% in APAC<sup>34</sup></li> </ul> 100% renewable energy match in US offices <b>Outcome: Achieved in 2023</b>	100% of rides in Canada, Europe, and the US are zero-emission 100% of deliveries in 7 European capitals <sup>32</sup> are zero-emission 100% of deliveries globally are using more-sustainable packaging Net-zero climate emissions from all corporate operations (such as offices and data centers)	100% of rides and deliveries globally are in zero-emission vehicles, on micromobility, and/or on public transit Net-zero climate emissions across all operations and lines of business (Mobility, Delivery, and Freight) Uber Freight aims to shift 80% of its global brokerage shipments to cleaner transportation <sup>35</sup>

Despite significant progress,<sup>36</sup> major barriers remain to achieving full-scale electrification. For the first time, we saw a decline in our share of EV miles in the US and Canada, mirroring wide sector trends and coinciding with the phase-out of US federal tax credits for EV purchases. High upfront EV, financing, and insurance costs; charging access and complexity; and inconsistent policy environments continue to slow adoption. As a result, we've not fully met our goals for 2025 and, based on current trends, our 2030 goals continue to be out of reach without stronger, coordinated action across government and industry.

As we've said from the start, climate is a team sport and progress depends on collective action. Despite these headwinds, we believe the future is electric and will continue to invest in this transition, particularly where public and private investment are aligned.

While many key levers are outside our control, we remain deeply committed to this transition not just because it's the right thing to do, but also because it brings direct and strategic benefits to our business, our users, our cities, and our wider communities. Thousands of drivers around the world are taking home more money thanks to lower EV operating costs and growing rider demand. Based on Uber's rider satisfaction survey, some of riders' highest satisfaction ratings come from the EV experience, and riders are increasingly choosing electric rides. Our investments in expanding access to affordable charging infrastructure will support electrification and autonomy in the cities where Uber is available, and the coming wave of autonomous (electric) vehicles will create a major tailwind in achieving electrification at scale.

<sup>30</sup>Science-based targets are calculated relative to a 2021 baseline year.

<sup>31</sup>The target boundary includes biogenic emissions and removals from bioenergy feedstocks.

<sup>32</sup>Amsterdam, Berlin, Brussels, Lisbon, London, Madrid, and Paris.

<sup>33</sup>The Europe region for "more-sustainable packaging" includes the following countries: Belgium, France, Germany, Ireland, Poland, Portugal, Spain, Sweden, Switzerland, the Netherlands, and the United Kingdom.

<sup>34</sup>The APAC region includes the following countries: Australia, Japan, New Zealand, and Taiwan.

<sup>35</sup>"Cleaner transportation," as applied to the freight industry (specifically heavy-duty freight), means the overall portfolio approach to decarbonization in line with industry recommendations 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.

<sup>36</sup>We 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 indicators<sup>37</sup>

Emissions <sup>38,39,40</sup>	Scope	Unit	2021	2023	2024	2025
<b>Absolute emissions</b>						
Scope 1: Stationary emissions	Global	tCO <sub>2</sub> e	735	1,712	1,216	1,276
Scope 2: Electricity: Location-based	Global	tCO <sub>2</sub> e	118,795	141,476	131,482	96,434
Scope 2: Electricity: Market-based <sup>41</sup>	Global	tCO <sub>2</sub> e	60,705	82,042	73,638	65,978
<b>Total Scope 1 &amp; 2 emissions: Location-based</b>	Global	tCO <sub>2</sub> e	119,530	143,188	132,698	97,710
<b>Total Scope 1 &amp; 2 emissions: Market-based<sup>41</sup></b>	Global	tCO <sub>2</sub> e	61,440	83,754	74,854	67,254
Scope 3, Category 6: Business travel: air travel	Global	tCO <sub>2</sub> e	1,462	11,522	14,404	18,688
Scope 3, Category 11: Use of sold products <sup>42</sup>	Australia <sup>43</sup>	tCO <sub>2</sub>	—	—	924,886	1,013,988
Scope 3, Category 11: Use of sold products <sup>42</sup>	Belgium	tCO <sub>2</sub>	8,460	27,368	45,985	59,859
Scope 3, Category 11: Use of sold products <sup>42</sup>	Canada	tCO <sub>2</sub>	707,530	1,282,653	1,744,602	1,927,935
Scope 3, Category 11: Use of sold products <sup>42</sup>	France	tCO <sub>2</sub>	98,277	245,412	245,476	288,049
Scope 3, Category 11: Use of sold products <sup>42</sup>	Germany	tCO <sub>2</sub>	43,434	91,615	103,928	204,475
Scope 3, Category 11: Use of sold products <sup>42</sup>	Portugal	tCO <sub>2</sub>	38,531	112,838	157,267	165,357
Scope 3, Category 11: Use of sold products <sup>42</sup>	Spain	tCO <sub>2</sub>	34,993	87,777	123,274	154,969
Scope 3, Category 11: Use of sold products <sup>42</sup>	The Netherlands	tCO <sub>2</sub>	12,166	34,959	59,335	49,610
Scope 3, Category 11: Use of sold products <sup>42</sup>	United Kingdom	tCO <sub>2</sub>	313,926	616,159	745,780	889,162
Scope 3, Category 11: Use of sold products <sup>42</sup>	United States	tCO <sub>2</sub>	11,268,151	16,118,688	19,413,148	19,770,604
Scope 3, Category 11: Use of sold products <sup>42</sup>	Rest of globe <sup>44</sup>	tCO <sub>2</sub>	7,289,107	12,982,815	15,109,119	18,096,930
Scope 3, Category 11: Use of sold products <sup>42</sup>	Sum of global	tCO <sub>2</sub>	19,814,573	31,600,284	38,672,801	42,620,938
<b>Emissions intensity<sup>45</sup></b>						
Scope 1	Global	tCO <sub>2</sub> e/\$1 million revenue	0.04	0.0459	0.0277	0.0245
Scope 2: Location-based	Global	tCO <sub>2</sub> e/\$1 million revenue	6.81	3.7948	2.9897	1.8539
Total Scope 1 & 2 emissions <sup>46</sup>	Global	tCO <sub>2</sub> e/\$1 million revenue	6.85	3.8407	3.0174	1.8784
Scope 1	Global	tCO <sub>2</sub> e/employee	0.03	0.0563	0.0392	0.0375
Scope 2: Location-based	Global	tCO <sub>2</sub> e/employee	4.05	4.6538	4.2414	2.8363
Total Scope 1 & 2 emissions	Global	tCO <sub>2</sub> e/employee	4.08	4.7101	4.2806	2.8738
Scope 1	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.0011	0.0021	0.0016	0.0018
Scope 2: Location-based	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.17	0.1773	0.1766	0.1392
Total Scope 1 & 2 emissions	Global	tCO <sub>2</sub> e/m <sup>2</sup> floor area	0.17	0.1794	0.1782	0.1410
Average carbon intensity of trips on Uber <sup>42,47</sup>	US and Canada	CO <sub>2</sub> per passenger mile traveled	361.00	306.81	340.23	318.15
Average carbon intensity of trips on Uber <sup>42,47</sup>	Europe <sup>48</sup>	CO <sub>2</sub> per passenger kilometer traveled	229.00	190.97	197.10	186.27
<b>Zero-emission vehicles (ZEVs)<sup>46,49</sup></b>						
Number of trips arranged on the Uber app and fulfilled by ZEV drivers	Global	Trips		65,600,000	105,500,000	154,500,000
Average monthly ZEV drivers active on Uber's Driver app	Global	Drivers		143,000	230,000	339,000
Share of trip miles completed in ZEVs on Uber	US and Canada	Percent		8.2%	9.1%	9.1%
Share of trip miles completed in ZEVs on Uber	Europe <sup>48</sup>	Percent		9.0%	15.3%	17.9%
<b>Fuel consumption<sup>50</sup></b>						
Total fuel consumed	Global	Gigajoules		34,007	24,151	25,336
Percentage natural gas	Global	Percent		100%	100%	100%
Percentage renewable	Global	Percent		0%	0%	0%

Note: This table presents the 3 most recent fiscal years relative to Uber's 2021 baseline year.

Energy use <sup>51</sup>	Scope	Unit	2023	2024	2025
Total energy consumed	Global	Kilowatt-hours (kWh)	462,247,880	427,651,526	333,161,646
Percentage grid electricity	Global	Percent	99.14%	99.88%	100.00%
Percentage renewable <sup>52</sup>	Global	Percent	40.17%	42.09%	30.43%
Water use <sup>53</sup>					
Supplied water <sup>54</sup>	Global	Cubic meters (m <sup>3</sup> )	251,846	309,498	355,866
Total water	Global	Cubic meters (m <sup>3</sup> )	251,846	309,498	355,866
Water use intensity <sup>45</sup>					
Supplied water <sup>54</sup>	Global	m <sup>3</sup> /\$1 million revenue	6.7554	7.0376	6.8413
Total water	Global	m <sup>3</sup> /\$1 million revenue	6.7554	7.0376	6.8413
Supplied water <sup>54</sup>	Global	m <sup>3</sup> /employee	8.2844	9.9838	10.4666
Total water	Global	m <sup>3</sup> /employee	8.2844	9.9838	10.4666
Supplied water <sup>54</sup>	Global	m <sup>3</sup> /m <sup>2</sup> floor area	0.3156	0.4157	0.5138
Total water	Global	m <sup>3</sup> /m <sup>2</sup> floor area	0.3156	0.4157	0.5138
Water use in water-stressed regions <sup>55</sup>					
Extremely high	Global	Percent	7.01%	11.97%	12.50%
High	Global	Percent	7.99%	8.25%	5.15%
Medium-high	Global	Percent	69.51%	65.15%	69.22%
Low-medium	Global	Percent	12.27%	11.63%	8.92%
Low	Global	Percent	3.19%	2.83%	2.09%
More-sustainable packaging <sup>56</sup>					
Percentage of orders using more-sustainable packaging	APAC <sup>57</sup>	Percent	—	—	70%
Percentage of orders using more-sustainable packaging	Europe <sup>58</sup>	Percent	—	—	84%
Percentage of orders using more-sustainable packaging	APAC <sup>57</sup> and Europe <sup>58</sup>	Percent	—	—	76%

<sup>37</sup>The greenhouse gas (GHG) emissions data disclosed in this report has received limited assurance from LRQA. The verification statement for 2026 can be found [here](#).

<sup>38</sup>GHG emissions are calculated in accordance with the GHG Protocol Corporate Standard, utilizing the operational control approach for defining organizational boundaries.

<sup>39</sup>For Scope 1 and 2, the reporting criteria used to evaluate the emissions report is the WRI/WBCSD Greenhouse Gas Protocol. This includes the following material GHGs: CO<sub>2</sub> (carbon dioxide), N<sub>2</sub>O (nitrous oxide), and CH<sub>4</sub> (methane). The following emission conversion factor sources are used in calculations:

Natural gas combustion emission factors: EPA Center for Corporate Climate Leadership GHG Emission Factors Hub for 2021, 2023, 2024, and 2025.

Purchased electricity Australia: National Greenhouse and Energy Reporting (Measurement) Determination 2008 (compiled 1 July 2021 for 2021; compiled 1 July 2023 for 2023 and 2024; compiled 1 July 2025 for 2025) Indirect Factor—NGA workbook (where applicable), published Aug 2021 for 2021; sourced from the Federal Register of Legislation at October 2023 and ongoing for 2023 and 2024; sourced from the Federal Register of Legislation at September 2025 and ongoing for 2025.

Purchased electricity Canada: 2021 UNFCCC Submission for 2021; 2023 UNFCCC Submission for 2023 and 2024; 2025 UNFCCC Submission for 2025. National Inventory Report, 1990–2019 for 2021; 1990–2021 for 2023 and 2024; 1990–2023 for 2025. Greenhouse Gas Sources and Sinks in Canada Annex 13: Table A13-1–Table A13-13.

Purchased electricity US: EPA eGRID 2019 for 2021; 2022 for 2023 and 2024; 2023 for 2025.

Purchased electricity UK: UK Government Greenhouse Gas Reporting: Conversion Factors (DEFRA) 2021 for 2021; 2023 for 2023 and 2024; 2025 for 2025.

Purchased electricity non-Australia, non-Canada, non-US, non-UK: International Energy Agency—Emission Factors 2020 for 2021; 2022 for 2023 and 2024; 2024 for 2025.

<sup>40</sup>Scope 3, Category 11: Use of sold products\* (limited to CO<sub>2</sub>) for all markets worldwide where Uber provides ride, delivery, or freight services. Please note that 2021 emissions are tank-to-wheel, while the 2023, 2024, and 2025 emissions are well-to-wheel. For more details, please consult our [methodology document](#).

<sup>41</sup>Market-based emissions based on direct contracts for purchased renewable electricity were derived from the following instruments: Virtual Power Purchase Agreements (VPPAs), Renewable Energy Certificates (RECs), and participation in suppliers' green products program providing renewable energy sourcing.

<sup>42</sup>MT CO<sub>2</sub> = metric tons carbon dioxide and does not include other GHGs.

<sup>43</sup>In 2024, the metrics for "Scope 3, Category 11: Use of sold products" (limited to CO<sub>2</sub>) by country were expanded to break out Australia.

<sup>44</sup>In 2024, the metrics for "Scope 3, Category 11: Use of sold products" (limited to CO<sub>2</sub>) by country were expanded to break out Australia; therefore, Australia is excluded from "Rest of globe" in 2024 and 2025.

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

<sup>46</sup>This number includes rounding.

<sup>47</sup>Reported emissions for "Scope 3, Category 11: Use of sold products" (limited to CO<sub>2</sub>) 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.

<sup>48</sup>The 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.

<sup>49</sup>Zero-emission vehicle (ZEV) types include electric and hydrogen fuel cell vehicles.

<sup>50</sup>Fuel consumption represents conventional natural gas used at our workspaces.

<sup>51</sup>Calculations are representative of global offices and data centers, and exclude co-working and virtual office spaces.

<sup>52</sup>This number represents renewable energy matched by our VPPA at Azure Sky wind + storage project, renewable energy provided by our data center suppliers, and renewable energy supplied to individual sites via Community Choice Aggregation (CCA) or other grid-supplied elective renewables.

<sup>53</sup>The notable increase in supplied water and total water use is attributed to increased water data collection and data quality management efforts from the Sustainability and Facility Management teams. This higher total figure compared to previous years represents a more accurate picture of Uber's water consumption.

<sup>54</sup>Supplied water refers to water provided from public utilities.

<sup>55</sup>Figures calculated using WRI Aqueduct Water Risk Atlas classification. Accessed 2023 and 2024 on January 19, 2024; accessed 2025 on January 27, 2026.

<sup>56</sup>The "More-sustainable packaging" metrics were introduced in 2025. More-sustainable packaging is defined as packaging that is not banned by regulation in a market (such as single-use plastics), and is considered to be recyclable, reusable, or compostable.

<sup>57</sup>The APAC region includes the following countries: Australia, Japan, New Zealand, and Taiwan.

<sup>58</sup>The Europe region for "Percentage of orders using more-sustainable packaging" includes the following countries: Belgium, France, Germany, Ireland, Poland, Portugal, Spain, Sweden, Switzerland, the Netherlands, and the United Kingdom.

Our governance strategy priorities

# Data privacy and cybersecurity



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# Data privacy and cybersecurity

## Governance

### Program oversight

Uber's Chief Information Security Officer, reporting into Uber's Chief Technology Officer, has primary oversight of the cybersecurity program and provides reports to the Audit Committee of 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.

Uber's Chief Privacy Officer reports to the Board at least annually on topics including enterprise privacy and AI governance risk, regulatory

compliance, data protection strategy, cybersecurity alignment, third-party and cross-border data risk, incident readiness, and emerging trends in global privacy and AI regulations. This reporting and governance structure is designed to allow Uber to safeguard trust while innovating responsibly.

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.

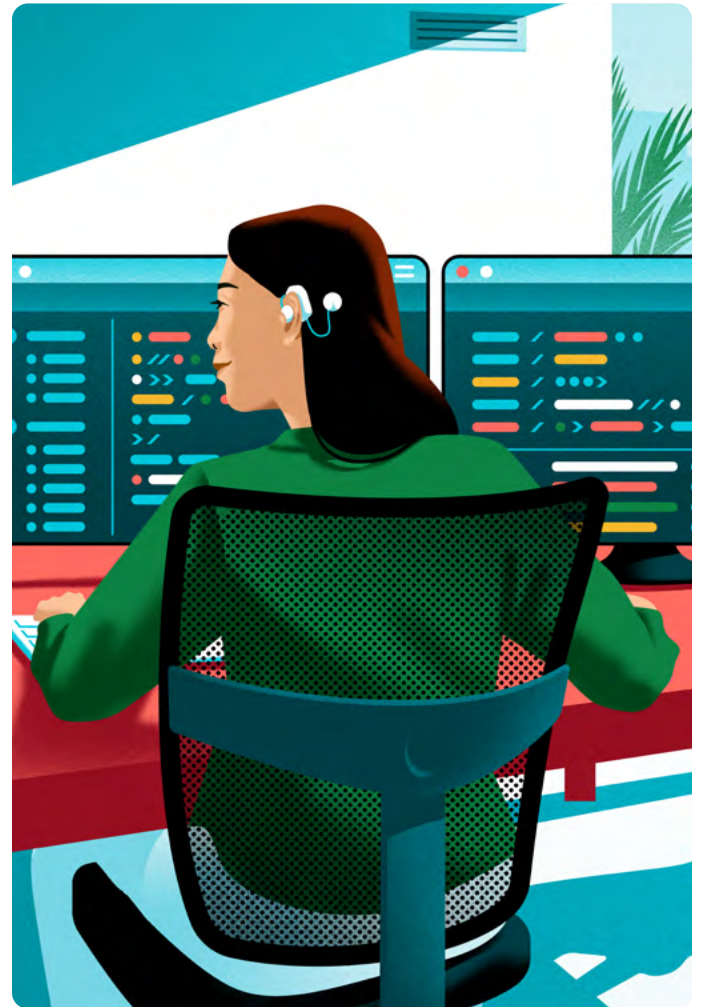
## Stakeholder engagement

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 2025 and in early parts of 2026 are included below.

**Shareholders:** 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 (as described on the following pages).

**Platform users:** In 2025, we expanded our efforts to protect users' data, improve user transparency, and give users more control over their data. As part of these efforts, we launched [resources](#) explaining our street-level data collections used to support deployments of autonomous vehicles, and we expanded the internal tools we use to monitor and prevent unnecessary or inappropriate internal access to user data.

**Governments and regulators:** The global legal and regulatory environment in which Uber operates is highly complex and rapidly evolving, including as it relates to proposed or adopted requirements related to 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. In 2025, we worked with industry partners to engage California's privacy regulators on new privacy and cybersecurity regulations. We also worked with tech and privacy trade organizations to provide input on the EU's process for proposed simplification of EU digital regulations ([Digital Omnibus](#)).



# Our approach to data privacy and cybersecurity

## Data privacy

Uber has built 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 is responsible for maintaining a company culture focused on protecting and appropriately using and handling personal data. To this end, we provide mandatory privacy and security training for all employees at onboarding and as needed thereafter based on their roles, 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.



### 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 launches in 2025:

- **Roadway data collections:** This program collects street-level video footage from vehicles operating on public roads to advance the development of safe autonomous vehicle technology. To help mitigate potential risks, Uber published [a related web page](#), implemented controls to prevent use of the recordings to identify or track any individuals incidentally recorded, and enabled individuals to request deletion of footage in which they may have been recorded.
- **Uber AI Solutions:** This [new business](#) provides enterprises with data collection, data labeling, product testing, and localization services to train and improve their AI models. We built privacy considerations into the heart of Uber AI Solutions, implementing our rigorous privacy-by-design processes to help mitigate risks to the people involved in delivering these services and any individuals whose data is collected or processed.



### 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.



### Transparency: We are transparent about our data practices

Uber helps users understand our data practices in a variety of ways, including:

- **Privacy Notices:** These comprehensively describe the data Uber collects, how we use and share such data, and users' rights and choices. In 2025, to reflect our latest data practices, we updated our [Uber for teens Privacy Notice](#), our privacy notice for [riders and order recipients](#), and our privacy notice for [drivers and delivery people](#). These updated notices are designed to help users more easily find and understand the privacy information that applies directly to how they use Uber.
- **Privacy Overview:** This [web page](#) summarizes key information from our Privacy Notices through frequently asked questions and visual summaries regarding the categories of data we collect and the purposes for which we use each.
- **Privacy Center:** Our 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.



### User choice and control: We give users choices about their data

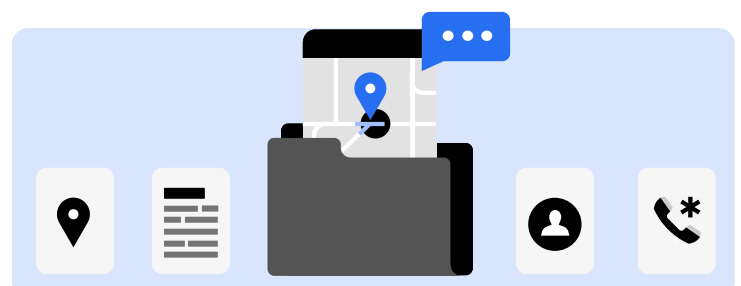
We provide settings and tools that allow users to:

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



### Data security: We safeguard personal data

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

#### Executive oversight and governance

Our 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 certifications as a Payment Card Industry Data Security Standard (PCI DSS 4.0.1) 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 Chief Information Security Officer) 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 Chief Information Security Officer, reviews potential incidents; identifies those that represent potential or actual threats to Uber's systems,

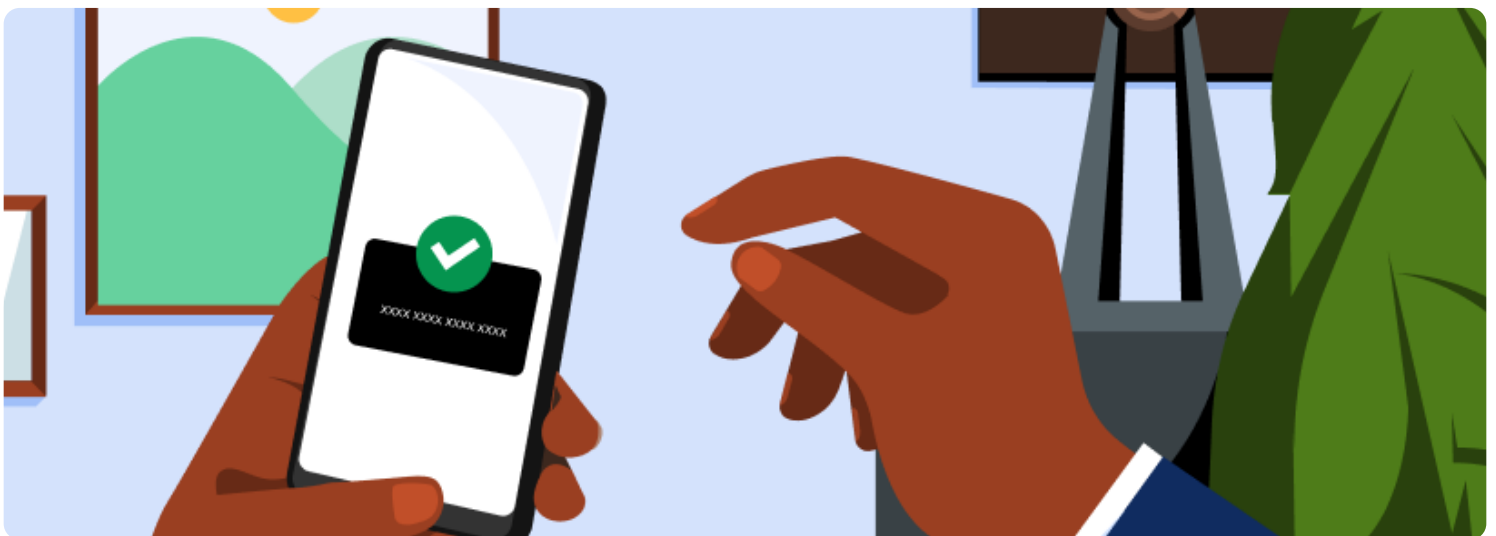
data, or users; investigates and mitigates the cause and impact of such incidents; and implements safeguards to help prevent recurrence. Uber's Chief Privacy Officer and Legal team support these efforts, including legal or disclosure obligations triggered in connection with any such incidents. Uber also conducts tabletop exercises to simulate the response to cybersecurity incidents; participants may include, among others, the Chief Information Security Officer, the Chief Privacy Officer, 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 reviewing materials 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

	2023	2024	2025
<b>Material cybersecurity breaches</b>			
Number of material cybersecurity breaches <sup>59</sup>	0	0	0
<b>Liabilities and fines related to data privacy</b>			
Adjudicated decisions in private actions	\$0	\$0	\$0
Regulatory enforcement actions <sup>60</sup>	\$0	\$0	\$0
Total liabilities and fines related to data privacy	\$0	\$0	\$0
<b>Liabilities and fines related to anti-competitive behavior</b>			
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive-behavior regulations <sup>61</sup>	\$0	\$0	\$0
<b>Privacy</b>			
<b>Organizational</b>			
Number of employees dedicated to privacy and security	288	330	368
Number of external assessments of our privacy and/or security programs <sup>62</sup>	9	9	11
<b>User controls and requests</b>			
Number of user data downloads through Download Your Data feature <sup>63</sup>	145,415	217,753	529,057
Number of privacy features available to riders, drivers, and Uber Eats users	51	51	53

<sup>59</sup>Materiality as determined by US securities laws.

<sup>60</sup>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.

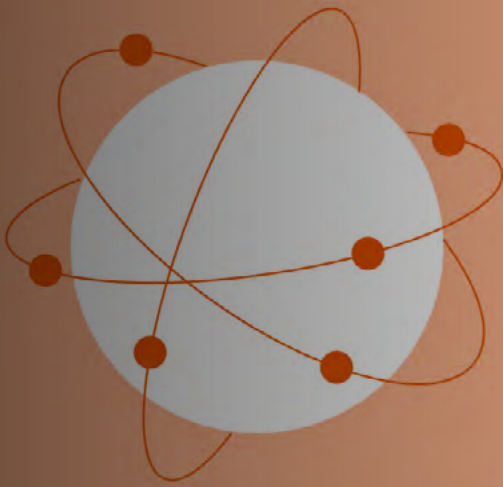
<sup>61</sup>Amount includes all judgments, fines, and penalties paid as a result of antitrust-related legal proceedings.

<sup>62</sup>Assessments performed by independent third parties.

<sup>63</sup>Number represents user data downloads requested and completed in the corresponding year.

Our governance strategy priorities

# Artificial intelligence



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# Artificial intelligence

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

## Governance

### Program oversight

Uber's AI governance program is grounded in a structured, risk-based oversight model that embeds accountability, human judgment, and cross-functional review throughout the AI life cycle. Senior leadership groups including the AI Law and Ethics Council set the strategic direction and approve core principles and policies.

Our Legal team leads day-to-day AI governance and oversight, coordinating closely with our Technology, Product, Compliance, and Policy teams to translate governance principles into operational practice. This includes maintaining inventories of higher-risk models, coordinating model impact and risk assessments, and establishing consistent documentation, review, and monitoring standards aligned with evolving regulatory and industry frameworks.

Specialist teams contribute domain-specific oversight to further strengthen controls. Fairness experts, for example, evaluate

potential disparities and harmful impacts; privacy and security teams assess safeguards before deployment; and engineering leadership seeks to make sure that critical models—such as those affecting safety or earnings—are subject to heightened scrutiny and ongoing monitoring. Human oversight is supported through defined governance, ownership, and monitoring processes, which are designed to help ensure that accountability remains with appropriate stakeholders even where automated systems are used.

Uber's Board of Directors receives regular updates from our Chief Privacy Officer on the company's use and governance of AI, including material developments related to strategy, risk management, and regulatory engagement. This layered oversight structure enables Uber to support innovation while continually working to strengthen accountability, transparency, and adaptability as AI technologies evolve.

## Stakeholder engagement

Our AI teams regularly engage with key stakeholders to understand and effectively address their needs. Below are highlights of our engagements throughout 2025 and in the early parts of 2026.

**Shareholders:** Uber further strengthened transparency and visibility into our use and governance of AI. In addition to publishing our first Algorithmic Transparency Reports for the [US](#) and [Europe](#), we introduced a broader [AI web page](#) detailing the ongoing evolution of our AI use. Together, these disclosures provide shareholders with clearer insight into Uber's AI strategy, governance framework, and approach to managing regulatory and operational risk as AI use continues to scale. They also build on key actions we took in 2024, such as launching a public-facing [Responsible AI web page](#), releasing our [AI principles](#), and publishing the ORCAA (O'Neil Risk Consulting and Algorithmic Auditing) [assessment](#) of Uber's AI governance program.

**Platform users:** Uber engages platform users as part of the development and evolution of AI-enabled features to help ensure that products reflect real-world experience and expectations. For example, before launching [Advantage Mode](#) (a driver rewards program with AI-enabled features), Uber gathered driver feedback through structured research and community engagement, with insights informing the final product experience.

**Regulators and policymakers:** Uber regularly engages with regulators and legislators on proposed AI laws and policies, proactively sharing our perspective as a company operating AI systems at a global scale. This includes formal comments on initiatives such as the White House AI Action Plan, engagements related to frameworks like the EU AI Act, and participation in global policy forums, including the AI Action Summit in Paris and AI governance summits in Colombia. Uber also helps shape responsible AI policy through thought leadership at academic and industry forums, including IAPP conferences, and through collaboration with industry and advocacy organizations such as the Chamber of Progress, the US Chamber of Commerce, and TechNet. We believe this type of engagement helps advance practical, risk-based approaches to AI regulation and deployment.

**Employees:** In 2025, we strengthened our AI literacy program by launching a course (now incorporated into Uber's required annual training for all employees) designed to ensure that all Uber staff understand the company's responsible AI principles, why they matter, how they guide Uber's use of AI, and how to apply them in their daily work. For employees developing or deploying AI systems, Uber's AI literacy program also includes role-specific technical education focused on model governance, risk assessment, and documentation requirements. This helps make sure AI systems are designed and operated responsibly and in line with evolving regulatory expectations.

# Our approach to artificial intelligence

AI is foundational to how Uber operates its platform, improves safety and reliability, and delivers value to riders, Uber Eats users, drivers, couriers, merchants, and cities. Uber uses AI and machine learning to support a wide range of needs (including marketplace efficiency, pricing, safety features, and fraud prevention), designing and applying systems according to the context and potential impact of each use case.

Because AI systems can have meaningful effects on individuals and communities, Uber takes a risk- and impact-based approach to AI development and deployment, informed by globally recognized voluntary consensus standards such as ISO 42001 and the NIST AI Risk Management Framework. Not all AI systems present the same

level of risk, and Uber applies greater scrutiny, safeguards, and human oversight to systems that may have higher potential impact, including those affecting safety, platform access, or earnings.

Our approach emphasizes responsible innovation. Because AI systems are designed to support—rather than replace—human decision-making, we evaluate them throughout their life cycle to ensure that they continue to perform as intended as data, conditions, and user expectations change. Transparency, fairness, safety, and privacy are treated as design principles rather than after-the-fact controls.

This approach enables us to responsibly scale AI-driven innovation while managing risk, maintaining trust, and adapting to evolving regulatory, technological, and societal expectations.

## Uber's AI principles



### Accountable governance

Maintain an AI governance program by documenting and operationalizing responsible AI policies, practices, and guidelines across Uber and seeking 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 effects.

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: Algorithmic Transparency Reports for the [US](#) and [Europe](#)



### 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 ensuring 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

Uber's AI governance framework is complemented by a strong commitment to transparency and ongoing engagement with internal and external stakeholders. While program oversight establishes clear accountability and decision-making structures, transparency and engagement focus on how Uber explains its use of AI, incorporates feedback, and builds trust over time. Uber publicly discloses information about how AI and machine learning are used across its platform, including through our dedicated [AI web page](#), product communications, and technical and policy publications. Where appropriate, Uber also shares insights into how key AI-enabled

features operate and how potential risks—such as fairness, safety, and privacy—are identified and addressed.

Engagement with stakeholders is an important input into governance. Uber regularly engages with regulators and policymakers through formal consultations and global forums, provides shareholders with disclosures on AI strategy and oversight, and participates in independent assessments and audits to benchmark our approach against emerging expectations. Together, these transparency and engagement efforts help support continual improvement, regulatory readiness, and responsible innovation.

### Spotlight

#### ORCAA Report

In 2024, we voluntarily submitted our AI governance approach to ORCAA (O'Neil Risk Consulting and Algorithmic Auditing) for an assessment led by Cathy O'Neil, a renowned data scientist and author of *Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy*. [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.

### Spotlight

#### Algorithmic Transparency Reports

We recently released our Algorithmic Transparency Reports for the [US](#) and [Europe](#) to provide a clear look at how we design, deploy, and monitor the algorithms powering our platform. These reports explain the technology behind our pricing, matching, and safety systems, while highlighting our ongoing work seeking to reduce bias and protect user privacy. As we continue to innovate, these reports reaffirm our commitment to responsible AI that is transparent, fair, and centered on the people who rely on our platform.

Our governance strategy priorities

# Autonomous vehicles

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# Autonomous vehicles

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

Our goal is to offer AV developers the best platform for the commercialization of autonomous vehicles, working across the AV ecosystem to bring AV 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 Chief Operating Officer and our Global 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 strategy, the AV industry landscape, and the launch and expansion of current AV partnerships and operational performance. 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 AV operations, making them uniquely equipped to support AV hardware and software developers in deploying and scaling technology globally. This team addresses and manages potential risks through a multifaceted partnership strategy focused on safety, transparency, and technical readiness. The team regularly engages with Uber's Safety Advisory Board, regulators, and other stakeholders. Based on Uber's unique positioning as the leading global mobility platform, our partnership strategy sets us up to capture the opportunity that autonomous technologies will unlock in our markets. You can find additional information about our AV program at [uber.com/autonomous](https://uber.com/autonomous).

## Stakeholder engagement

In 2025 and early 2026, we collaborated with partners to deploy AV technology responsibly and in a way that enhances transportation options across multiple cities in which we operate.

**Shareholders:** In response to requests for deeper insights into our AV strategy and partner safety standards, we provided a comprehensive [AV update](#) in our Q4 2025 earnings report. We also highlighted our enhanced [Autonomous Mobility and Delivery Safety Guidelines](#) (Autonomous Safety Guidelines) for shareholders; these guidelines anchor our ongoing safety program and support our rigorous evaluation of partner deployments against leading industry standards.

**Industry partners:** In 2025, we advanced our AV program with multiple major milestones, including launching Waymo exclusively on Uber in Austin and Atlanta, as well as Avride in Dallas; Uber's first [fully autonomous rides](#) in the UAE; drone deliveries in the US; and sidewalk

robots in the UK. We partnered with [Lucid and Nuro](#), debuting a production-intent robotaxi, which we have started on-road testing ahead of planned 2026 launches. We've also partnered with [NVIDIA](#) to enrich millions of hours of Uber-collected data to support our AV partners' development of their self-driving software models.

**Regulators:** With AV regulations being highly fragmented across the globe, we continue to work with regulators and other governing bodies to advocate 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 more cities.

# Our approach to autonomous vehicles

While AV technology is advancing quickly, we expect commercialization to take much longer. To deploy widely, AVs will need a consistently superhuman safety record; enabling regulations; a cost-effective, scaled hardware platform; excellent on-the-ground operations; and a high-utilization network that can manage variable demand with flexible supply.

We believe that AV technologies have the potential to help grow our platform in meaningful ways. The autonomous developers we partner with enable us to offer new products and services, and Uber is uniquely positioned to help them address multiple pieces of the go-to-market puzzle in order to deploy and scale their technology globally with autonomous solutions that work for us all.

## Our vision

### Mobility

Autonomous vehicles and drivers together on one platform means the right ride for every customer is always within reach.

### Delivery

Getting almost anything on Uber Eats can become even easier and more affordable with deliveries from all-electric sidewalk robots, delivery drones, and AVs.

### Freight

Our efforts in autonomous trucking are helping people move goods more efficiently.

## What we're doing to help further our vision

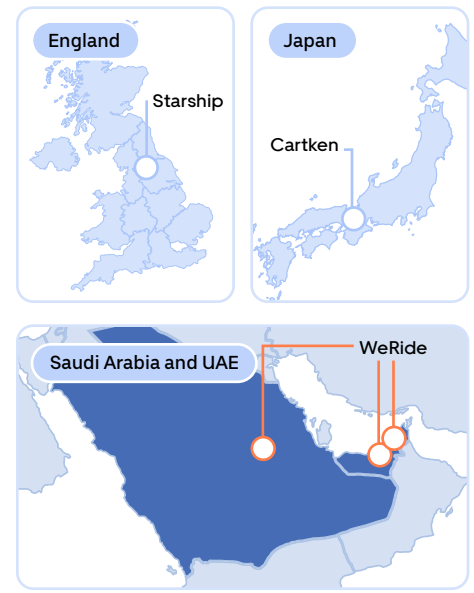
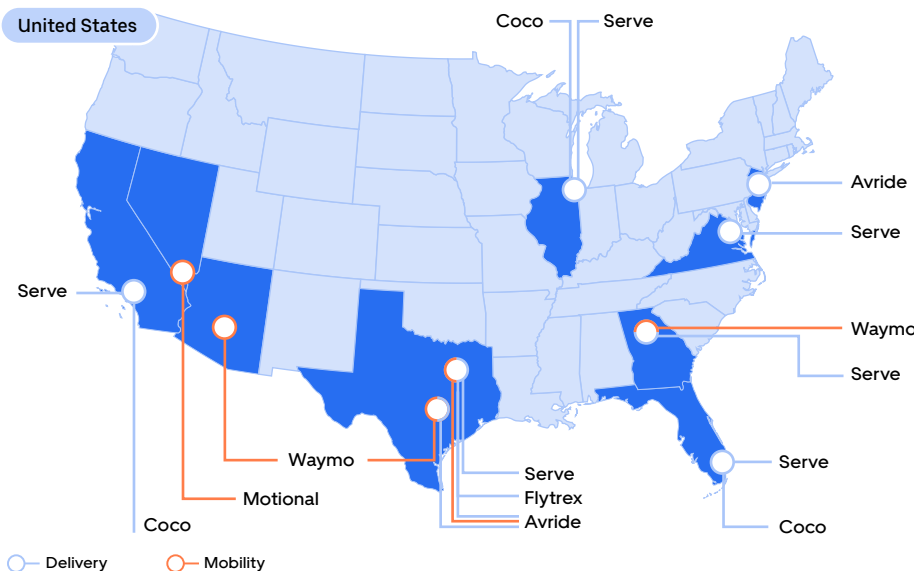
### Partnering with AV developers

As a globally scaled platform across mobility, delivery, and freight, we believe Uber is the optimal partner for AV developers. In addition to providing access to market demand and our vast network of merchants and shippers, we also offer the operational services and capabilities necessary to create a great end-to-end customer experience and enable high AV utilization. [Uber Autonomous Solutions](#) provides partners with tools, data, and infrastructure to efficiently bring autonomous vehicles to market, helping our autonomous partners commercialize their technology at scale. Uber Autonomous Solutions furthers our AV program by:

- **Advancing infrastructure:** AVs need the right infrastructure. Uber provides the digital and physical foundation to help partners deploy [Level 4](#) autonomy smoothly at scale, combining enriched training data and data mapping, regulatory compliance support, and fleet financing.

- **Enhancing the user experience:** Full-scale AV and rider acceptance requires the kind of end-to-end user experience Uber has already built. We're optimizing partners' operations to deliver best-in-class product design for a rider's in-car experience, end-to-end customer support, and shared and reserved rides.
- **Improving fleet operations:** Successful commercialization requires AV fleets to run at peak efficiency. Uber's fleet depot tools, AV-specific insurance, and remote assistance enable fleet operators to maximize operational uptime.
- **Scaling data learnings:** It's critical that our AV partners develop self-driving capabilities that can address the world's diverse and unpredictable road conditions and events—including the long tail of infrequent scenarios. [Uber's AV Labs](#) is committed to collecting, enriching, and delivering data solutions for our partners to help their systems learn and to accelerate their development.

## Where autonomous mobility and delivery are live on Uber



### Prioritizing safety and transparency

Building trust with communities is essential for the AV industry. As we introduce more autonomous vehicle partners onto our platform, transparency is a top priority. Uber has implemented a comprehensive Autonomous Mobility and Delivery Safety Program designed to support the safe and responsible deployment of autonomous technologies on the Uber platform. [Uber's Autonomous Safety Guidelines](#) provide a structured framework for evaluating how potential partners approach safety as they prepare to deploy and operate autonomous vehicles and delivery solutions on the Uber platform.

The framework promotes consistency and transparency by aligning safety assessments with leading industry safety standards and best practices to establish baseline expectations for automated and autonomous vehicles and delivery systems operating on the platform. The program recognizes variation in technologies and operating models and maintains an adaptable approach as the regulatory and technical landscape for autonomous technology evolves.

For each potential deployment, we conduct partner safety assessments, guided by 3 core focus areas: organizational safety, vehicle safety, and operational safety. Building on this foundation, in 2026 Uber intends to establish a Safety Management System for fleet operators to further strengthen systematic risk management, continual improvement, and accountability across autonomous operations.

In addition, Uber is leading 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 provide us with insights into how our potential partners approach AV safety.

### Optimizing for the hybrid network

AVs still need to resolve a lot of edge cases to be reliably available in all conditions; in the medium term, AVs will only be able to serve certain routes and trip types. We anticipate that the number of AVs and drivers will both continue to grow on the Uber platform—and operate side by side—as demand for direct transportation options increases.

In fact, early data from Austin and Atlanta highlights how our hybrid-network model allows AVs to complement—rather than compete with—human drivers on the platform. As AV technology accelerates overall trip growth in these markets, we have seen the total number of human drivers increase year-over-year and a positive impact on average hourly earnings.

### Engaging with drivers and couriers

As we continue to evolve toward a hybrid network, we prioritize monitoring driver and courier sentiment and facilitating open dialogue through channels such as internal working groups and [Uber Crew](#). Their feedback and insights from these forums help shape strategies and programs that offer diverse earning opportunities beyond driving and delivering.

### Enhancing AV frameworks and policies

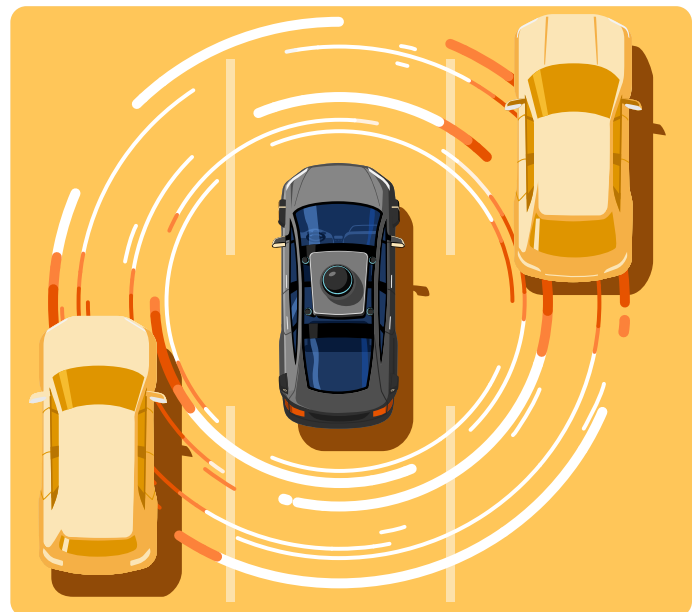
We believe that AVs should happen *with* cities, not *to* them. As regulatory landscapes continue to evolve globally, we're actively collaborating with governments and policymakers to develop tailored frameworks and constructive, sensible policies.

**Within the US:** We expect that 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 help ensure that officials in new markets are ready for the deployment of AVs. While 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. For example:

- Uber submitted various filings in California to encourage the development of a flexible deployment regime
- In partnership with the Autonomous Vehicle Industry Association, Uber championed a [new statute](#) and [regulations](#) in Texas that balance safety and innovation
- We've been engaging with the US Congress as they've considered landmark AV legislation (the [SELF DRIVE Act](#)).

**Outside the US:** Regulatory frameworks for AVs remain under development, with a limited number of jurisdictions having enabling regulations in place. We continue to engage proactively with policymakers and regulators to support the development of clear, consistent, and responsible AV regulatory frameworks across key markets. For example:

- We were invited to join the UK Government's Centre for Connected and Autonomous Vehicles industry working group. Currently, we are the only mobility platform in this group
- In the UK, Uber offered several submissions to the UK Law Commission that directly contributed to the development of the [UK Automated Vehicles Act](#), which is now governing AV activity in that country. More recently, we have engaged closely with the development of detailed AV regulations that flow from the AV Act
- We continue to work closely with regulators in the United Arab Emirates and Saudi Arabia to advise and help shape regulatory conditions for AV deployments in those markets

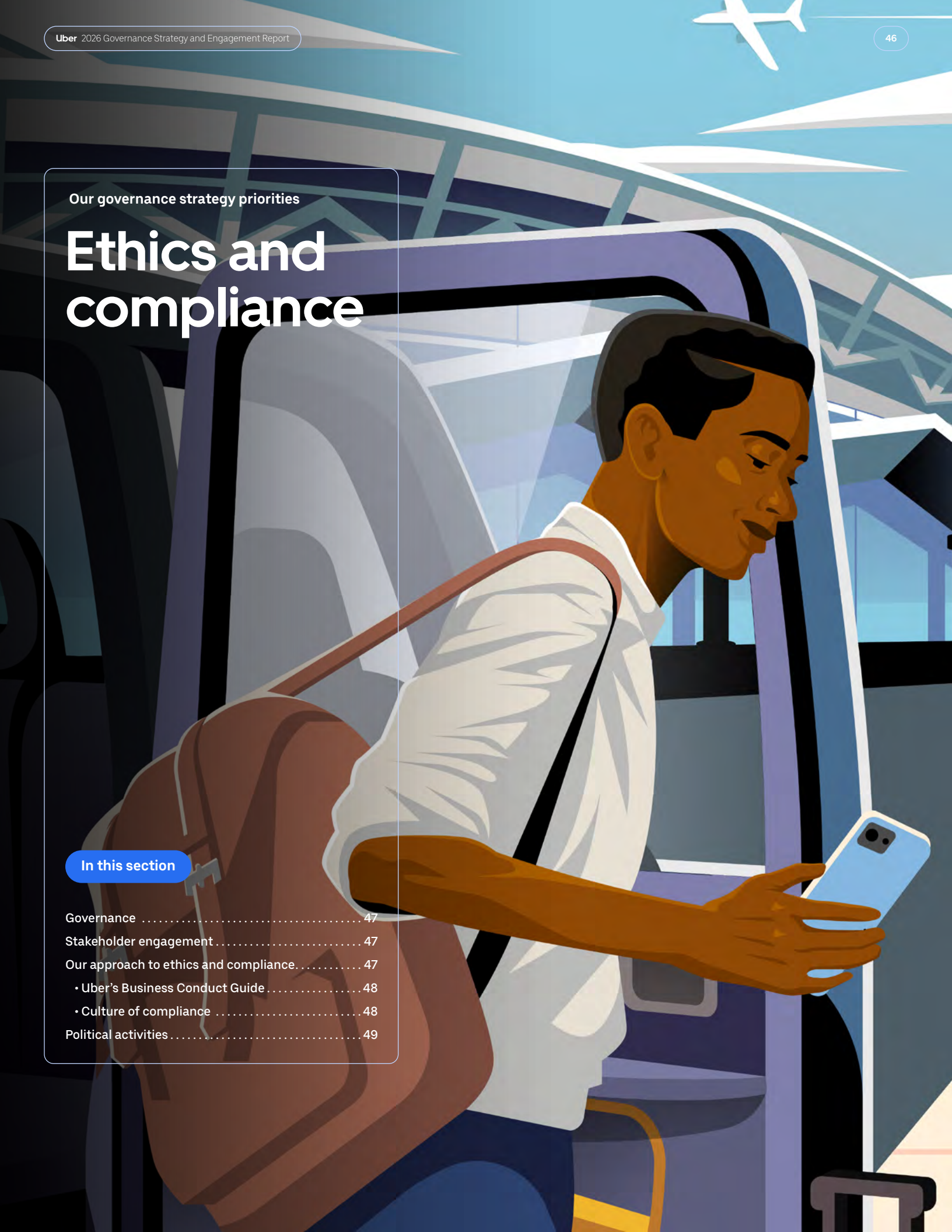


Our governance strategy priorities

# Ethics and compliance

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# Ethics and compliance

Our Ethics and Compliance team is a trusted partner that helps guide employee conduct and fosters a culture of ethical decision-making and compliance. Our Ethics and Compliance program has been externally recognized and awarded by organizations such as 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 provide updates on our compliance with applicable laws and regulations, the development of our compliance program, and our oversight of systems and controls designed to promote ethical

behavior, engage stakeholders, and prevent bribery. The Chief Ethics, Compliance, and Security Officer also informs the Audit Committee of the investigation and remediation of any material instances of noncompliance, which the committee oversees, including reviewing significant regulatory inquiries and Uber’s responses. The Audit Committee regularly briefs the entire Board on these matters.

## Stakeholder engagement

Throughout 2025 and early 2026, Uber has maintained active engagement with a range of stakeholders, including shareholders and employees.

**Shareholders:** In response to feedback from shareholders, and as part of our commitment to continual improvement, the Ethics and Compliance organization updated [Uber’s Human Rights Policy](#) and [Supplier Code of Conduct](#) to incorporate the consideration of responsible use of AI.

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



Uber was honored as [Legalweek Leaders in Tech Law Awards 2025](#) 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 Business Conduct Guide is the cornerstone of our program, providing employees with clear guidance on ethical decision-making, outlining how to raise concerns through the Integrity Helpline, and reinforcing how the company's values guide the right decisions. The Business Conduct Guide helps employees understand and comply with policies related to anti-retaliation, responsible use of AI, anti-corruption, antitrust, data security, privacy, and conflicts of interest. It also explains how and when to report potential violations of policy or law.

Uber's Business Conduct Guide is translated into 15 languages. 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. These are outlined on our "[Acting with integrity](#)" web page.

### Employee training

Uber's Ethics and Compliance training curriculum assigns training to employees based on their risk level, which is determined in part by an algorithmic solution that considers their role, location, and management responsibility. Employees with higher-risk job profiles receive additional training. All training courses are translated into a variety of languages to help ensure that employees understand the material. Our curriculum also assesses learner proficiency by topic and evaluates it alongside additional ethics and compliance data. This lets us discover where—and for which employees—additional adaptive-learning content may be needed.

Our Business Conduct Expedition course is our foundational course, mandatory for all employees. It reinforces Uber's expectation for employees to stand up and speak up through our Integrity Helpline without fear of retaliation when they see behavior that doesn't seem right. It also includes 20 real-world scenarios related to ethical decision-making and uses adaptive-learning technology that personalizes training topics per learner.

We have streamlined mandatory training courses, and continue to do so, to focus on the most important topics—the most effective

way to drive completion rates and employee proficiency. To support continued learning, employees receive an Ethics and Compliance Champion badge for completing their training and compliance requirements.

In 2025, we launched our Guiding Light Ethical Manager Program, a recognition program for managers who champion integrity and ethical leadership. To help them achieve Guiding Light recognition, managers receive simple guides on how to navigate employee concerns and how to discuss "Doing the right thing" ([an Uber value](#)) with their teams.

### 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.

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.

Operated by an independent third party and available in over 20 languages, Uber's Integrity Helpline portal 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 regularly review our metrics and data related to case reporting and investigations to assess the Integrity Helpline's effectiveness and our investigation teams' responsiveness.

# 93%



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)

### 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 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 due diligence process and risk-ranking algorithm into our global vendor onboarding platform. This lets us automate the assessment of every third party onboarded. It also increases 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 globally recognized principles, including freedom of association, collective bargaining, and unbiased, ethical AI use.

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

### Global Anti-Corruption Data Analytics Program

We maintain a data-driven anti-bribery and anti-corruption (ABAC) transaction monitoring program that uses analytics, including elements of machine learning, to support risk identification and prioritization. This work helps us detect potential issues, inform mitigation efforts, and continue to enhance the effectiveness of the program over time.

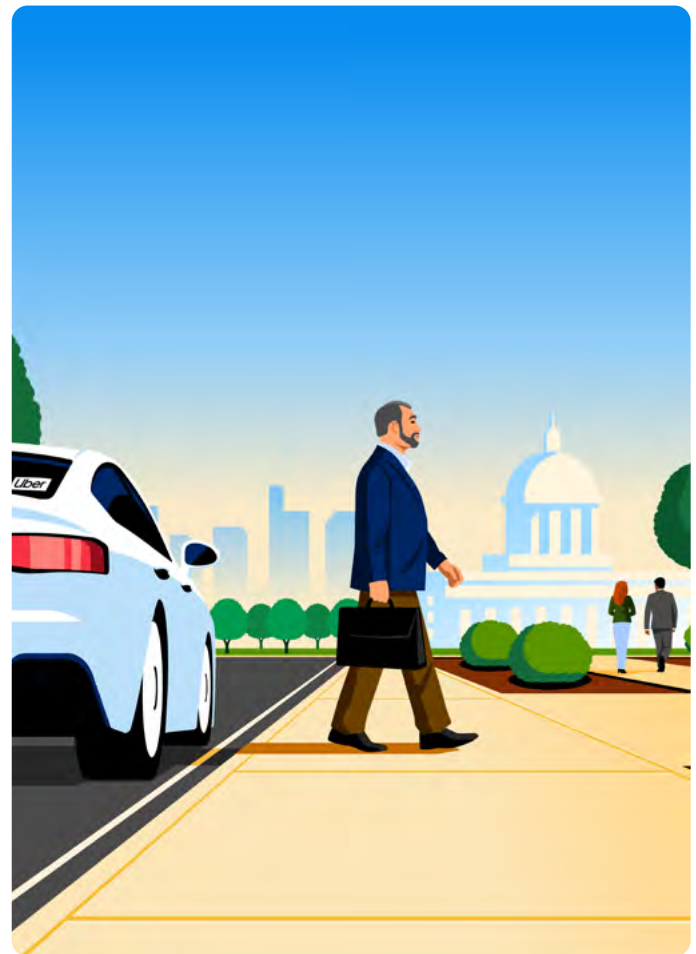
## Political activities

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 align 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 its charter. Uber has robust policies governing our interactions with public officials. In the US, Ethics and Compliance 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 those involved in engaging with public officials on Uber's behalf.

For more information on Uber's approach to political engagement, please see our [2024 Political Engagement Report](#).



Our governance strategy priorities

# People and culture



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# People and culture

At Uber, those who drive our global impact are people who show up, work hard, and, as a result, grow. That's why Uber is building systems that do more than support performance; they unlock potential. When we lead with purpose, we create momentum that lifts people, teams, and results across the globe.

Our talent approach is built around 6 key drivers of employee retention: belonging, growth, pride, trust, well-being, and compensation. It addresses the needs of our workforce while creating a meaningful, engaging experience for employees.

## Governance

### Program oversight

Uber's Board of Directors and its Compensation Committee play a critical role in overseeing how we develop and maintain Uber's culture. The Compensation Committee actively oversees our people and culture strategy and regularly reviews and reports back to the Board on a broad range of topics, including:

- Employee engagement: Tracking metrics to identify trends early and take informed action
- Talent management: Strengthening key pillars such as hiring, developing, and retaining our teams
- Employee experience: Supporting policies around growth, rewards, and recognition

Uber's People and Culture organization aims to manage potential risks through oversight and active engagement. Uber tracks key metrics such as employee engagement to identify trends early and take informed action. Our program focuses on hiring, development, and retention while supporting initiatives that drive growth, rewards, recognition, and the employee experience. These efforts allow the company to focus on core programs that power our people, shape our culture, and amplify our impact.

## Stakeholder engagement

In 2025 and early parts of 2026, 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](#).

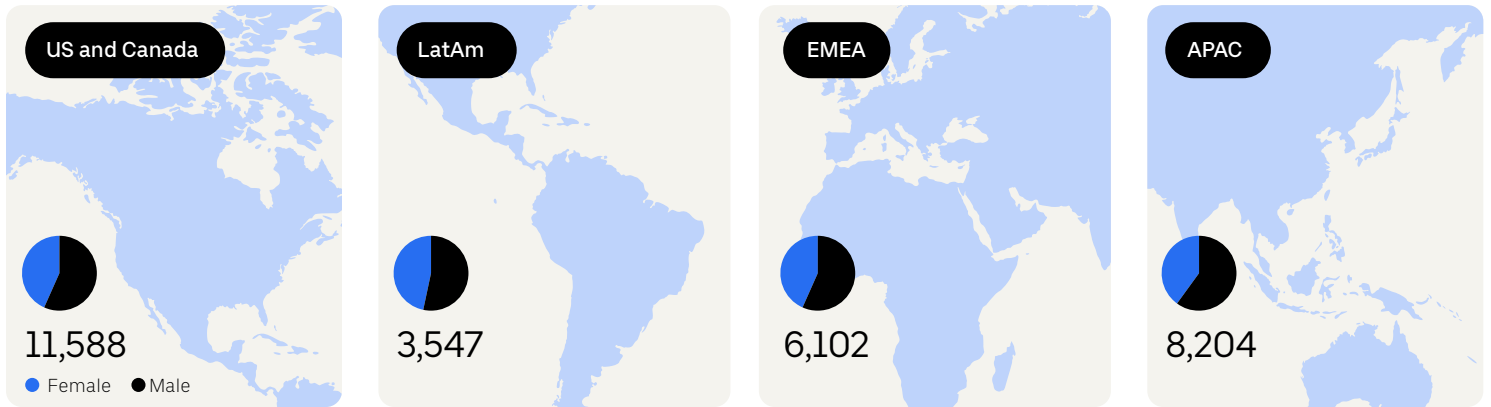
**Employees:** We listened and gathered feedback throughout the year across multiple channels. Our annual global Pulse Survey invites all full-time employees to share their voice, helping us better understand their needs and shape meaningful policies around employee experience, growth, rewards, and recognition.

**Platform users:** In 2025, we accelerated efforts to enhance independence and safety on our platform for people of various ages and abilities. Some key updates include Simple Mode, vehicle locator sound and descriptive audio for Waymo rides, and expanded self-identification options for blind and low-vision riders and service animal owners.



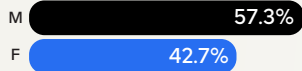
# Our approach to people and culture

## 2025 workforce demographics (regional)<sup>64</sup>



## 2025 workforce demographics (global)<sup>64</sup>

### Overall<sup>65</sup>



### Tech<sup>66</sup>



### Non-tech<sup>67</sup>



### Operations<sup>68</sup>



### General and administrative<sup>69</sup>



### Support<sup>70</sup>



## Employee-experience data highlights<sup>71</sup>

83%

Respondents who say they're proud to work for Uber

<sup>64</sup>Employees who self-identified their gender.

<sup>65</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>66</sup>Employees 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.

<sup>67</sup>Employees 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.

<sup>68</sup>Employees are categorized as operations if their roles contribute to the core business functions.

<sup>69</sup>Employees are categorized as general and administrative if their roles contribute to corporate functions.

<sup>70</sup>Support workforce (typically referred to as customer service employees in industry terms) consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

<sup>71</sup>The 2025 Pulse Survey, conducted in June 2025, 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. All Uber Pulse Survey questions are optional, so percent favorability denominators will fluctuate depending on how many employees chose to answer each question. Subsidiary employees are excluded from the 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.

## People: enabling growth and the employee experience



### Hiring smarter, working better

#### Talent acquisition:

Launched in September 2025, “It Starts with You” is Uber’s company-wide initiative to embed hiring excellence into our culture, making recruiting a shared theme across teams and strengthening accountability at every level. To power this commitment, we built in-house AI-enabled talent acquisition tools that improve hiring quality, increase recruiter productivity, and lower long-term costs.

- CanaryAI supports administrative aspects of candidate interviews, such as note-taking and formatting, helping streamline documentation processes by about 50% in a 3,000-call pilot.
- TalNav AI assistant delivers real-time market insights and data-driven hiring strategies to decentralize proprietary intelligence and enable faster, data-driven hiring decisions. It also reduced reliance on external resources, delivering about \$1 million in annual cost savings.

#### People operations:

EVA (Employee Virtual Assistant) was built to improve employee experience and productivity by delivering rapid human resources responses and real-time insights without the need to log a ticket. By leveraging AI and automation, EVA aims to enhance service delivery, reduce friction, and provide employees with the fast, simple human resources experience they need.

#### Developing talent

At Uber, we believe the most powerful learning happens through experience, and that our people grow by doing. This philosophy shapes how we build manager capabilities and develop talent across the entire organization. Through feedback mechanisms such as surveys, Uber employees have consistently expressed their desire to take on new challenges and build careers that keep moving forward. We meet that ambition with a robust suite of hands-on learning and development opportunities designed to grow individual contributors and the managers who lead them—because when our employees thrive, our entire organization does too. This suite of opportunities includes:

- **Manager opportunities:** From day one through every stage of their career, we invest in our managers through hands-on learning, peer collaboration, and cross-regional gatherings that unite leaders across the globe, equipping them to drive performance, align teams, and strengthen Uber’s culture from the inside out.
- **Leveraging technology to enable inclusive leadership:** Uber continues to explore how digital tools can help managers get the best from their teams most effectively. In 2025, we expanded the use of such tools—including AI-enabled coaching and learning experiences—to help leaders build practical skills such as making decisions inclusively, navigating sensitive conversations, and fostering psychological safety. These tools provide leaders with opportunities to practice real-world scenarios, receive feedback, and strengthen behaviors that contribute to a respectful and high-performing work environment.

### Supporting employee well-being

- **Compensation:** We’re committed to examining and updating our people processes to help ensure that pay and compensation decisions are made without bias and support fair and equitable outcomes across our workforce in accordance with pay equity laws.
- **Benefits:** We offer a [core set of benefits](#) that help support the physical and mental well-being of our diverse population. These benefits include 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:** As part of our injury and illness prevention plan, we invest in our people and places by holistically creating healthy, engaging environments that are designed to safeguard employees, reduce environmental impact, and uphold the highest standards of corporate responsibility.

## Culture: promoting integrity, belonging, and inclusion



### Promoting integrity

At Uber, one of our values is to do the right thing. Period. We foster an environment where we hold ourselves to high standards of integrity by communicating regularly about our ethics and expected standards of conduct. We provide education that covers topics such as anti-discrimination; business conduct; environmental health, safety, and sustainability; and 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.



### Fostering belonging and inclusion

We support a culture where employees can do their best work and build meaningful connections through our employee resource groups (ERGs), which are open to all employees. These employee-led open communities play an important role in strengthening belonging, fostering dialogue about how great minds don't think alike, and contributing to business-relevant insights across the organization. ERGs also serve as trusted partners in shaping inclusive practices and elevating the voices of our employees.



### Driving awareness, engagement, and action

In 2025, Uber launched our first-ever Inclusion Week, a company-wide moment designed to deepen understanding of how to enable inclusive leadership, create opportunities for people of all backgrounds, and encourage shared accountability for building a workplace where all employees can thrive. Inclusion Week 2025 brought together employees, leaders, and ERGs around the world to focus on leadership behaviors, social mobility, and inclusive growth. By creating space for learning, dialogue, and action, these events reinforced inclusion as a core leadership capability and business priority.



### Expanding our reach

In 2025, over 450 Uber employees served as global brand ambassadors across 12 premier industry forums. By positioning our talent at the center of global conversations about innovation and inclusion, we didn't just share best practices; we also amplified Uber's market influence and forged strategic partnerships that directly support our long-term growth and industry leadership.



### Supporting our people

We actively support employees with disabilities through dedicated programs, resources, and workplace policies. A centralized accommodations process helps provide timely and effective support for individual needs, including assistive technology, flexible work arrangements, and accessible workspaces.



### Building a respectful workplace

Creating a positive and respectful workplace remains a priority. We invest in development practices that support fair evaluation, growth, and opportunity. Managers are encouraged to lead with empathy, listen actively, and foster team environments where different perspectives are valued. Ongoing feedback mechanisms, employee-led initiatives, and leadership development programs help strengthen collaboration, trust, and accountability across the organization.

#### Spotlight

#### Advancing accessibility and inclusive design

In 2025, we accelerated our efforts to help ensure that the Uber platform remains accessible to everyone, regardless of age and ability. Leveraging our technology to remove barriers, we designed the following new product features to enhance independence and safety for older adults and people with disabilities:

- **Simple Mode:** We launched a simplified experience tailored specifically for older adults. This mode features intuitive design, clearer messaging, and simplified navigation to reduce friction and improve usability.
- **Enhanced AV accessibility with Waymo:** To make travel in autonomous vehicles more inclusive, we integrated vehicle locator sound (which lets riders trigger a melody or horn to locate their car) and descriptive audio (which narrates the vehicle's movements—such as turns, stops, and driving decisions—in real time, addressing critical gaps for visually impaired riders).
- **Global self-ID for blind and low-vision riders:** We expanded our self-identification feature globally, empowering riders to voluntarily disclose their vision status to drivers. This facilitates smoother pickups and makes sure drivers can provide appropriate assistance.
- **Service animal self-ID expansion:** Riders in Australia, Brazil, France, New Zealand, and the UK who are service animal owners can now self-identify as such. This feature improves driver awareness, warns of cancellation repercussions, and provides expedited support, directly tackling the primary causes of service denials.

# Performance indicators

	2023	2024	2025
<b>Employee headcount (global)<sup>72</sup></b>	30,400	31,100	34,000
<b>Workplace safety (US)</b>			
Total recordable incident rate (TRIR): direct employees <sup>73</sup>	0.10	0.09	0.00
Fatalities: direct employees	0.00	0.00	0.00
Total recordable incident rate (TRIR): contract employees <sup>73</sup>	0.02	0.04	0.00
Fatalities: contract employees	0.00	0.00	0.00
<b>Employee engagement (global)<sup>74</sup></b>			
Percentage of full-time employees (FTEs) surveyed	100%	100%	100%
Employees who returned survey	77%	80%	80%
Employees who are "actively engaged"	75%	74%	75%
Employees who perceive Uber's mission favorably	81%	85%	83%
Employees who are proud to work for Uber	82%	87%	83%
Employees who feel treated fairly at Uber regardless of their personal background	86%	85%	83%
<b>Workforce demographics (global)<sup>75</sup></b>			
<b>Overall<sup>76</sup></b>			
Male	56.5%	57.0%	57.3%
Female	43.5%	43.0%	42.7%
<b>Tech<sup>77</sup></b>			
Male	78.1%	76.1%	75.8%
Female	21.9%	23.9%	24.2%
<b>Non-tech<sup>78,79</sup></b>			
Male	49.1%	48.3%	48.7%
Female	50.9%	51.7%	51.3%
<b>Operations<sup>80</sup></b>			
Male	53.6%	53.2%	53.4%
Female	46.4%	46.8%	46.6%
<b>General and administrative<sup>81</sup></b>			
Male	44.7%	42.9%	42.0%
Female	55.3%	57.1%	58.0%
<b>Support<sup>82</sup></b>			
Male	47.1%	46.8%	47.3%
Female	52.9%	53.2%	52.7%

<sup>72</sup>Total employee headcount represents our company and our subsidiaries, globally.

<sup>73</sup>TRIR refers to the number of recordable incidents per 100 full-time employees, or full-time contractors, during a one-year period (40 work hours x 50 weeks per 100 employees, or 200,000 hours). An injury or illness is considered a recordable incident if it results in any of the following: death; days away from work; restricted work or transfer to another job; medical treatment beyond first aid; or loss of consciousness.

<sup>74</sup>The 2025 Pulse Survey, conducted in June 2025, 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. All Uber Pulse Survey questions are optional, so percent favorability denominators will fluctuate depending on how many employees chose to answer each question. The 2024 Pulse Survey was conducted in September 2024. The 2023 Pulse Survey was conducted in October 2023. Subsidiary employees are excluded from the 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.

<sup>75</sup>Employees who self-identified their gender.

<sup>76</sup>Total employees includes all active full-time employees, excluding casual employees and interns.

<sup>77</sup>Employees 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.

<sup>78</sup>Employees 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.

<sup>79</sup>This number accounts for adjusted timing in the data pull for 2024 data.

<sup>80</sup>Employees are categorized as operations if their roles contribute to the core business functions.

<sup>81</sup>Employees are categorized as general and administrative if their roles contribute to corporate functions.

<sup>82</sup>Support workforce (typically referred to as customer service employees in industry terms) consists of Community Specialists at our Centers of Excellence and Greenlight Hubs.

# Social impact



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# Social impact

We believe mobility is a bridge to opportunity. Leveraging our platform for good, Uber's social impact work leans into the company's mission to reimagine the way the world moves for the better by partnering with organizations globally to provide free rides and deliveries for communities in need.

Our partner organizations use our platform to help people access essential services such as critical medical care and emergency shelter. In 2025, our work focused on 3 areas: disaster response, healthcare access, and women's safety.

## Disaster response

When disasters strike, movement is essential to relief. We partner with local authorities and global organizations like the Red Cross to supplement critical relief efforts on the ground. In 2025, our support of 14 global emergencies—the war in Ukraine, Hurricane Melissa in Jamaica, [Tropical Cyclone Alfred in Australia](#), the devastating wildfires in Los Angeles and Greece, and others—included providing free rides and delivering free meals to those impacted.

### 28K+

Free rides to help residents affected by wildfires in LA, tornadoes in St. Louis, and floods in Brazil reach disaster assistance centers and shelters

### 12K+

Free deliveries of meals for first responders and displaced communities affected by wildfires in Los Angeles and floods in Texas

### Supporting Ukraine

Since 2022, we've doubled our footprint from 9 to 18 cities in Ukraine to address the urgent need for transportation. Our cumulative impact in the country in the past 4 years includes:

**600,000+ free rides provided:** Uber rides have helped move refugees to safer places, doctors to hospitals, and teachers to schools.

**1,700+ truckloads of supplies delivered:** Our teams built custom software to help relief agencies in Ukraine deliver food and shelter supplies.

**100,000+ artifacts secured:** Uber rides transported conservationists to 600+ sites to help preserve Ukrainian cultural artifacts.

#### Spotlight

#### Cyclone Alfred in Australia

In Australia, when Tropical Cyclone Alfred swept through Southeast Queensland and Northern NSW in March 2025, Australian Red Cross mobilized quickly to support thousands of people in need. Across the month-long activation period, Australian Red Cross volunteers supported over 15,000 people across 45 evacuation centers and 70 recovery hubs. At Uber, we helped to power the Australian Red Cross by providing rides and deliveries to their Emergency Services staff and volunteers, making it easier for them to get to evacuation centers and deliver supplies to recovery hubs.

#### Spotlight

#### Hurricane Melissa in Jamaica

In response to the devastation of Hurricane Melissa in Jamaica, [Uber partnered](#) with the Jamaica Red Cross and International Medical Corps to support on-the-ground recovery. By providing Uber rides, we facilitated the rapid transport of volunteers, the delivery of vital supplies, and rides for individuals seeking temporary shelter. This initiative underscores our ongoing commitment to safety and to helping communities access the care and support they need to rebuild after the hurricane.

## Expanding access to essential services

### Healthcare access

For millions of people around the world, the biggest barrier to healthcare is lack of transportation. In the US alone, an estimated 5.8 million people delayed medical care in 2017 due to lack of transportation.<sup>83</sup>

We support over 75 global community health organizations to facilitate access to pediatric, geriatric, maternal, oncological, and chronic disease care. Spanning Australia, Brazil, Canada, Mexico, the UK, the US, and beyond, we partner with hospital systems and organizations—including the Local Initiatives Support Corporation in the US—to help bridge transportation gaps and improve access to essential medical services. Here are just a few of the many [success stories](#):

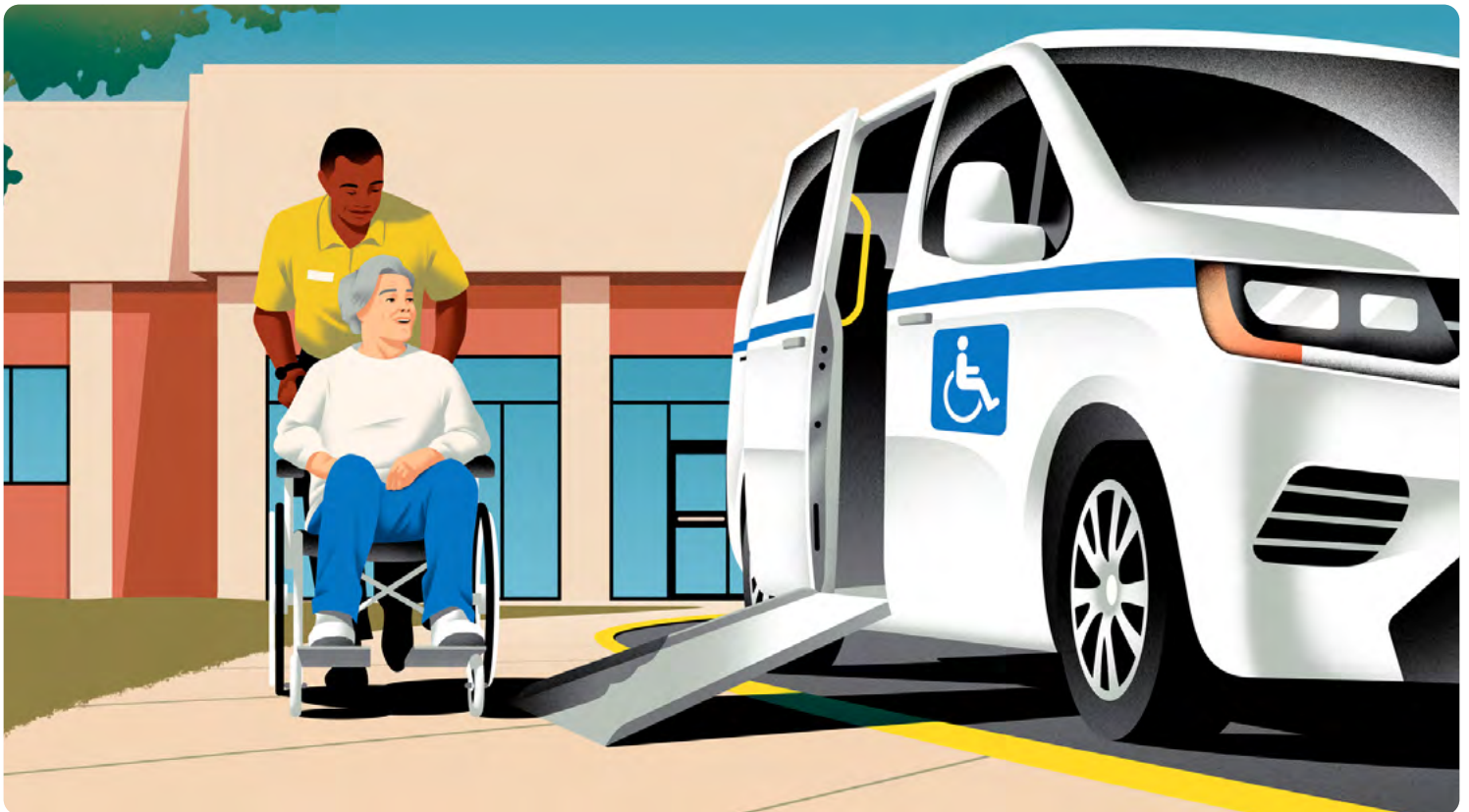
- **Access to care:** Uber has provided more than 400,000 rides for patients around the world to get to and from medical appointments.
- **Improved outcomes:** Partners report drops in no-show and cancellation rates, a major factor in helping patients stay on track with long-term treatment plans.
- **Operational and emotional relief:** By managing the logistics and removing the financial and mental stresses of travel, we help medical teams focus on patient-facing care and enable families to focus on recovery.

### Women's safety

Lack of transportation is one of the most common—but least recognized—barriers to safety. Without a way to get to medical care, legal aid, or emergency shelter, many survivors are unable to escape crisis situations or access the resources needed to rebuild their lives.

Uber is committed to advancing women's safety on and off our platform. Through partnerships with anti-violence organizations across the globe—including our flagship [Hope Rides](#) program with the Alliance for HOPE International in the US, plus growing partnerships in France, Mexico, and beyond, as well as those mentioned in the [Safety](#) section of this report—we continue to invest in improving safety for women, which has led to positive results such as these:

- **12,000+ free rides provided:** These rides help survivors reach safer places and access critical support services.
- **Improved retention:** Partners report that providing Uber rides has increased follow-through on medical, legal, and housing appointments, enabling survivors to focus on their long-term healing.



<sup>83</sup>Wolfe MK, McDonald NC, Holmes GM. Transportation Barriers to Health Care in the United States: Findings from the National Health Interview Survey, 1997–2017. *Am J Public Health.* 2020 Jun;110(6):815–822. doi: 10.2105/AJPH.2020.305579. Epub 2020 Apr 16. PMID: 32298170; PMCID: PMC7204444.

# Appendix

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# Appendix

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

From November 2024 to June 2025, we leveraged enriched scenario modeling to better understand the impacts, risks, and opportunities that environmental, electrification, and waste-reduction efforts have on our business. The analysis helped us identify potential related impacts across our global Mobility, Delivery, and Freight businesses, as well as our corporate operations, across these time horizons: short-term (up to 2030), medium-term (2030 to 2040), and long-term (2040 to 2050). These date ranges align with time horizons commonly used by entities engaging in climate-related scenario analysis. We apply them solely for this analysis; they do not represent, nor are they used as, planning or strategic timeframes for other aspects of Uber's business.

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](#) as a reference point 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 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.

## Climate-related risk management processes

### Risk and opportunity identification

To develop a list of climate-related risks and opportunities, we drew from work sessions with Uber stakeholders, analysis of previous TCFD (Task Force on Climate-related Financial Disclosures) reports, previous reports from Uber, and external research on industry trends and market forecasts.

We determined that although climate-related physical risks could affect upstream industries, such as automotive manufacturing, and disrupt aspects of Uber’s operations, including our office buildings, these risks are unlikely to have a material effect on Uber’s business. Uber does not own the vehicles used by drivers and couriers, and Uber employees can work remotely if needed in the event of a physical hazard. Accordingly, we focused on downstream climate-related physical and transition risks, which represent the most significant risks to Uber’s business.

### Risk and opportunity assessment

After we identified risks and opportunities, we evaluated them within the context of the 5 climate-related scenarios described in the “Scenario selection” section on the previous page to

determine the resilience of Uber’s business strategy in a range of future climate scenarios. We then scored them based on likelihood, potential magnitude, and the time horizon over which they may materialize.

### Risk and opportunity prioritization

After identifying and assessing these risks and opportunities, we discussed the likelihood and potential magnitude of each with Uber’s stakeholders. Based on these discussions—and on consultations with and quantitative analysis done by experts (including leaders across Uber)—we established a prioritized list of risks and opportunities.

### Risk and opportunity monitoring

We monitor performance against quantitative targets, which are aligned to the global goals as set out in the [“Electrification and waste reduction” section](#). We track key performance indicators related to electrification and waste-reduction goals to provide an early signal of exposure and allow for timely adjustments to strategy.

## Main findings from our analysis

Under certain climate scenarios, Uber faces climate-related risks and opportunities. Physical risks include disruptions from extreme weather. Transition risks include challenges from new regulations and energy shifts, and increasing scrutiny and evolving expectations regarding our announced goals. Across these scenarios, Uber also sees potential opportunities for market access and growth.

Risk or opportunity	Nature of risk or opportunity	Potential effects on business model and value chain	Anticipated financial effects
Service impacts	Physical risk	Extreme weather events 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, have the potential to impact infrastructure and disrupt our operations and those of our suppliers and platform users.	May negatively impact Uber’s revenue and users’ access to earning on the platform.
Carbon price exposure	Transition risk	The introduction or increase of carbon prices, potentially through federal regulatory carbon pricing systems, may result in increased costs to individuals earning on the Uber platform.	May increase direct operational costs.
EV adoption	Transition risk	An aggressive EV adoption rate may make such adoption more costly to achieve. Additionally, the total cost of ownership varies by use case and weight class, with some routes already favoring EVs. Strategic oversight of infrastructure, policy, and technological advancements will be required to guide the long-term electrification strategy.  As Uber has set ambitious electrification goals, achieving them depends on many external factors outside our control, including rapid regulatory changes, shifts in government policies, advances in technology, and the availability of EVs and charging infrastructure. While Uber is actively engaging in electrification initiatives, challenges in meeting the stated goals or regulatory requirements could harm the brand, result in litigation or regulatory enforcement, and affect Uber’s ability to operate.	May increase operating and sales and marketing costs.
Market access and growth	Transition opportunity	The transition to low-emission transportation creates an opportunity to develop new products and services (such as premium EV rides) and attract new, environmentally conscious riders and drivers.	May increase category position and revenue opportunities due to higher customer demand for electric products and improved driver retention and satisfaction due to lower EV operating costs, leading to a more reliable and cost-effective marketplace.

## International Sustainability Standards Board (ISSB) index

The International Sustainability Standards Board (ISSB), a standard-setting body established by the International Financial Reporting Standards (IFRS) Foundation, issued 2 sustainability disclosure standards in 2023: IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*. These standards aim to provide investors and other users of financial reports with decision-useful information about a company's significant sustainability risks and opportunities.

We aim to leverage IFRS S1 and S2 in our reporting moving forward. The reporting frameworks issued by the Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD), which we have historically had regard to in our reporting, informed and are incorporated into the IFRS standards.

The index below includes references to illustrative elements of our public reporting that are relevant to particular disclosure requirements under IFRS S1 and S2. We will endeavor to refine our disclosures in future reporting to enhance alignment as our disclosure strategy evolves.

IFRS Standard	Disclosure	Comments and references for IFRS S1	Additional comments and references for IFRS S2
<b>Governance</b>			
S1.27a S2.6a	The governance body(s) (which can include a board, committee, or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities.	<a href="#">Governance strategy and engagement &gt; Oversight and governance</a> "Governance" section of each chapter <a href="#">Uber's 2026 Proxy Statement</a> <a href="#">Board Committee Charters</a>	<a href="#">Electrification and waste reduction &gt; Governance</a>
S1.27b S2.6b	Management's role in the governance processes, controls and procedures used to monitor, manage, and oversee sustainability-related risks and opportunities.	<a href="#">Governance strategy and engagement &gt; Oversight and governance</a> "Governance" section of each chapter <a href="#">Uber's 2026 Proxy Statement</a>	
<b>Sustainability-related risks and opportunities</b>			
S1.29a S1.31a S2.9a S2.10a-b	Describe sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. *For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.	"Our approach" section of each chapter <a href="#">Uber's FY25 Annual Report on Form 10-K, Risk Factors</a>	<a href="#">Appendix &gt; Analysis: electrification and waste reduction impacts, risks, and opportunities</a>
S1.31b S2.10c	Specify the time horizons—short, medium, or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur.		
S1.31c S2.10d	Explain how the entity defines "short term," "medium term," and "long term" and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.		
<b>Business model and value chain</b>			
S1.29b S1.32a S2.9b S2.13a	A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain.	"Our approach" section of each chapter <a href="#">Uber's FY25 Annual Report on Form 10-K, Risk Factors</a> <a href="#">Uber's US Safety Report &gt; Uber's investments in safety</a>	<a href="#">Electrification and waste reduction &gt; Our approach to electrification and waste reduction</a> <a href="#">Appendix &gt; Analysis: electrification and waste reduction impacts, risks, and opportunities</a>
S1.32b S2.13b	A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated.		
<b>Strategy and decision-making</b>			
S1.29c S1.33a S2.9c S2.14a	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making. *For climate-related risks and opportunities, include how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation.	"Our approach" section of each chapter <a href="#">Uber's 2026 Proxy Statement</a> <a href="#">Uber's US Safety Report &gt; Uber's investments in safety</a>	<a href="#">Electrification and waste reduction &gt; Our approach to electrification and waste reduction</a>
S2.14b	Information about how the entity is resourcing, and plans to resource, the activities disclosed.	Not applicable under IFRS S1	<a href="#">Electrification and waste reduction &gt; Our approach to electrification and waste reduction</a>

# International Sustainability Standards Board (ISSB) index

IFRS Standard	Disclosure	Comments and references for IFRS S1	Additional comments and references for IFRS S2
<b>Strategy and decision-making (continued)</b>			
S1.33b S2.14c	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information.	“Our approach” and “Performance indicators” sections of each chapter	<a href="#">Electrification and waste reduction &gt; Our approach to electrification and waste reduction, Performance indicators</a>
S1.33c	Trade-offs between sustainability-related risks and opportunities that the entity considered.	“Our approach” section of each chapter  <a href="#">Uber’s FY25 Annual Report on Form 10-K, Risk Factors</a>	Not applicable under IFRS S2
<b>Financial position, financial performance, and cash flows</b>			
S1.29d S1.34a S2.9d S2.15a	The effects of sustainability-related risks and opportunities on the entity’s financial position, financial performance, and cash flows for the reporting period.	<a href="#">Uber’s FY25 Annual Report on Form 10-K, Risk Factors</a>	<a href="#">Appendix &gt; Analysis: electrification and waste-reduction impacts, risks, and opportunities</a>
S1.29d S1.34b S2.9d S2.15b	The anticipated effects of sustainability-related risks and opportunities on the entity’s financial position, financial performance, and cash flows over the short, medium, and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity’s financial planning.	We do not currently report on how sustainability-related risks and opportunities might affect our financial position, financial performance, or cash flows. We are currently in the process of assessing this requirement and are considering how we might develop systems and processes needed to support a response.	
S1.35a S2.16a	How sustainability-related risks and opportunities have affected its financial position, financial performance, and cash flows for the reporting period.		
S1.35b S2.16b	The sustainability-related risks and opportunities identified for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.		
S1.35c S2.16c	How the entity expects its financial position to change over the short, medium, and long term, given its strategy to manage sustainability-related risks and opportunities.		
S1.35d S2.16d	How the entity expects its financial performance and cash flows to change over the short, medium, and long term, given its strategy to manage sustainability-related risks and opportunities.		
<b>Resilience</b>			
S1.29e S1.41 S2.9e S2.22a	An entity shall disclose information that enables users of general purpose financial reports to understand its capacity to adjust to the uncertainties arising from sustainability-related risks. An entity shall disclose a qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon.  *The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity’s circumstances. In providing quantitative information, the entity may disclose a single amount or a range.	“Our approach” section of each chapter  <a href="#">Uber’s FY25 Annual Report on Form 10-K, Risk Factors</a>	<a href="#">Electrification and waste reduction &gt; Our approach to electrification and waste reduction</a>  <a href="#">Appendix &gt; Analysis: electrification and waste-reduction impacts, risks, and opportunities</a>
S2.22b	The entity’s assessment of its climate resilience as of the reporting date.	Not applicable under IFRS S1	<a href="#">Appendix &gt; Analysis: electrification and waste-reduction impacts, risks, and opportunities</a>
S2.22c	How and when the climate-related scenario analysis was carried out.		
<b>Risk management</b>			
S1.44a S2.25a	The processes and related policies the entity uses to identify, assess, prioritize, and monitor sustainability-related risks.	<a href="#">Governance strategy and engagement &gt; Identifying our governance strategy priorities</a>	<a href="#">Appendix &gt; Analysis: electrification and waste-reduction impacts, risks, and opportunities</a>
S1.44b S2.25b	The processes the entity uses to identify, assess, prioritize, and monitor sustainability-related opportunities.	“Our approach” section of each chapter	
S1.44c S2.25c	The extent to which, and how the processes for identifying, assessing, prioritizing, and monitoring sustainability-related risks and opportunities are integrated into and inform the entity’s overall risk management process.	<a href="#">Governance strategy and engagement &gt; Oversight and governance</a>  <a href="#">Uber’s 2026 Proxy Statement Board Committee Charters</a>	

# International Sustainability Standards Board (ISSB) index

IFRS Standard	Disclosure	Comments and references for IFRS S1	Additional comments and references for IFRS S2
<b>Metrics and targets</b>			
<b>Metrics</b>			
S1.46a-b S1.48 S2.29a-g	<ul style="list-style-type: none"> <li>• Metrics required by an applicable IFRS Sustainability Disclosure Standard.</li> <li>• Metrics the entity uses to measure and monitor that sustainability-related risk or opportunity; and its performance in relation to that sustainability-related risk or opportunity, including targets the entity has set, and any targets it is required to meet by law or regulation.</li> <li>• Metrics disclosed by an entity applying paragraphs 45-46 shall include metrics associated with particular business models, activities or other common features that characterize participation in an industry.</li> </ul> <p>*Additional requirements for climate-related metrics:</p> <ul style="list-style-type: none"> <li>• Information relevant to the cross-industry metric categories of greenhouse gases.</li> <li>• Climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks.</li> <li>• Climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks.</li> <li>• Climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities.</li> <li>• Capital deployment—the amount of capital expenditure, financing, or investment deployed towards climate-related risks and opportunities.</li> <li>• Internal carbon price.</li> <li>• Remuneration.</li> </ul>	<p>We disclose certain relevant sustainability metrics across the “Our approach” and “Performance indicators” sections of each chapter.</p> <p><a href="#">Uber’s 2026 Proxy Statement</a></p>	<p><a href="#">Electrification and waste reduction &gt; Goals, Performance indicators</a></p> <p><a href="#">Appendix &gt; Analysis: electrification and waste-reduction impacts, risks, and opportunities</a></p> <p>We do not apply a carbon price in decision-making practices.</p>
<b>Targets</b>			
S1.51a-g S2.33a-h	<ul style="list-style-type: none"> <li>• The metric used to set the target and to monitor progress toward reaching the target.</li> <li>• The specific quantitative or qualitative target the entity has set or is required to meet.</li> <li>• The period over which the target applies.</li> <li>• The base period from which progress is measured.</li> <li>• Any milestones and interim targets.</li> <li>• Performance against each target and an analysis of trends or changes in the entity’s performance.</li> <li>• Any revisions to the target and an explanation for those revisions.</li> </ul> <p>*Additional requirements for climate-related metrics:</p> <ul style="list-style-type: none"> <li>• The objective of the target.</li> <li>• The part of the entity to which the target applies.</li> <li>• If the target is quantitative, whether it is an absolute target or an intensity target.</li> <li>• How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.</li> </ul>	<p>We have not committed to any targets for sustainability topics other than climate.</p>	<p><a href="#">Electrification and waste reduction &gt; Goals, Performance indicators</a></p>
S2.34a-d	<p>For climate-related targets:</p> <ul style="list-style-type: none"> <li>• Whether the target and the methodology for setting the target has been validated by a third party.</li> <li>• The entity’s processes for reviewing the target.</li> <li>• The metrics used to monitor progress towards reaching the target.</li> <li>• Any revisions to the target and an explanation for those revisions.</li> </ul>	<p>Not applicable under IFRS S1</p>	<p><a href="#">Electrification and waste reduction &gt; Goals, Performance indicators</a></p>
S2.35	<p>For climate-related targets: An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity’s performance.</p>		
S2.36a-e	<p>For climate-related targets:</p> <ul style="list-style-type: none"> <li>• Which greenhouse gases are covered by the target.</li> <li>• Whether Scope 1, Scope 2, or Scope 3 greenhouse gas emissions are covered by the target.</li> <li>• Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity has been also required to separately disclose its associated gross greenhouse gas emissions target.</li> <li>• Whether the target was derived using a sectoral decarbonization approach.</li> <li>• The entity’s planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.</li> </ul>		

# About this report

## Forward-looking statements

This Governance Strategy and Engagement Report (“Report”) is dated as of April 17, 2026. The data and information in this Report are presented for informational purposes only. 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, 2025, 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,” “zero-emission ride,” and “sustainable packaging” are general and follow the general use case of the word by Uber Technologies, Inc. including as set out in other Uber disclosures such as its Electrification Update. 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 presented in this Report are 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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