Uber
2020 People and Culture Report

Bo Young Lee
Chief Diversity and
Inclusion Officer

In his book Strength to Love, Martin Luther King Jr. wrote, "We are not makers of history. We are made by history." Like so many other companies, 2020 has reshaped who Uber is. While we've watched and experienced a global pandemic that temporarily halted the world and racial violence that has highlighted social injustice, Uber has had to ask itself: What do we stand for? What do we value? As we sought to answer these questions, it became clear for Uber that in order to make progress on our diversity, equity, and inclusion commitments, we would have to examine our history and hold ourselves more accountable for actively working toward dismantling systems of racial and social inequity.

Uber has been on a well-documented journey to become a more diverse and inclusive company. In 2017, we committed to inviting diverse perspectives to the decision-making table and establishing inclusive, unbiased operating norms, processes, and culture where people of all backgrounds can find a sense of belonging and achieve to their highest capability. The events of 2020 have restored a sense of urgency to renew and expand our commitment to diversity, equity, and inclusion. We commit to becoming an anti-racist company because we are currently writing a chapter in history that will make existing and future generations better.

Introduction

The year 2020 has been a watershed moment. COVID-19 pandemic lockdowns suddenly merged work, home, and school into one location *and* racial injustice captured so plainly in video birthed an awakening unlike any the world has experienced in recent history. The global collective consciousness received a massive call to action. At Uber, we responded to this call to action by leveraging our platform, not only to become an anti-racist company internally, but also for the advancement of our earners, riders, restaurant partners, Uber Eats

We believe that Black lives matter.

We believe that our Asian, Black, Indigenous, and Latinx employees deserve equitable access and opportunities.

We believe that racial and social equity are non-negotiable.

We believe that Uber has a responsibility to further racial and social equity globally.

We believe that true gender equality cannot be achieved without achieving racial equality.

This report is not only about numbers and representation. It is also about long-term systemic changes that lead to better representation and an improved sense of belonging. Our People and Culture Report is a reflection of our commitment to become an anti-racist company and move forward with racial and social equity at the center of all we do.

Uber

The impact of COVID-19

This year, much of our responsibility to cultivate greater equity and inclusion focused on the new normal introduced by COVID-19. Yet the pandemic spotlights the grave inequities globally across many dimensions of identity, including gender, caregiver status, race, and socioeconomic status. Although almost everyone has felt the impact of the pandemic, it is significantly more challenging for lower-income communities, parents and caregivers, and people of color.

Uber

Due to the pandemic's impact on our business, we made the difficult decision to reduce the size of our global workforce by about 25% in May 2020. Our Community Operations employees were particularly hard hit by the economic impact of COVID-19; without as many riders using our platform, there was less work for our customer support employees. As use of the platform dropped dramatically in the early stages of the pandemic, we faced hard decisions and laid off many frontline customer support employees (around 3,700 globally). Community Operations is one of our most diverse groups in the United States, and the COVID-19 layoffs there resulted in a 1.8% decline in Black representation at the company overall despite increasing representation in other parts of the business. Because of the impact of layoffs that affected the composition of our workforce, we decided to delay the publication of this report to enable us to give you a transparent and accurate picture of Uber today.

Uber

The shift in our workforce representation sparked much-needed conversations at every level of our company. And it became clear that we had to do more, both for our employees and for those using our platform. As a company that powers movement, it's our goal to ensure that everyone can move freely and safely, whether physically, economically, or socially. To do that, we must help fight the racism that persists across society, be a champion for equity, and create opportunities for all, both inside and outside our company. In July 2020, we made a strong stance for equity and publicly committed to becoming an anti-racist company.

This commitment requires introspection, acknowledgement, and correction of inequitable systems. In its place, we must build a sustainable company with equitable access to opportunities for all. As a company, we have chosen to confront racial and social inequity in the world and believe this is required in order to commit to a new and more equitable way of operating and leveraging our platform for racial and social advancement.

Our commitments to anti-racism include:

Ridding our platform of racism

- *No commitment, no ride:* Our Community Guidelines explicitly prohibit racist behavior, and we will continue to ensure that everyone using our platform understands what's expected when using our apps and commits to the rules.
- *Anti-racism education for riders and drivers:* Together with experts, we will develop new anti-racism and unconscious bias training for drivers and riders, starting in the US and Canada.
- *Specialized customer support:* We will offer our customer support agents specialized training on bias and discrimination, and commit to improving our apps to make it simpler and easier for anyone to report discrimination issues to us.

Uber

Fighting racism with technology

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

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

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

Sustaining equity and belonging for all

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

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

- *Transparency on our progress:* We will continue to publish an annual diversity report and expand it to include data on intersectionality and self-identification.

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

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

Uber

Driving equity in the community

- *$10M to support Black-owned businesses:* In addition to previously committing $1M to the Equal Justice Initiative and Center for Policing Equity, we will commit to a $10M investment over the next 2 years to advance the success of Black-owned small businesses by driving demand via promotions and other merchant support.
- *$0 Delivery for Black-owned restaurants:* In addition to extending the $0 Delivery Fee for Black-owned restaurants for all of 2020, we are taking steps to more effectively identify and highlight the diversity of restaurants on our platform, including Black-owned restaurants, permanently.
- *Double supplier spend with Black-owned businesses:* We will strengthen and expand our supplier diversity program with the goal of doubling spending with Black-owned businesses and contractors.

Other important actions

- Listening and educational sessions hosted by company leaders, the Diversity and Inclusion (D&I) team, and leaders of our employee resource groups (ERGs)
- Launch of the Racial Equity Leadership Council (RELC)
- Company Juneteenth and Election Day holidays
- Mobility program to focus on pipeline development for Community Specialists who sit within our Community Operations organization, a team with a high percentage of underrepresented people (URP)

Uber

7

Racial Equity Leadership Council

To make sure we act on our racial equity commitments, we knew it was important to establish accountability mechanisms. The Racial Equity Leadership Council (RELC) was created to both ensure accountability and serve as the body responsible for operationalizing Uber's commitments to building racial equity internally and externally, within our products, services, and advocacy. The RELC is composed of 16 senior leaders across Uber's business units and geographies. Plus, the council consists of ERG leaders from Asian at Uber, Black at Uber, and Los Ubers. We believe that publicly disclosing our racial equity commitments is an additional accountability mechanism to help keep us honest with the beliefs and commitments to action detailed in this report.

Uber

> "Do not look the other way; do not hesitate. Recognize that the world is hungry for action, not words. Act with courage and vision."

Nelson Mandela

Uber

Supporting our remote team

With our workforce relocating from the office to working from home (WFH), new considerations arose for how to manage a culture of belonging.

We pivoted from our traditional survey program to launch 2 company-wide surveys (in March and September) to understand how we could best support the well-being of our employees in this new environment. In spite of the rapid shift to remote work, individual productivity remained strong and employees continued to take pride in their work and Uber's mission. However, we found that many employees were struggling with work-life balance and feelings of stress and social isolation. The issues of stress and balance were particularly exacerbated among managers and caregivers of young children.

Uber

To address some of these concerns, we instituted the Global Caregiver Enhanced Flexibility Policy for COVID. While we've been encouraging flexibility, this policy puts it in writing. It will be in effect throughout the extended WFH period (currently through June 2021) and provides clarity around the flexible work options available to parents and caregivers, so they can balance work with caring for those who matter most to them.

Everyone's situation at home is unique, so we created 3 broad options for caregivers:

Flexibility throughout the day

Working hours and days are unchanged, but caregivers can skip low-priority meetings (as needed) and get caught up later by a colleague or Zoom recording

Redistributing work hours

The same amount of time is worked each week, but work hours and/or days can be modified (such as working longer hours on some days and shorter hours on others)

Shift changes

Employees can request shift changes to better align with their schedule (like moving from a morning to evening shift if someone needs to manage homeschooling responsibilities)

In addition to expanding our flexible working arrangements for employees, we also enhanced our mental health support, onboarded a mindfulness app at no cost to employees, offered employees a WFH stipend, and canceled our midyear performance review cycle in order to ensure that reviews were not negatively impacted while people adjusted to a remote work environment. We also committed to fully fund our bonus pool and to not make any adjustments to bonus targets. In addition, we plan to reinforce messages of flexibility with managers during the year-end performance cycle so they make decisions that consider the extraordinary circumstances of the year.

Uber

Employee resource groups

Even amid the whirlwind of COVID-19 and the uncertainty it brings, our employee resource groups (ERGs) led monumental efforts to sustain employee morale, enrich internal and external communities, and spearhead global change at Uber. Our comprehensive ERG communities include Able at Uber, Asian at Uber, Black at Uber, Equal at Uber, Immigrants at Uber, Interfaith at Uber, Los Ubers, Parents at Uber, Pride at Uber, Sages at Uber, Veterans at Uber, and Women at Uber.

Uber

Here are a few highlights of recent ERG efforts:

Black at Uber delivered numerous professional development workshops for members; launched the Black at Uber Leadership Council; created Black History Month programming in the US, UK, and Brazil; led courageous conversations with the company in the aftermath of George Floyd's death; partnered with executive leadership to increase access and opportunity for underrepresented employees; and supported and contributed to organizations such as the Coalition of Black Excellence and the United Negro College Fund.

Equal at Uber increased collaboration with other ERG communities and funded EF English First for employees outside English-speaking markets, among other wins. Equal at Uber also supported the launch of Project Shunya, a food waste reduction program, in India and represented Uber at the UN's annual Forum on Business and Human Rights in Geneva.

Parents at Uber advocated on behalf of all caregivers at Uber and ran awareness campaigns throughout the early days of COVID-19 WFH, to ensure that policy changes were being made and managers were leading with empathy when working with the caregivers on their teams.

Uber

13

Pride at Uber provided strategic counsel to the company on inclusive recruiting for LGBTQIA+ candidates in Brazil—particularly focused on trans inclusivity. As a result, 19 trans employees were hired in Brazil this year. We also increased support for LGBTQIA+ individuals in Brazil looking for driving and delivery opportunities by launching the Opportunities in All Colors program with 250+ initial participants and partners; led the development and pilot of the "I was discriminated against" feature in Amsterdam, which was later rolled out in all EMEA countries; and launched Queerintined Gaymers, a tool for members to connect over gaming platforms.

Sages at Uber hosted the "Financial Wellness" series with Morgan Stanley, led the US-focused "Walk to End Alzheimer's" campaign, and collaborated with the Uber Kiosk team to help refine the product to meet the needs of older, less tech-savvy people.

Veterans at Uber helped update and publish the UK Army Reservist Leave Policy to support Reservists who could be mobilized as part of the government's COVID-19 response.

All of our ERGs have made significant contributions to the overall health of our workplace while also coping with the same challenges we all face during a global pandemic. Their empathy and leadership truly enhances our day-to-day operations, end products, and the communities we serve.

Uber

Representation

Since our first Diversity Report in 2017, we've continued to use data to inform our priorities and actions; keep ourselves accountable for creating positive change in diversity, equity, and inclusion; and motivate our leaders to keep improving. Additionally, we've continued to prioritize transparency because we believe that it is a necessary step in doing the right thing. Last year, we began sharing intersectional people data (simultaneously capturing gender and race). This year, for the first time, we're sharing hiring data—one of the important components to understanding how we can further improve representation.

Uber

Despite our significant positive movement in representation since 2017, the COVID-related market shifts this year have slowed our rate of progress. Since March 2020, our global headcount has decreased by about 25%. Still, the proportionate representation of women and people from underrepresented racial groups in leadership roles has increased. This suggests that the strategies and actions we've implemented and improved over the years are supporting positive change despite this year's challenges. However, we still have a lot of work to do to make up for this year's slowdown. Toward this end, we are radically shifting our approach to developing the talent we currently have and will continue to focus on indicators of equity and inclusion when assessing how our leaders are performing. Our focus continues to be on increasing the representation of women in leadership roles and of Black/African American and Hispanic/Latinx employees overall.

Uber

Here are a few noteworthy year-over-year (YoY) total population changes[1]
(March 2019 versus August 2020):

- The global population of women in tech grew 7.6% and women in leadership grew 15.1%
- In the US, the populations of Black/African American and Hispanic/Latinx employees in tech grew by 21.3% and 16.8%, respectively
- Black/African American and Hispanic/Latinx employees in leadership grew by 30% and 50%, respectively

Global gender and race

From 2019 to 2020, the percentage of women overall and across all functions stayed relatively flat around the globe (-0.6 percentage points). While the proportion of women in LatAm and EMEA saw some growth (+0.4 and +1.3 percentage points, respectively), our APAC and US/Canada regions saw a slight decrease (-2.3 and -0.7 percentage points, respectively). Looking specifically across our tech, operations, and support functions, the proportion of women grew (ranging from +1.0 to +1.2 percentage points). In our general and administrative function, that group's representation held steady (-0.5 percentage points). In the US, the proportion of Hispanic/Latinx employees increased slightly overall and across all functions[2] (ranging from +0.5 to +4.1 percentage points), most notably in our operations and support functions. The representation of our Black/African American employees in the US fell overall (-1.8 percentage points), mostly due to the job losses from our Community Operations organization, and despite the slight increase in our tech function (+0.7 percentage points). See *Charts | Global gender and US race/ethnicity representation* to learn more.

Leadership roles

The global representation of women in leadership roles grew across our tech (+1.5 percentage points) and non-tech (+4.6 percentage points) functions. In the US, we've made progress in the representation of Black/African American leaders (+0.8 percentage points) and Hispanic/Latinx leaders (+1.1 percentage points), across non-tech and tech functions. Similarly, the representation of Asian leaders in our non-tech functions grew (+1.2 percentage points). However, the percentage of Asian leaders in tech fell significantly (-5.5 percentage points).[3] In the past year, we've made meaningful progress in increasing the diversity of our leadership population due to our focus on developing talent, such as targeted sponsorship programs for women and underrepresented groups. As we continue to focus on improving gender and racial diversity in our tech leadership, the data indicates a need to consistently update priority areas, adjusting to the needs of our workforce. See *Charts | Our leadership representation* to learn more.

An intersectional view of our US workforce

Last year, we began looking more deeply at our workforce data by exploring intersectional views. When we consider the intersection of race/ethnicity and gender, we're able to make meaningful and insightful observations of key trends, and thus pursue more impactful and inclusive strategies to continue closing gaps and improving our culture. Overall, white men make up the majority of Uber's employee population (29.7%) in the US. This pattern is especially pronounced in leadership roles, tech roles, and, most acutely, tech leadership roles. Conversely, there are still no Black/African American or Hispanic/Latinx women in tech leadership, which is a huge gap. Observations such as this emphasize the importance of how we think about equity; mitigating bias for one population will not work for all. We will continue to look at the intersectional representation data to assess how well our people processes are working and how inclusive our culture is for different groups at Uber. See *Charts | Gender by race representation in the US* to learn more.

[3]This decline in representation would normally not be addressed or identified in organizations due to the tendency of grouping White and Asian talent together. The consideration and addition of Asian talent in conversations of underrepresentation is needed at Uber and across the tech industry. We are dedicated to using data to inform and expand our commitments, ensuring equity for all groups we can identify.

Hiring, development, and inclusion

At Uber, we're committed to bringing in and developing diverse talent at all levels of our organization because it makes us better at what we do. Diversity introduces new ways of thinking and brings unique perspectives to decision-making and problem-solving. Diverse teams can better serve diverse customers. Because of the lack of diversity that exists in the tech field, we know we need to widen the industry's definition of talent and expand our search for great people, starting with the diverse talent we already have at entry levels in our organization. When we bring people in, we also have to work hard to keep them here, sustaining a diverse pipeline of internal leaders. On the following pages are a few examples of how we work to build and maintain a healthy pipeline of diverse, high-performing talent at all levels of our organization.

Uber

Entry-level talent pipeline summary

For external candidates, we're improving the hiring process to increase rates of effective conversion and the diversity of our new hires. Internally, we're building more programs to support the retention and promotion of diverse talent at the lower levels of our organization.

Improving our recruiting tools and processes

Our Talent Acquisition team has undertaken a variety of projects to deliver an impartial, standardized, and evidence-based hiring process. This work includes creating inclusive job descriptions, refining pre-hire assessments, diversifying interview panels, and revamping hiring manager and interviewer training. We are also in the process of establishing a new set of hiring principles to help us better assess candidates who demonstrate the qualities needed to succeed at Uber, reducing subjective bias in the interview process.

Diversifying university recruiting

Uber has always had a robust university recruiting program, but recently we've expanded our university partnerships to include schools with higher populations of underrepresented students to diversify our candidate pool for entry-level roles out of university.

Uber

Creating better Community Specialist mobility

We recently made the transitioning process easier for our Community Specialist organization, the team at Uber with the most talent in underrepresented groups, to move into corporate roles. We updated our transfer policy so Community Specialist employees can now apply for eligible corporate roles after 6 months on the job (versus the previous 12-month requirement). We are also posting all entry-level non-tech and data analyst requisitions internally for 5 business days before they're posted externally, to give internal candidates a head start on applying and interviewing for these roles.

Diversifying internship programs

We have maintained strong intern programs across our teams at Uber for many years. These programs help build an internally supported talent pipeline for entry-level positions, particularly in specialized tech roles where qualified entry-level talent can be difficult to find. Many of our organizations convert high levels of their interns to full-time positions. While we currently partner with organizations that support the professional education of URPs for some of these intern programs, we'll be expanding these partnerships as part of our commitments to being an anti-racist company.

Uber

Mid-level talent pipeline summary

As with our entry-level pipeline, we have a high rate of external applications but are challenged to convert the right talent and diversify our employee base at the mid level. Broader hiring improvements mentioned previously also apply to the increased effectiveness of our external hiring of mid-level talent. In addition, we have focused on diversifying our internal development opportunities for these employees.

Creating a talent marketplace

To develop, promote, and move mid-level talent in our organization, we've created a talent marketplace populated with projects, or gigs, that employees can take on to grow their experience at Uber. This platform is being piloted in various parts of the organization and has been well received. The goal is to ensure that employees have access to new opportunities that engage and develop them at this crucial point in their careers.

Expanding our talent reviews

Currently some organizations in Uber conduct talent reviews for employees at the mid level of their teams. This consists of identifying critical talent in the org and creating action plans to effectively develop and retain them. In 2021, we will be standardizing and expanding this process to ensure that it's applied consistently across the organization, addresses lower-level pipeline gaps, and identifies areas where we lack diverse talent.

Increasing representation in development programs

We have established baseline requirements for nominating women and underrepresented people to our key leadership development programs. Making sure these employees get equal opportunities to participate in these development programs supports their continued development on a leadership path, enabling our efforts to build diverse internal pipelines for senior leadership positions.
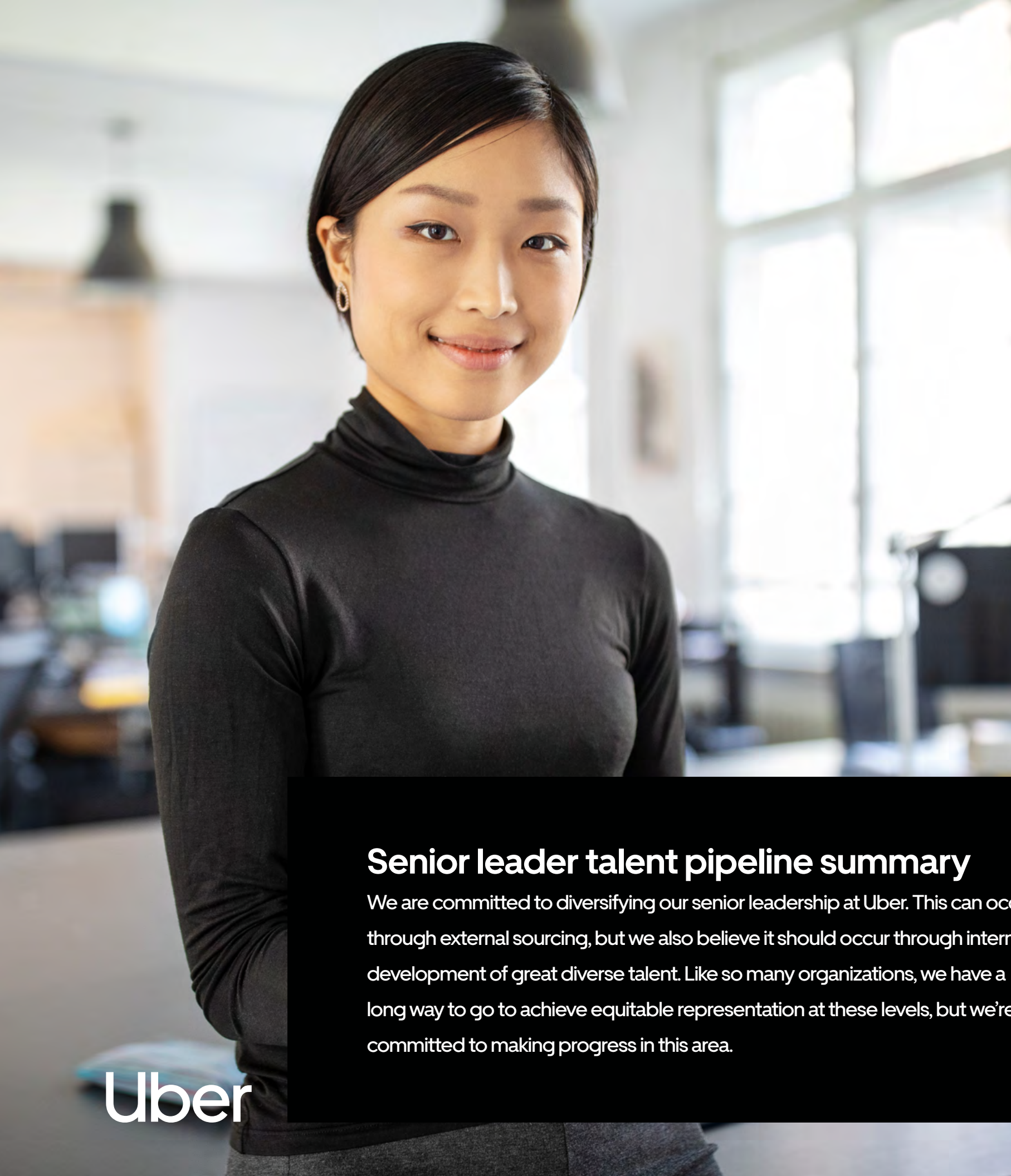
Uber

Senior leader talent pipeline summary

We are committed to diversifying our senior leadership at Uber. This can occur through external sourcing, but we also believe it should occur through internal development of great diverse talent. Like so many organizations, we have a long way to go to achieve equitable representation at these levels, but we're committed to making progress in this area.

Uber

Executive talent review and succession planning

Uber conducts talent review and succession planning activities for the Executive Leadership Team (ELT) and all functional org leadership teams (ELT +1). This process is intended to identify internal talent for key leadership roles and build an internal pipeline for progression. It has also helped us develop key talent and fill gaps in leadership. We're working on improving both of these elements of our internal senior leadership pipeline through revamping our talent management process in 2021.

Diversifying senior roles

We are currently planning specific actions for pipeline development at the senior level that focus on underrepresented groups and, in particular, Black leadership. A key step we are taking is to proactively expand and diversify the networks of our existing leaders.

Performance and promotion opportunities

Across all levels of our organization, our performance process has significant effects on how we retain, develop, and leverage talent.

Our promotion process

Promotion opportunities are available based on demonstrated individual readiness and business need for a higher-level role. We normally run 2 promotion review cycles throughout the year. Each job has its own skills, capabilities, scope, and impact requirements as outlined in the relevant competencies for a given role.

Increasing the fairness of our feedback process

Over the last 3 years, we've made changes to our performance feedback process to prevent bias. These changes include removing gendered language from the forms, shifting the structure away from questions that tend to reward particular traits, and creating clear performance expectations for various ranges. Recently, we introduced an always-on feedback tool to collect inputs throughout the year, minimizing recency bias and empowering employees to create ongoing records of performance and growth.

Uber

Global Self ID Survey

Improving on the inaugural Global Self ID Survey (GSID) in 2019, we've revamped our global employee self-identification process to increase understanding of our workforce composition and to better serve our employees. In the voluntary self-identification process, we ask Uber employees around the world to confidentially share how they identify, so we can better recognize and support the diverse populations represented in our workforce. Below are some examples of changes we're making for the next iteration. We are adding:

- More categories of caregiver type to include providing care to children, parents, a spouse, or another family member in need of care
- "Middle Eastern/North African" as a standalone global category
- The disaggregation of typical racial categories (in the US and other regions), such as Asian and Hispanic/Latinx, to include more specific and locally meaningful options
- The option to further identify racial categories if "Multiracial" is chosen

These updates are in addition to the variety of questions we already ask, such as gender identity, sexual orientation, disability status, military and veteran status, and education level.[4]

One new and impactful benefit we've seen as a result of our GSID survey is that we are now about to incorporate race/ethnicity data in addition to gender data in 3 countries (Brazil, South Africa, and the UK). Here is a first look at the composition of our workforce there:

- Brazil: 1.9% Amarela, 65.5% Branca, 0.5% Indígena, 8.2% Negra, and 21.8% Parda[5]
- South Africa: 48.7% African, 18.0% Coloureds,[6] 11.5% Indian, and 20.5% White
- UK: 19.2% Asian, 3.5% Black+, 6.4% Multiracial, and 70.9% White[7]

[4]We follow country-specific laws regarding privacy and omit questions where needed or if determined as inappropriate to ask in the country.
[5]These categories are roughly equivalent to the following English terms: Asian, White, Indigenous, Black, and Brown (respectively); all are formally recognized racial groups in Brazil.
[6]"Coloureds" is a formally recognized multiracial ethnic group in South Africa who are typically descended from various racial or ethnic groups from the surrounding region.
[7]These overall racial categories include more locally specific ethnic and national origin options for identification such as: Bangladeshi, Chinese, Indian, Pakistani, Caribbean, African, African American, Irish, and British.

We're hoping to increase our response rates to be more representative of our global workforce so we can accurately glean insights from the data.

Engagement and culture

In 2020, we have continued to focus on building a culture of inclusion where all of our employees feel like they belong. To that end, we've expanded the rollout of one of our premier learning experiences, Culture Forward, to help engage employees at every level in understanding how they can build self-awareness and an inclusive culture. We have also expanded and refined our sponsorship program focused on providing visibility and upward mobility of our underrepresented groups and women at more senior levels. We will continue to scale these programs across multiple orgs in 2021.

As we roll out programs and employee policies, we look to our semiannual workforce survey measuring engagement, overall satisfaction, and well-being: the Uber Pulse Survey. We see the results as feedback on our company culture and use them to measure our progress in improving our employees' experiences at work, identifying new goals and actions, and making adjustments as needed.

In our most recent Pulse Survey, 90% of our global workforce participated. This year we introduced safety questions to the survey to further assess employee sentiment given the impact of COVID-19. The top 3 most favorable areas are (1) Uber's commitment to the safety of its employees, (2) Uber's commitment to the safety of everyone who uses Uber, and (3) Uber's fair treatment of employees regardless of their personal background. This year, we were delighted to see employees across the globe report more favorable perceptions of fair treatment compared with last year, providing evidence that our focus on inclusion is having a positive impact.

Uber

Pay equity

We continue to carry out our firm commitment to pay equity for our employees, everywhere. Three years ago, we began systematically analyzing our compensation data and made adjustments to achieve pay equity on the basis of race and gender. In 2019, women at Uber globally earned $0.9993 for every $1.00 (total cash) earned by men performing similar job functions.[9] In that same time period in the US, in aggregate, employees from underrepresented racial backgrounds earned $0.9947 for every $1.00 (total cash) earned by non-underrepresented peers at the same job level.[10] We've reaffirmed our stance on pay equity by including it as one of our anti-racism commitments and will continue to analyze pay regularly and enhance our pay programs with the ongoing goal of achieving pay equity.

Representation in hiring

Similar to current representation data, hiring data[8] is central to ensuring that our methods of attracting and selecting a diverse workforce are objective, effective, equitable, and inclusive. Despite all of the efforts to improve our processes across the employee life cycle, our general hiring trends align with the challenges and difficult changes we made this year. See *Charts | Representation of our new hires* to learn more.

Still, we saw some gains since August 2019:

- We hired more Black/African American talent into leadership positions in the US (+2.25 percentage points)
- The retention trend indicates that Black/African American and Hispanic/Latinx leaders in the US stayed at a higher rate than last year (turnover rate decreasing 1.9 and 3.3 percentage points, respectively)

$0.9993	$1.00	$0.9947	$1.00
Women (global)	Men (global)	Underrepresented racial groups (US)	Non-nderrepresented racial groups (US)

Uber

Leadership accountability

In 2019, to ensure that our most senior leaders remain fully accountable for this important work, we've implemented "progress on measurable D&I goals" as one of the key metrics to evaluate job performance and determine executive compensation. We've set specific KPIs to achieve compensation targets for several of our most senior executives: by 2022, grow the percentage of women at Uber's L5 level and above to 35% and grow the percentage of underrepresented employees at the L4 level and above to 14%. We've seen evidence that this strategy is effective in holding leaders accountable, given our positive progress in representation, particularly for women and underrepresented talent in leadership roles.

Uber

Supporting our communities

COVID-19 upended the way we live, work, and move. As the world stopped, we—as a business built on movement—knew how we could help. For the first time in our company history, we asked people to stop moving and to stay at home so that we could move what mattered most: first responders (to work) and food (to those who needed it). With riders doing their part, we committed to 10 million free rides, meals, and deliveries for those in urgent need around the world.

In 3 months, Uber more than doubled its commitment, providing 23 million free rides, meals, and deliveries around the globe. This included transporting 200,000 healthcare workers for the UK's National Health Service, partnering with World Central Kitchen to get 300,000 meals to isolated seniors in the US, working with the Gates Foundation to deliver 230,000 medical supplies in South Africa, and working with domestic violence organizations worldwide to provide free rides to shelters and safe spaces.

As delivery people and drivers helped our communities through this crisis, helping them stay safe was our priority. To do so, we worked to source and provide masks and disinfectant sprays, we provided financial assistance to those who were diagnosed with COVID-19 or asked to self-isolate, and we helped drivers find other work on and off our platform. As cities begin to reopen this year or next, we will continue to support those affected by the pandemic and help the world move again safely.

Supplier diversity

We believe that including diverse suppliers in our sourcing process ignites opportunity by developing innovative, best-in-class partnerships. Through direct experience, we know this strengthens our company internally and in the communities we serve. Uber's vendors, suppliers, and partners should reflect the diversity Uber aspires to, and we are well on our way to developing a holistic supplier diversity program in partnership with Uber's D&I and Strategic Sourcing teams. Uber's Supplier Diversity program ensures that there is a diverse supplier base (including businesses owned by women, people of color, LGBTQIA+ people, and veterans) for the procurement of goods and services within Uber.

Having diverse suppliers within our sourcing process expands Uber's opportunity to develop innovative and best-in-class partnerships. Our experience shows us that we are strengthened by the differences all around us. We have recently completed our Tier 1 (direct suppliers) assessment, and next we intend to take on Tier 2 (the suppliers of our suppliers) and Uber Eats.
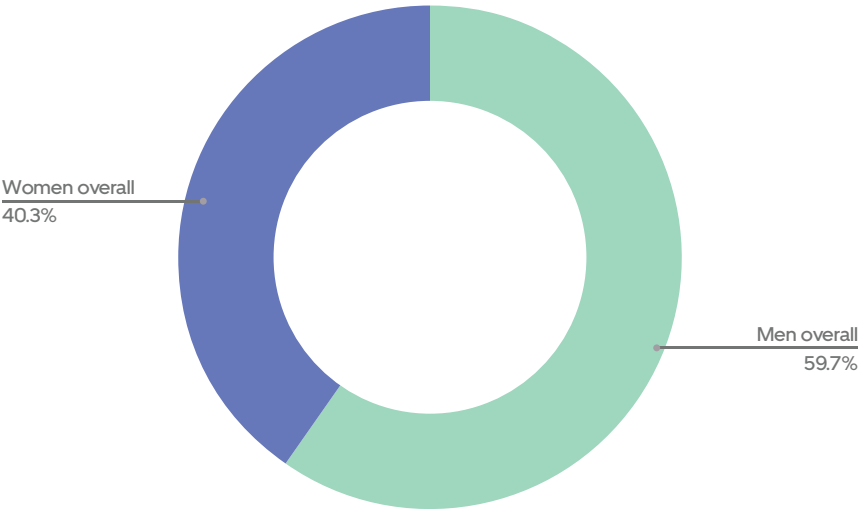
Uber

Our employee data

Below is a closer look at our workforce representation over the last year.[11]

Overall	Tech	Non-tech

Global gender representation

Overall
Women overall 40.3%
Men overall 59.7%

Tech
Women tech 23.1%
Men tech 76.9%

Non-tech
Women non-tech 49.0%
Men non-tech 51.0

US race/ethnicity representation[12]

Overall

White	44.8%
Asian	37.2%
Black or African American	75%
Hispanic or Latinx	8.4%
Multiracial	1.3%
Native Hawaiian or Other Pacific Islander	0.3%
American Indian or Alaska Native	0.5%

Tech

White	40.8%
Asian	48.3%
Black or African American	4.3%
Hispanic or Latinx	5.1%
Multiracial	1.0%
Native Hawaiian or Other Pacific Islander	0.2%
American Indian or Alaska Native	0.3%

Non-tech

White	49.9%
Asian	22.9%
Black or African American	11.5%
Hispanic or Latinx	12.7%
Multiracial	1.7%
Native Hawaiian or Other Pacific Islander	0.4%
American Indian or Alaska Native	0.9%

Uber

[11]Current representation data is as of August 2020.
[12]Race and ethnicity percentages may not total 100% due to rounding.

Operations

General and administrative

Support[13]

Global gender representation

Operations

Women ops
48.1%

Men ops
51.9%

General and administrative

Women G&A
52.1%

Men G&A
47.9%

Support[13]

Women support
52.1%

Men support
47.9%

US race/ethnicity representation

Operations

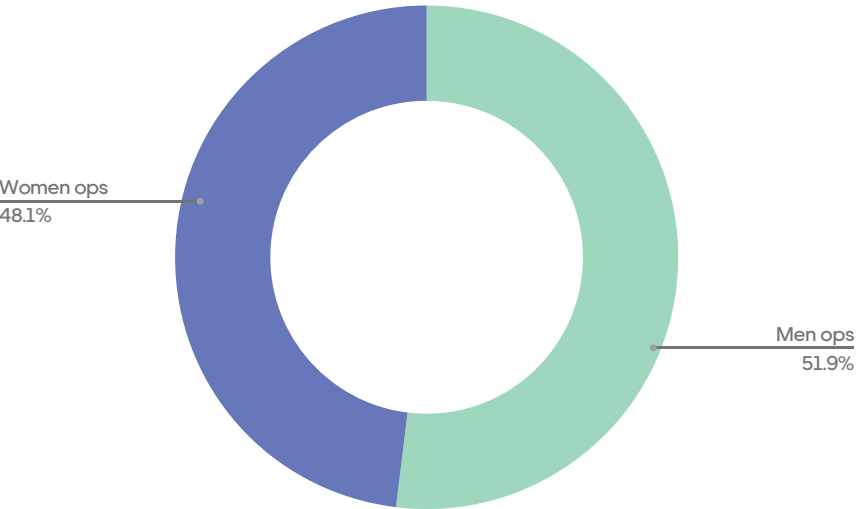|	
White	49.3%
Asian	16.5%
Black or African American	15.3%
Hispanic or Latinx	15.7%
Multiracial	1.8%
Native Hawaiian or Other Pacific Islander	0.4%
American Indian or Alaska Native	1.1%

General and administrative

White	50.6%
Asian	31.4%
Black or African American	6.6%
Hispanic or Latinx	8.7%
Multiracial	1.5%
Native Hawaiian or Other Pacific Islander	0.5%
American Indian or Alaska Native	0.6%

Support[13]

White	33.0%
Asian	4.9%
Black or African American	30.6%
Hispanic or Latinx	26.9%
Multiracial	2.8%
Native Hawaiian or Other Pacific Islander	0.4%
American Indian or Alaska Native	1.3%

[13]Our support workforce (typically referred to as customer service employees in industry terms) includes Community Specialists at our Centers of Excellence and Greenlight Hubs.

Uber

Global gender representation

US and Canada
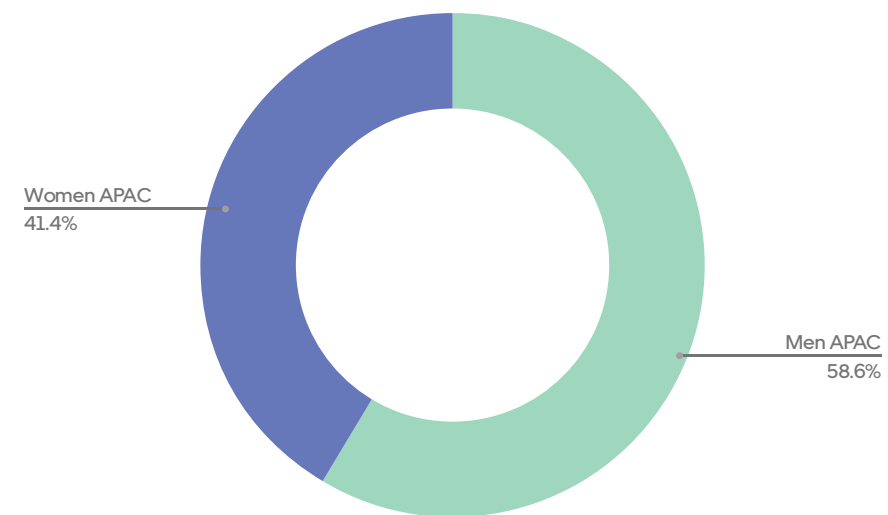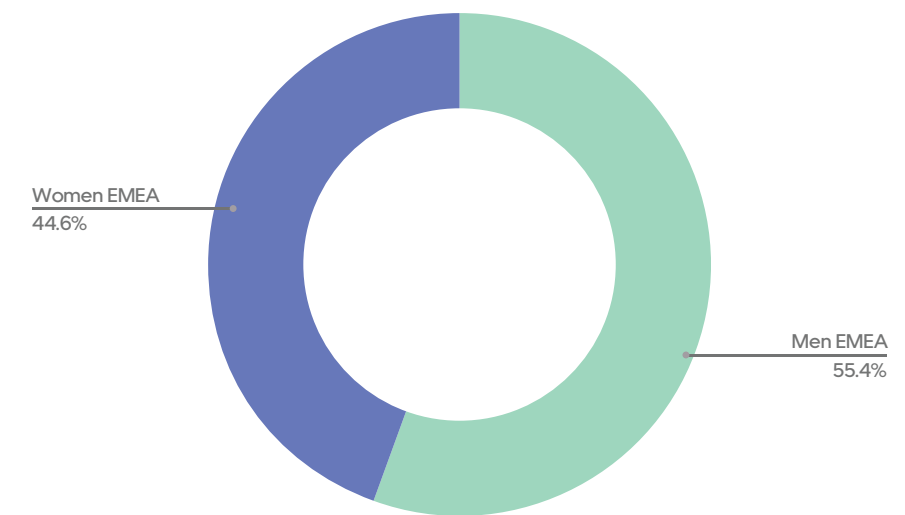
Women US & Can
35.7%

Men US & Can
64.3%

LatAm

Women LatAm
49.8%

Men LatAm
50.2%

APAC

Women APAC
41.4%

Men APAC
58.6%

EMEA

Women EMEA
44.6%

Men EMEA
55.4%

Uber

Charts | Our leadership representation[14]

Leadership overall
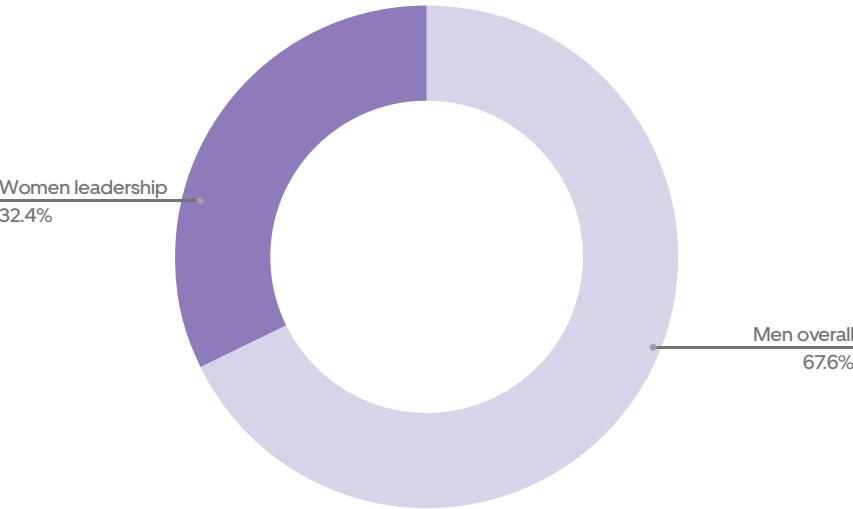
Leadership in tech

Leadership in non-tech

Global gender representation

Women leadership
32.4%

Men overall
67.6%

Women tech leadership
15.3%

Men tech leadership
84.7%

Women non-tech leadership
39.4%

Men non-tech leadership
60.6%

US race/ethnicity representation[15]

White	61.6%
Asian	29.9%
Black or African American	4.1%
Hispanic or Latinx	3.8%
Multiracial	0.6%
Native Hawaiian or Other Pacific Islander	0.0%
American Indian or Alaska Native	0.0%

White	54.5%
Asian	42.0%
Black or African American	1.8%
Hispanic or Latinx	1.8%
Multiracial	0.0%
Native Hawaiian or Other Pacific Islander	0.0%
American Indian or Alaska Native	0.0%

White	65.5%
Asian	23.3%
Black or African American	5.3%
Hispanic or Latinx	4.9%
Multiracial	1.0%
Native Hawaiian or Other Pacific Islander	0.0%
American Indian or Alaska Native	0.0%

[14]Leadership is defined as Director and above.
[15]Race and ethnicity percentages may not total 100% due to rounding.
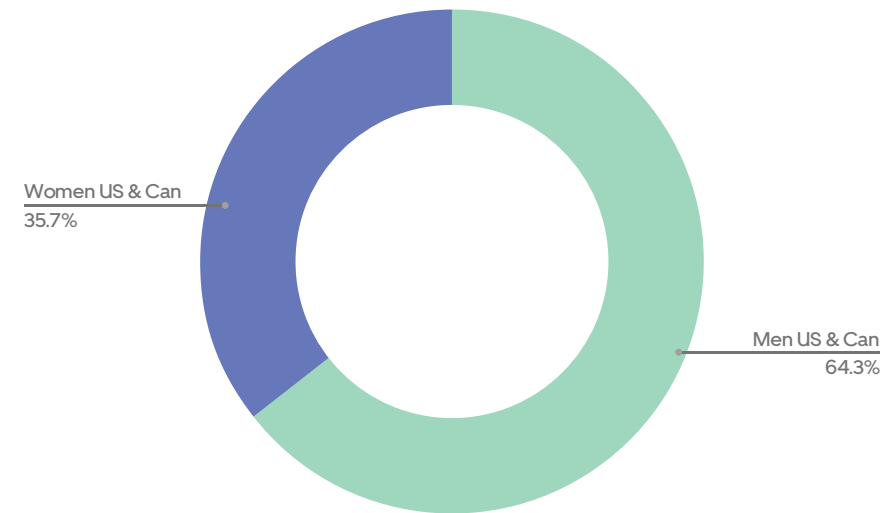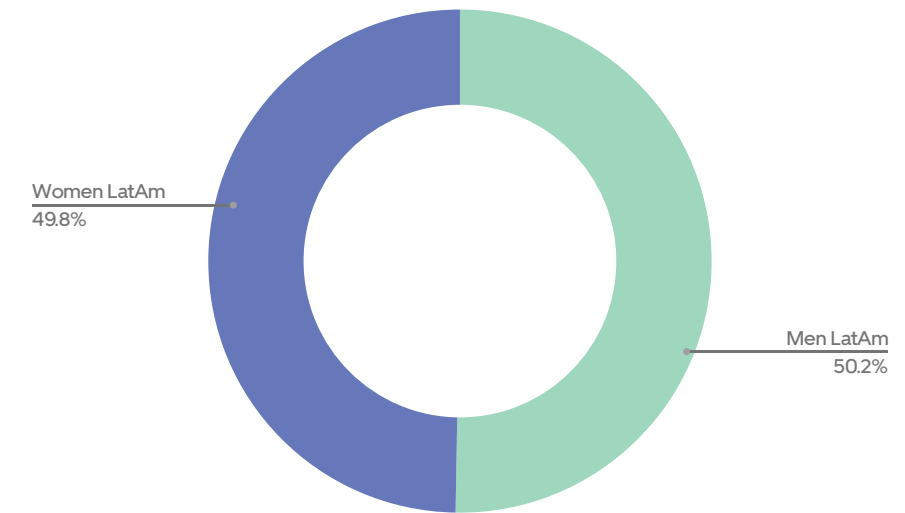
Uber

Charts | Gender by race representation in the US[16, 17]

Overall

Legend: ■ Women ■ Men

	Women	Men
White	15.1%	29.7%
Asian	12.5%	24.7%
Black or African American	4.1%	3.4%
Hispanic or Latinx	3.9%	4.6%
Multiracial	0.5%	0.8%
Native Hawaiian or Other Pacific Islander	0.1%	0.2%
American Indian or Alaska Native	0.3%	0.3%

Tech

Legend: ■ Women ■ Men

	Women	Men
White	8.5%	32.4%
Asian	12.6%	35.8%
Black or African American	1.8%	2.5%
Hispanic or Latinx	1.6%	3.5%
Multiracial	0.3%	0.7%
Native Hawaiian or Other Pacific Islander	0.0%	0.2%
American Indian or Alaska Native	0.1%	0.2%

Non-tech

Legend: ■ Women ■ Men

	Women	Men
White	23.6%	26.3%
Asian	12.3%	10.6%
Black or African American	7.0%	4.5%
Hispanic or Latinx	6.8%	5.9%
Multiracial	0.8%	0.9%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%
American Indian or Alaska Native	0.5%	0.3%

Leadership overall

Legend: ■ Women ■ Men

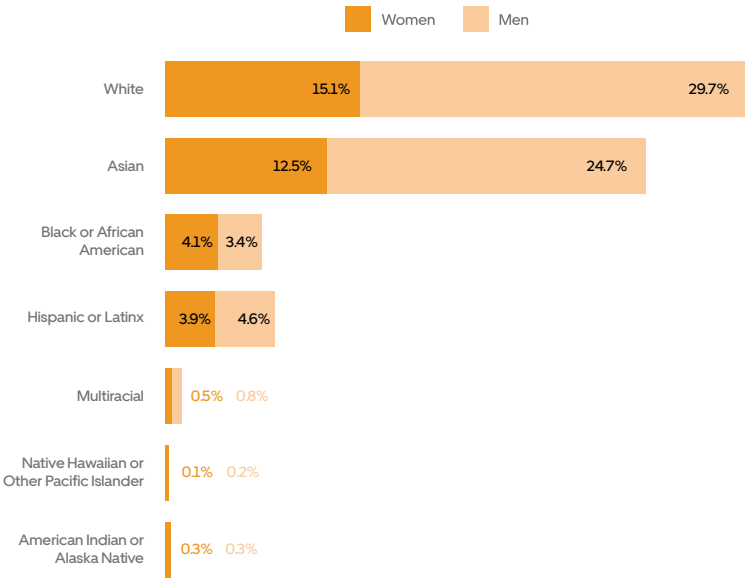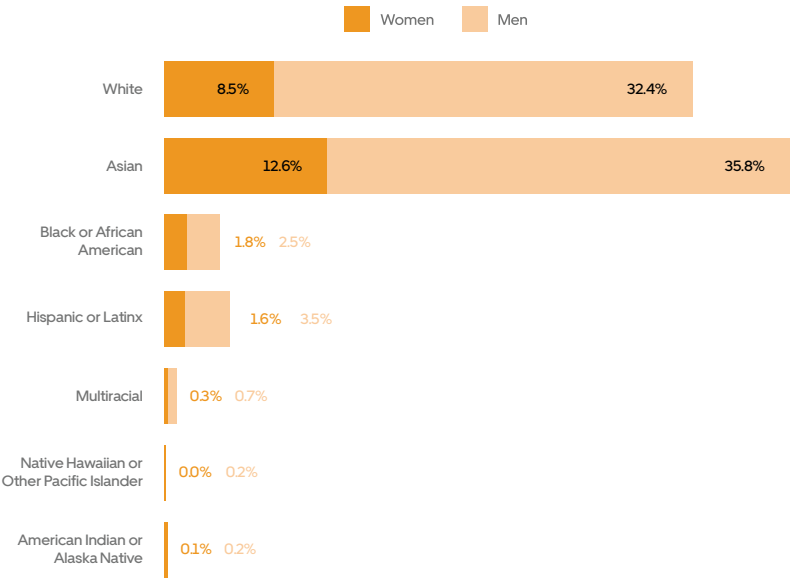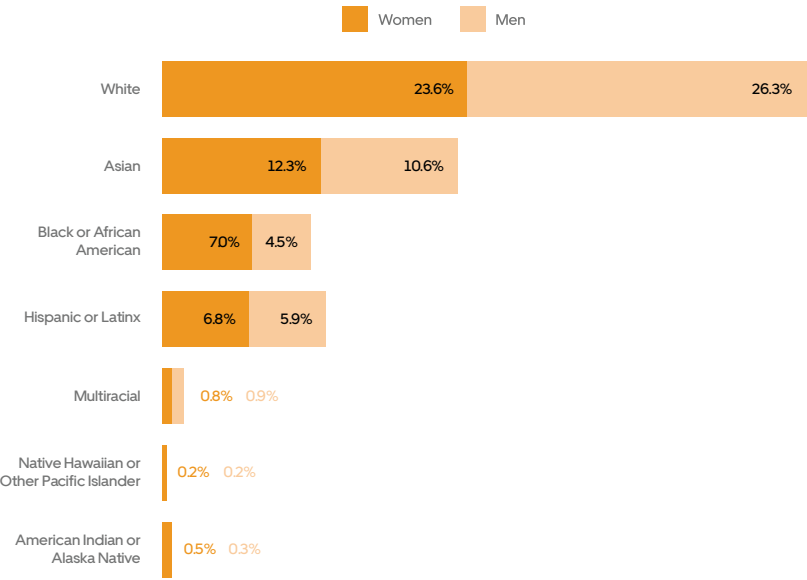|	Women	Men
White	20.1%	41.5%
Asian	7.6%	22.3%
Black or African American	1.9%	2.2%
Hispanic or Latinx	1.6%	2.2%
Multiracial	0.3%	0.3%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%
American Indian or Alaska Native	0.0%	0.0%

Leadership in tech

Legend: ■ Women ■ Men

	Women	Men
White	8.0%	46.4%
Asian	5.4%	36.6%
Black or African American	0.0%	1.8%
Hispanic or Latinx	0.0%	1.8%
Multiracial	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%
American Indian or Alaska Native	0.0%	0.0%

Leadership in non-tech

Legend: ■ Women ■ Men

	Women	Men
White	26.7%	38.8%
Asian	8.7%	14.6%
Black or African American	2.9%	2.4%
Hispanic or Latinx	2.4%	2.4%
Multiracial	0.5%	0.5%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%
American Indian or Alaska Native	0.0%	0.0%

Uber

[16]Race and ethnicity percentages may not total 100% due to rounding.
[17]Leadership is defined as Director and above.

Operations

Women ■ Men ■

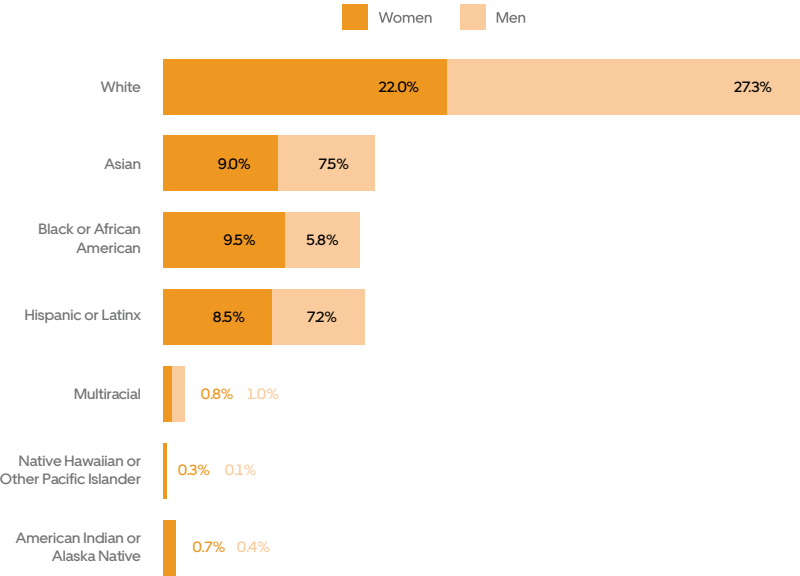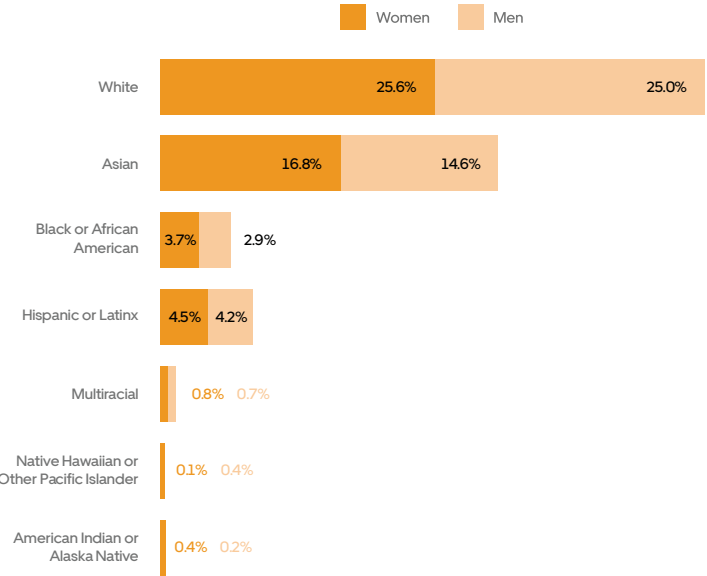|	
White	22.0% / 27.3%
Asian	9.0% / 75%
Black or African American	9.5% / 5.8%
Hispanic or Latinx	8.5% / 72%
Multiracial	0.8% / 1.0%
Native Hawaiian or Other Pacific Islander	0.3% / 0.1%
American Indian or Alaska Native	0.7% / 0.4%

General and administrative

Women ■ Men ■

White	25.6% / 25.0%
Asian	16.8% / 14.6%
Black or African American	3.7% / 2.9%
Hispanic or Latinx	4.5% / 4.2%
Multiracial	0.8% / 0.7%
Native Hawaiian or Other Pacific Islander	0.1% / 0.4%
American Indian or Alaska Native	0.4% / 0.2%

Support

Women ■ Men ■

White	22.0% / 27.3%
Asian	9.0% / 75%
Black or African American	9.5% / 5.8%
Hispanic or Latinx	8.5% / 72%
Multiracial	0.8% / 1.0%
Native Hawaiian or Other Pacific Islander	0.3% / 0.1%
American Indian or Alaska Native	0.7% / 0.4%

Uber

Charts | Representation of our new hires[18]

Global gender representation

Women overall
39.5%

Men overall
60.5%

US race/ethnicity representation[19]

White	43.5%
Asian	40.6%
Black or African American	7.4%
Hispanic or Latinx	8.0%
Multiracial	0.1%
Native Hawaiian or Other Pacific Islander	0.3%
American Indian or Alaska Native	0.2%

Intersectional representation: overall (US)

Women   Men

	Women	Men
White	15.8%	27.7%
Asian	14.4%	26.2%
Black or African American	3.9%	3.5%
Hispanic or Latinx	3.5%	4.4%
Multiracial	0.1%	0.1%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%
American Indian or Alaska Native	0.2%	0.0%

Support

Women support
48.1%

Men support
51.9%

Support

White	43.1%
Asian	5.9%
Black or African American	29.4%
Hispanic or Latinx	21.6%
Multiracial	0.0%
Native Hawaiian or Other Pacific Islander	0.0%
American Indian or Alaska Native	0.0%

Intersectional representation: support (US)

Women   Men

	Women	Men
White	20.6%	22.6%
Asian	5.9%	0.0%
Black or African American	18.6%	10.8%
Hispanic or Latinx	9.8%	11.8%
Multiracial	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%
American Indian or Alaska Native	0.0%	0.0%

Uber
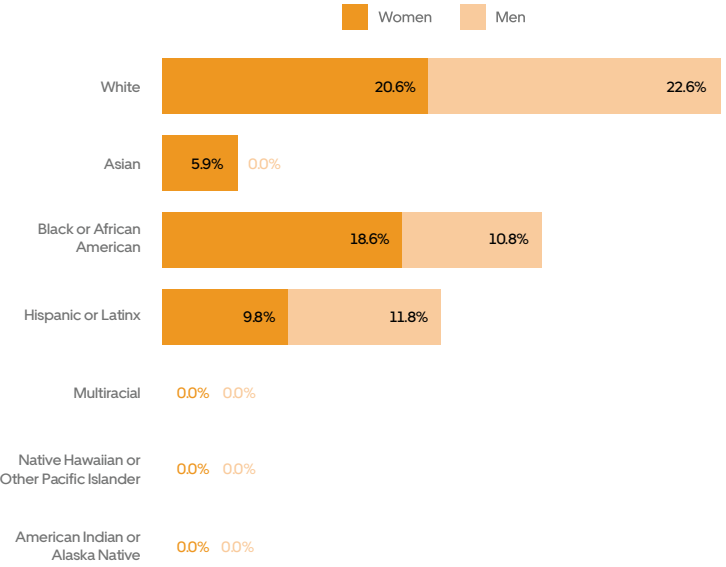
[18]New hire representation data is as of August 2020..
[19]Race and ethnicity percentages may not total 100% due to rounding.
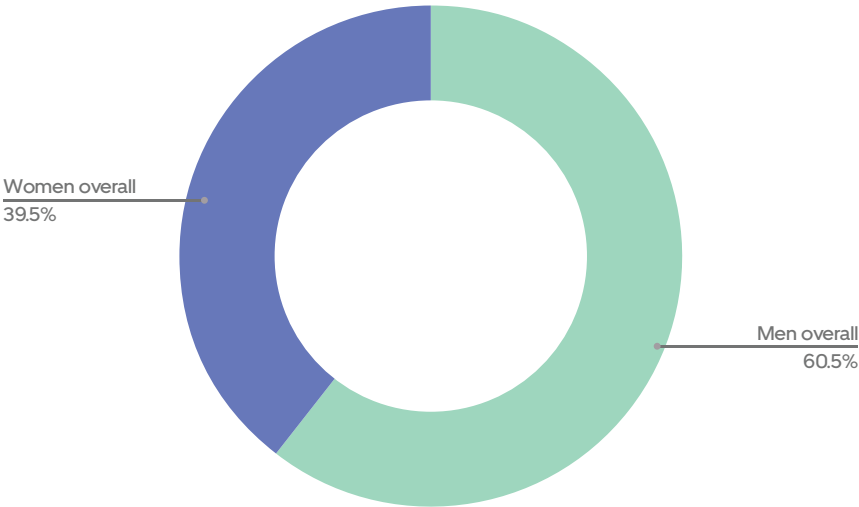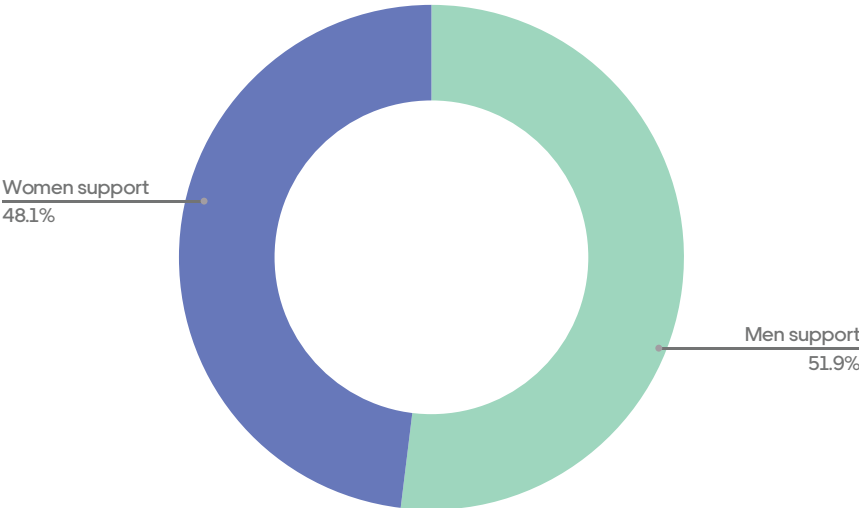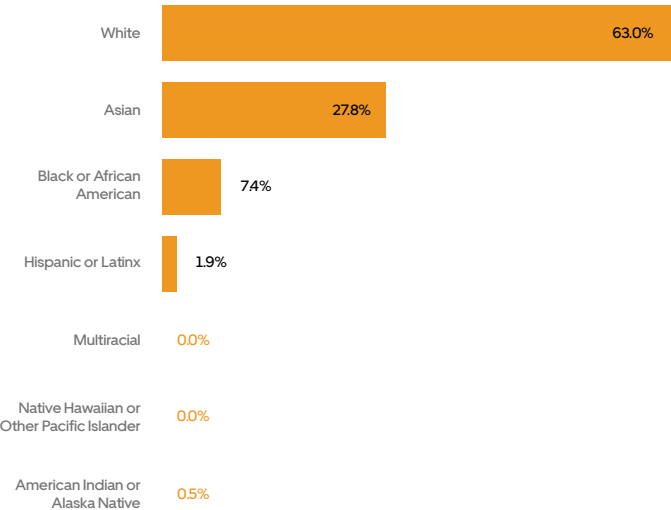
Leadership

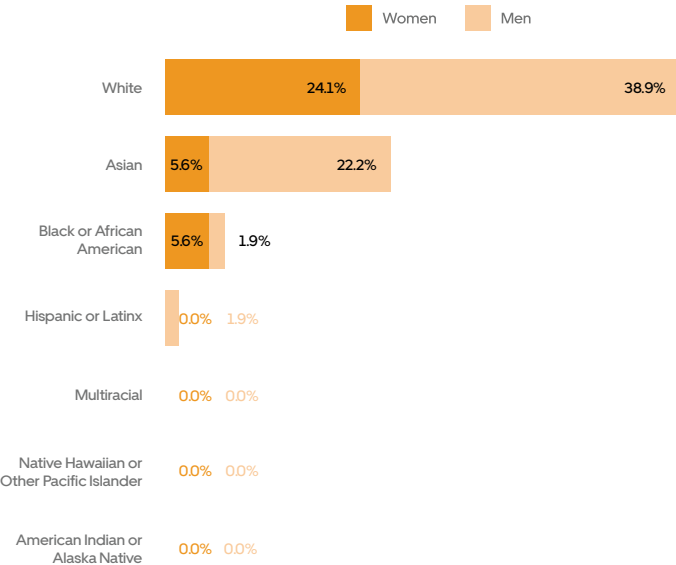Women overall
40.3%

Men overall
59.7%

Leadership

White	63.0%
Asian	27.8%
Black or African American	7.4%
Hispanic or Latinx	1.9%
Multiracial	0.0%
Native Hawaiian or Other Pacific Islander	0.0%
American Indian or Alaska Native	0.5%
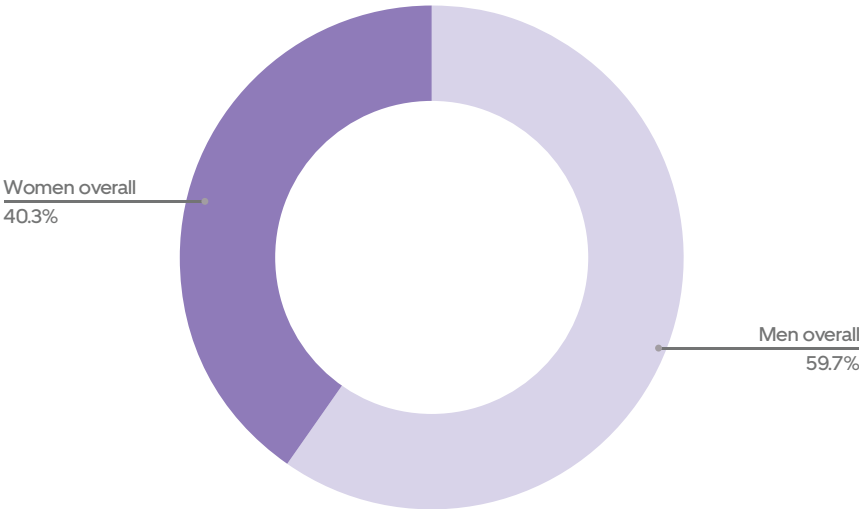
Intersectional representation: leadership (US)

Women ▮ Men ▮

	Women	Men
White	24.1%	38.9%
Asian	5.6%	22.2%
Black or African American	5.6%	1.9%
Hispanic or Latinx	0.0%	1.9%
Multiracial	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%
American Indian or Alaska Native	0.0%	0.0%

Uber

We firmly believe that history may shape us, but it does not define us. Uber is committed to defining new ways of doing business that are not merely non-biased but actively create greater equity. Through our stance to be an anti-racist company; long-term commitments to racial, gender, and social equity; and public accountability, we are determined to define workplace and product experiences where all people have a sense of safety and belonging.

Uber