



Introduction

At Uber, our mission is to ignite opportunity by setting the world in motion. We see direct parallels between how we ignite opportunity *through* our company and how we ignite it *within* our company. We know that when employees feel empowered to succeed in a work environment that celebrates, supports, and invests in diversity, progress follows. So in every program and at every level, disrupting inequity and exclusion is our goal.

But we also know that a solely data-driven approach will never be sufficient, because D&I is more than a box to check or a target to hit. The numbers certainly matter, but they're only a starting point; a commitment to diversity and inclusion has to run much deeper to be successful. For us, it's about who we are as a company—and how our values manifest in the real world. This effort must go beyond data transparency and a single-issue analysis of race and gender. It's why our strategic approach is intersectional, at once considering the cumulative impact of various and simultaneous identities, and accounting for the interplay of a multitude of unique complexities related to race, gender identity, sexual orientation, ability, experience, beliefs, and socioeconomic status.

We've set an audacious goal to make Uber the most diverse, equitable, and inclusive workplace on the planet. And we're not just setting high expectations for our own good. We're aiming sky-high because we know from experience that reducing and eliminating inequity is hard to do if all you shoot for is incremental change.

Looking back, we've certainly made mistakes. But along the way, we've learned a lot, too. With leadership from Uber executives, our People and D&I teams, and employees at every level, we'll continue to make good on our commitment to ensure that our internal community reflects the incredible diversity of the communities we serve.

Social impact

Across the globe in 2018, Uber supported many exciting new programs and partnerships that address inequality and leave a lasting impact beyond the reach of our business.

For example, in our hometown of San Francisco, we are trying to inspire the next generation of tech leaders. We're collaborating with [<dev/Mission>](#) to host Open Labs, where our engineers can meet and mentor young people, answer questions about coding and software development, and offer hands-on exposure to careers in technology they might not otherwise consider. In 2015, we set—and have since far exceeded—the goal of bringing 10,000 driving opportunities to the South and West sides of Chicago. And we're deeply engaged in charitable giving, community assistance, and public health campaigns from Hong Kong to South Africa, from Florida to Colorado.

We're also providing support for communities in times of need. Last year, Uber established a disaster relief fund to provide free rides, food, and other relief to people affected by hurricanes, wildfires, and other natural disasters, as well as assistance to first responders. During the last US elections, we helped drive the vote—creating an in-app polling place locator and giving 60,000 discounted rides to the ballot box. Last summer, as the family separation crisis unfolded along America's southern border, we provided free rides and meals for affected families, as well as to nonprofit staff and volunteers who worked tirelessly to help them. And in 2018, through our #UberInTheCommunity Week of Service, we enabled more than 3,400 employees across 100+ cities to volunteer at more than 315 events—a 150% increase in events, a 55% increase in employee participation, and an 85% increase in city participation since our first Week of Service, in 2017.

At Uber, we're passionate about making a positive difference in each of the communities we serve, and especially in places where opportunities are limited by structural inequality. We'll never stop fighting to make sure people everywhere have the right to live, work, and be their authentic selves.

Igniting opportunity

From our corporate offices to our driver-partners across the globe, diversity is one of our greatest assets. That's why we're doing everything we can to increase D&I in our talent pipeline, create a global culture that celebrates differences, and provide every employee and every partner the resources and support they need to grow, thrive, and succeed.

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%.

Through our unique and innovative partnership with [Harvard Business School Online](#), we offer world-class executive education to current and aspiring leaders, with a specific focus on the topics of culture, leadership, and inclusion. In the UK, we've joined forces with [OpenClassrooms](#) to launch Level Up, the first education program solely dedicated to developing job skills for those working in the gig economy. The partnership provides all Uber Eats delivery partners with free access to more than 300 online courses, plus 30 degree-level scholarships. In the US, we've partnered with Arizona State University (ASU) to provide eligible drivers, delivery partners, or their families the opportunity to complete courses toward an undergraduate degree or a non-degree certificate through [ASU Online](#), with tuition fully covered. We've also expanded the ASU program to our internal Community Operations colleagues and look to provide similar support to the global workforce. Throughout 2019, we're piloting a variety of sponsorship, mentorship, and coaching programs for employees at every level—with an eye toward rolling them out at scale, across the company globally.

We are also committed to early career development to support the success of entry-level hires. Last year, Uber launched a groundbreaking partnership with the Hidden Genius Project to establish the [Career Prep Program](#), a first-of-its-kind initiative that helps Black male college students pursue careers in science and technology. Throughout the year, these talented students visit Uber offices, where they hone their skills as future engineers, tech professionals, and potential Uber employees. In fact, we've already

hired one recent graduate—and this early success has inspired us to partner on a similar initiative with [Venture for America](#), a 2-year fellowship program for recent college graduates, with a focus on women and people of color interested in entrepreneurship.

By providing training to help hiring managers make the best and most objective decisions, and by prioritizing early career development and mentorship opportunities for entry-level hires, we're continuing to lay the groundwork for more diverse and inclusive teams at all levels of the company.

We've also made a firm, public commitment to gender equity by taking the [California Pay Equity Pledge](#). We made good progress on this goal in 2018, and we're excited for that progress to continue.

Culture and belonging

Creating the most diverse and inclusive workplace on the planet won't be possible if we settle for small, incremental changes. Realizing Uber's bold vision will require bold actions to match—starting with a complete shift in how Uber works as a company. For us, that began with fundamentally transforming our culture.

Over the past year, we started this ambitious overhaul by listening to and learning from those on the front lines. In our Global Self-ID survey, we asked Uber employees around the world to voluntarily share with granularity how they identify, so we can better recognize and support the diverse populations already represented in our workforce. In addition to asking about race, ethnicity, sexuality, and socioeconomic status, we included questions about gender identity, veteran status, disability, and caregiver status. The Global Self-ID program is ongoing this year, and we look forward to digging into the data in the coming months, because we know that recognizing the complexity of our authentic selves, celebrating differences, and ensuring that every Uber team member feels seen, heard, and valued are essential to fostering a more welcoming Uber.

That's also why we created [Gender Transition Guidelines](#) for transgender, non-binary, and gender non-conforming employees who are planning, or going through, a gender transition. These guidelines not only support those considering a transition; they're also designed to start constructive conversations, spread awareness, and encourage healthy allyship among friends, family, and co-workers.

In addition, we're empowering our employees through an initiative known as Culture Forward: Driving Inclusion at Uber, an awareness-building workshop that covers topics such as disrupting unconscious bias and job-specific action planning. This workshop is available not just to senior leaders but also to all employees, because we recognize that Uber's culture is shaped by people at every level. That's why we've asked each team member to set a personal citizenship performance goal to help improve their communities both inside and outside the company.

In the year ahead, we plan to keep ramping up these and other investments in our people and culture. Whether by expanding our 12 Employee Resource Groups—currently comprising more than a third of Uber's global employee population—or by extending our parental leave policy for all parents, regardless of gender or caregiver status, whether hourly or salaried, we won't stop until Uber is a workplace where everyone is encouraged and equipped to succeed.

In fact, we're on a mission to become the most caregiver-inclusive company ever. In 2018, and into 2019, we made big shifts on how we support all types of families at Uber. We're easing the transition from parenthood back to work by globally offering extensive family-support services, including a certified practitioner dedicated to each new parent, available 24/7. We've also emphasized these offerings to our managers, to help them support the new parents on their team. In addition to direct services, we know that it's critical to show our employees that time with family is supported, no matter your role. We offer 18 weeks of parental leave, fully paid to all full-time employees globally.

Being a caregiver-inclusive company means that we support all types of families before, during, and after the transition into parenthood. This foundation is just the beginning of our journey to address the needs of all employees, at every stage of life, including those with non-child-related caregiver needs.

Systemic integration

Some of the most difficult, least visible, but most critical work of D&I happens behind the scenes in the design and implementation of HR systems. That's why we've reinforced and strengthened Uber's hiring manager training to build inclusive interviewing skills. We continue to support the Interview Moderator initiative to ensure that tech interview debriefs are free from subjective bias and stereotypes. Our leaders have also committed to ensuring diverse slates for all executive role hires. And we're piloting implementation of Rooney Rule-inspired parameters for mid-career hires with the goal of expanding to all hires in the future.

Through our Talent and Career Management teams, Uber continues to review, redesign, and embed an inclusion mindset into the systems and programs that most affect how employees thrive and succeed. Including the creation of performance management and promotion diversity scorecards, comprehensive D&I audits of tech and non-tech competency models, and representation goals in our leadership curriculum, we're building D&I into the DNA of the company.

We've found that sponsorship programs are particularly effective at helping us identify and cultivate a rich, diverse, and sustainable pipeline of next-generation talent. Over the past year, we've piloted several models of sponsorship within our Tech and Ops businesses in partnership with our HR partners and leaders. We're taking our learnings from these early programs and expanding sponsorship to all parts of the business, ensuring that historically underrepresented talent is supported and that our leaders are learning new skills to become better champions for diversity.

Making sure Uber's employee value proposition meets the needs of our increasingly diverse workforce is crucial. From offering full-coverage mental health care support to our colleagues and their family members through our partner [Lyra](#), to supporting employees through all the stages of reproductive care through [Progyny](#), we continue to ask, "What do Uber employees need in order to be safe and healthy?"

Corporate leadership

Around the globe, Uber is seizing opportunities to serve as catalysts for change on a wide range of issues that affect nearly every community we serve. Last year, we partnered with [Polaris](#), a nonprofit group that operates the [National Human Trafficking Hotline](#), during Human Trafficking Awareness Month to help educate the public about this epidemic. We also sent awareness messages to all US Uber driver-partners. And, as part of our broader commitment to combating gender-based violence across the United States, we co-sponsored a series of town hall meetings on sexual assault awareness in communities throughout the country.

In the United States, we've been part of a growing movement of companies and policymakers committed to giving people a [second chance](#), and we've never asked prospective employees whether they have a criminal record. At the state level, we aligned our driver-screening process with statewide reforms that reclassified some low-level crimes as misdemeanors rather than felonies.

Nationally, Uber is a member of the [Coalition for the American Dream](#), an advocacy group that's fighting to prevent the deportation of people born in the US to undocumented parents. We've joined the [Human Rights Campaign's Business Coalition for the Equality Act](#), an alliance of leading global enterprises that support strong federal workplace protections for members of the LGBTQ+ community. And this past fall, Uber and 20 partner companies came together to launch the [Step Up Declaration](#) at the Global Climate Action Summit, because climate change is a real and imminent threat, and we're committed to building a greener, more sustainable future.

Whenever we see opportunities to step up and lead as responsible corporate citizens—particularly when it comes to humanitarian issues that affect disadvantaged or underserved populations—we can't shy away. Uber is determined to use our voice, our resources, and our global reach for good.

Our workforce representation

Since our last diversity report, Uber has experienced significant growth in overall headcount. As we continue to grow, we remain acutely thoughtful about how we bring people in and lift them up.

Here are a few noteworthy year-over-year total population changes (2019 versus 2018):

- The population of women overall grew 42.3%. This growth was most notable in tech (where the headcount of women grew by 47.9%) and tech leadership (35.3% growth).
- The region with the highest increase in headcount of women was Latin America, where the population of women grew by 88.3%.
- In the US, the populations of Black/African American and Hispanic/Latinx employees grew by 44.5% and 73.5%, respectively, from 2018. This growth was most notable in tech (up 65.0% and 74.3%, respectively).

In addition to our growth in headcount, we've increased the overall percentage of women, Asian, Black/African American, and Hispanic/Latinx employees in our workforce. We look to this data as one indicator of how effective our people processes are and how inclusive our culture is. As we continue to make progress, we're focusing on increasing the representation of women in leadership

roles and of Black/African American and Hispanic/Latinx employees overall. Below is a closer look at our workforce representation over the last 2 years.¹

Global gender and race

From 2018 to 2019, the percentage of women overall and across all functions increased around the globe (+2.9 percentage points). Similarly, the proportion of women grew across most global regions (ranging between +0.2 and +4.0 percentage points), holding steady in Europe, the Middle East, and Africa. Looking more closely at EMEA, while the percentage of women overall was unchanged, this region saw an increase in the percentage of women in leadership roles. The largest shift in gender proportion was in our tech and G&A functions (+4.0 percentage points for women in both areas). In the US, the percentage of underrepresented employees increased overall (+1.2 percentage points for Black/African American employees and +2.2 for Hispanic/Latinx), most notably in our tech and support functions.

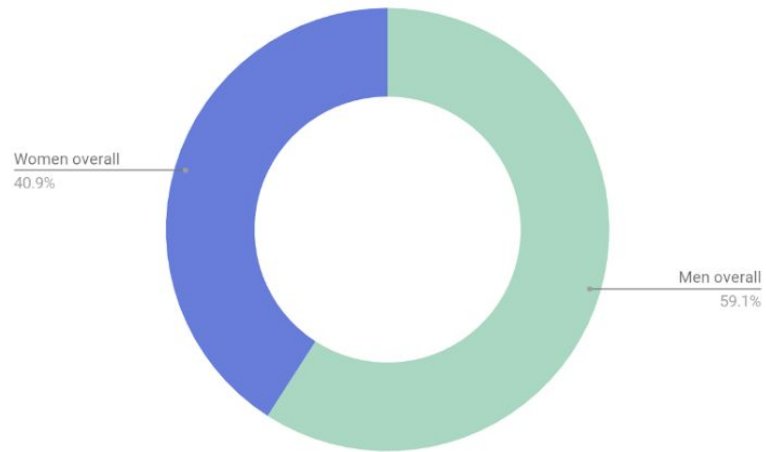
Leadership roles

In leadership roles across functions, the global representation of women grew (+7.1 percentage points), most notably in our non-tech functions (+12.5 percentage points). In the US, we've made progress in the representation of Asian (+2.7 percentage points), Black/African American (+0.5), and Hispanic/Latinx (+1.3) leaders, both men and women, across non-tech and tech functions. While the overall number of women in tech leadership grew globally, the proportion of women compared with men fell from last year. In the past year, we've made meaningful progress in increasing the diversity of our leadership population, but the data indicates a continued need to focus on women (-1.8 percentage points), Black/African American (from 0% to 0.8%), and Hispanic/Latinx (also from 0% to 0.8%) employees in tech leadership roles. To help address this gap, in addition to providing mentoring and coaching programs, we've launched targeted sponsorship programs in tech and plan to scale these types of programs globally.

¹Data are as of March 2018 and March 2019.

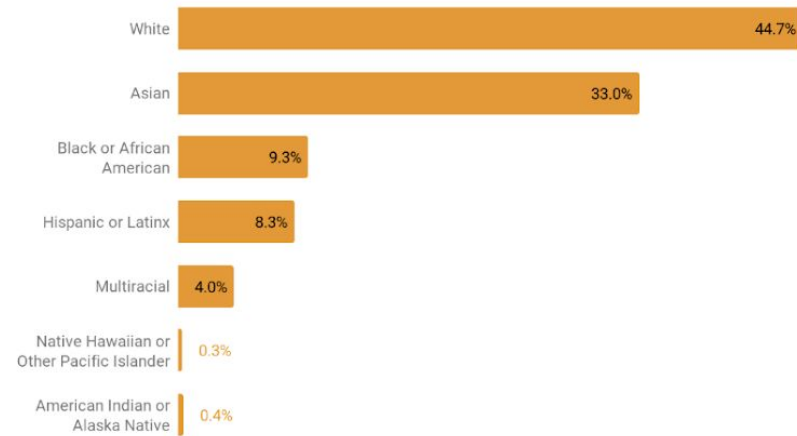
Global gender representation

Overall



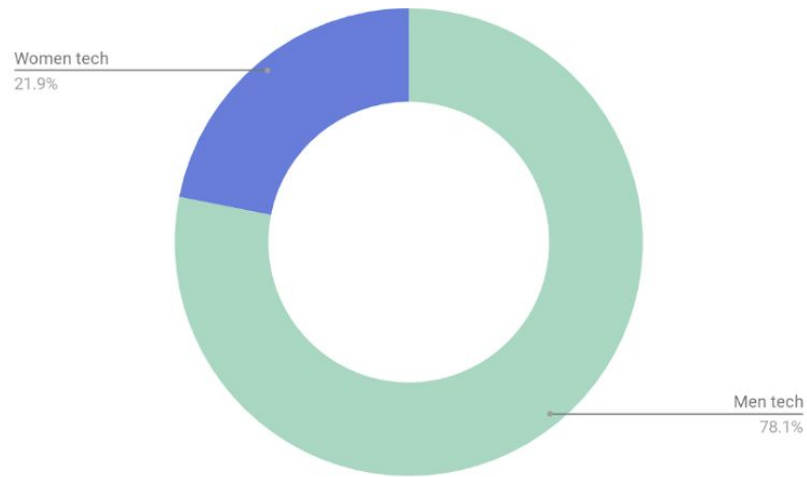
US race/ethnicity representation²

Overall

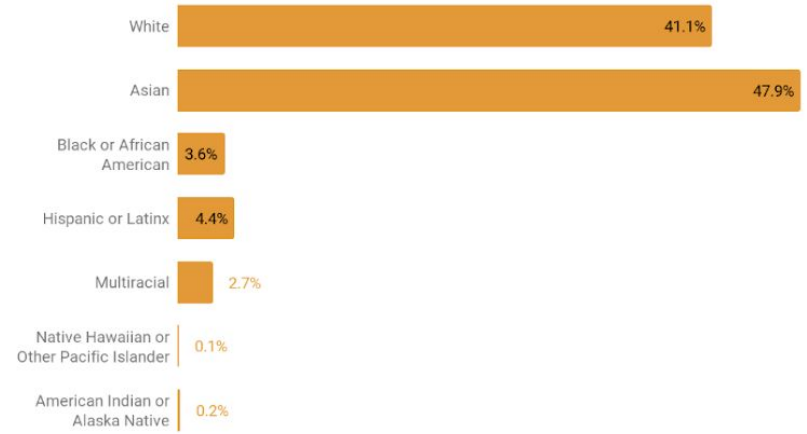


²Race and ethnicity percentages may not total 100% due to rounding.

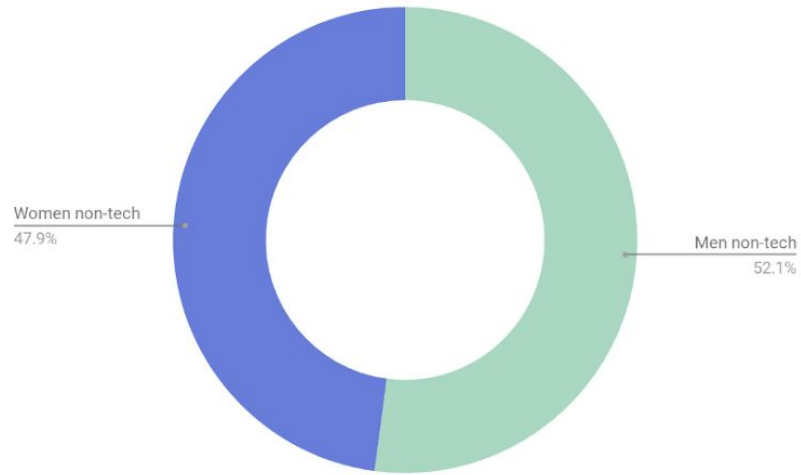
Tech



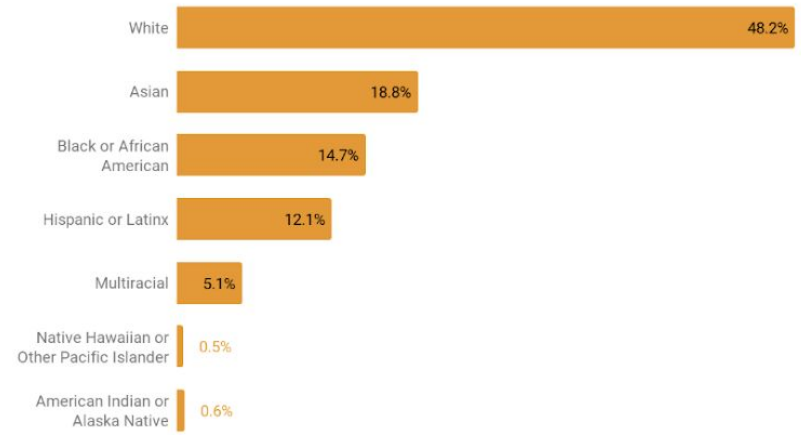
Tech



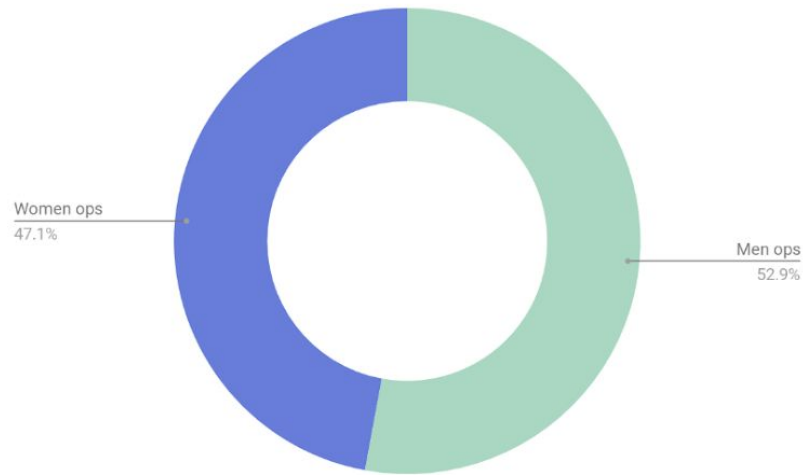
Non-tech



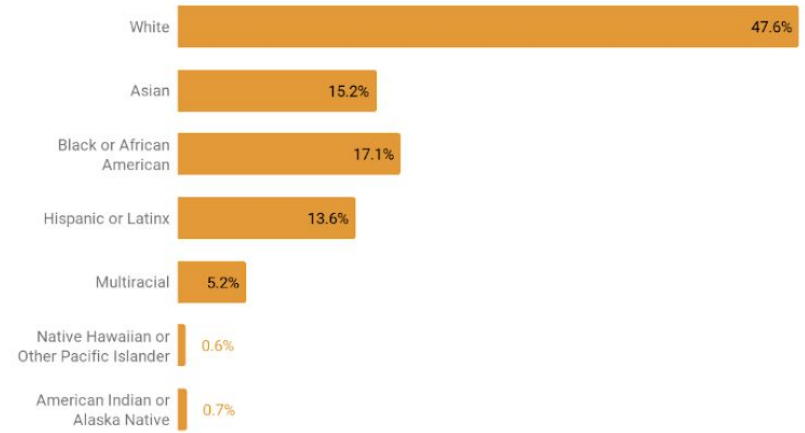
Non-tech



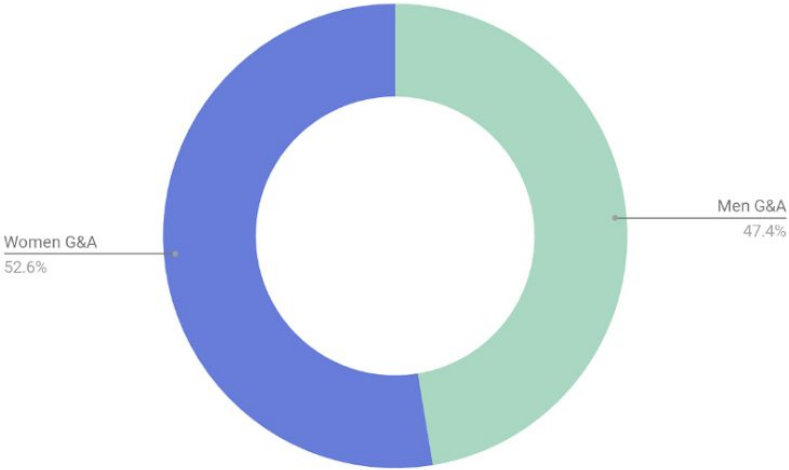
Operations



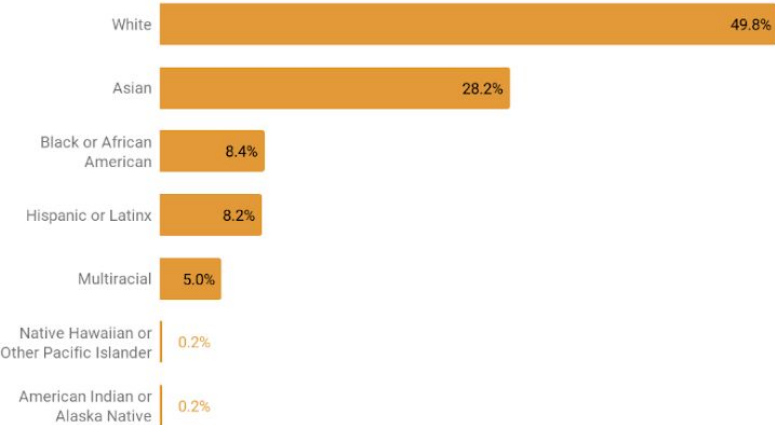
Operations



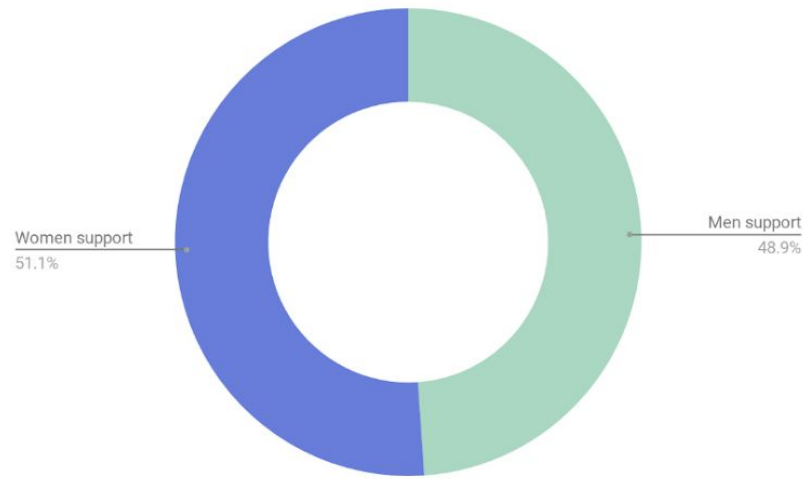
General and administrative



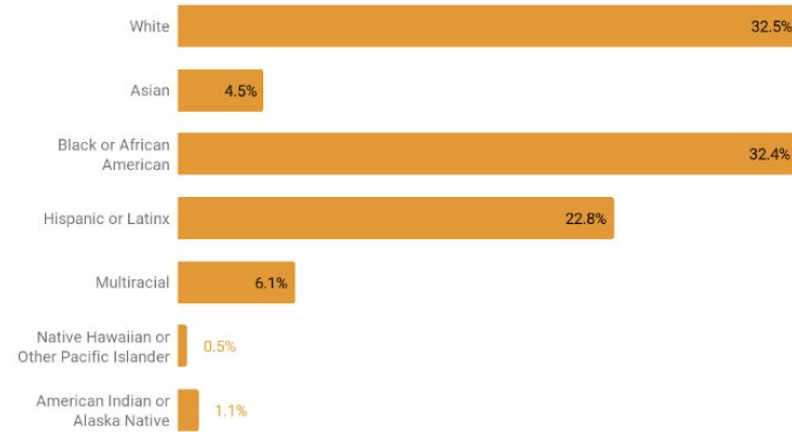
General and administrative



Support³

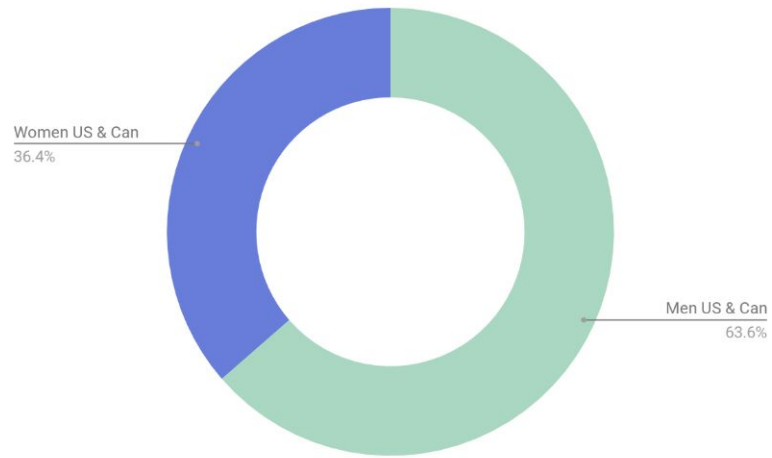


Support³

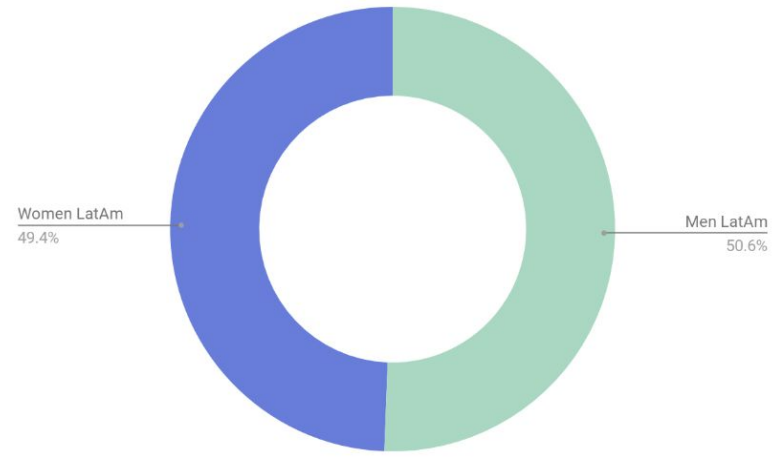


³Our support function includes employees with a Level 1 and Level 2 distinction, including community support representatives, experts at our Greenlight Hubs, Xchange Leasing specialists, funnel operations specialists, and self-driving operators.

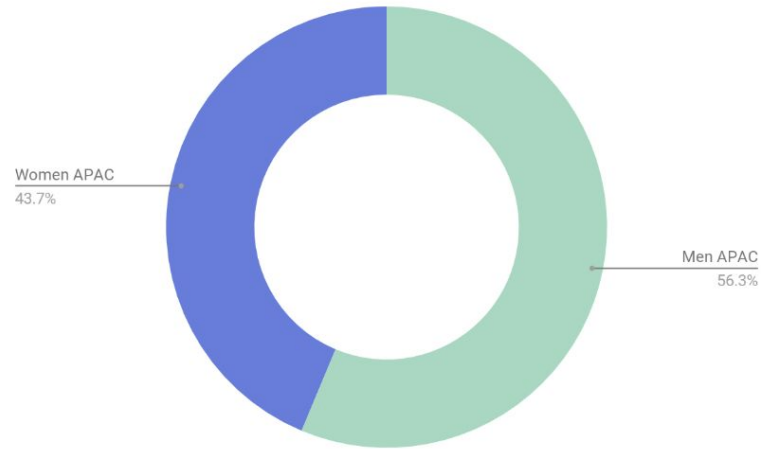
US and Canada



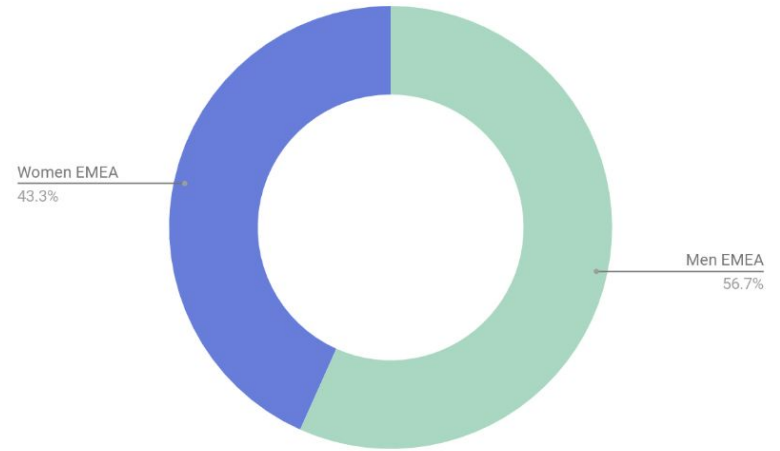
LatAm



APAC



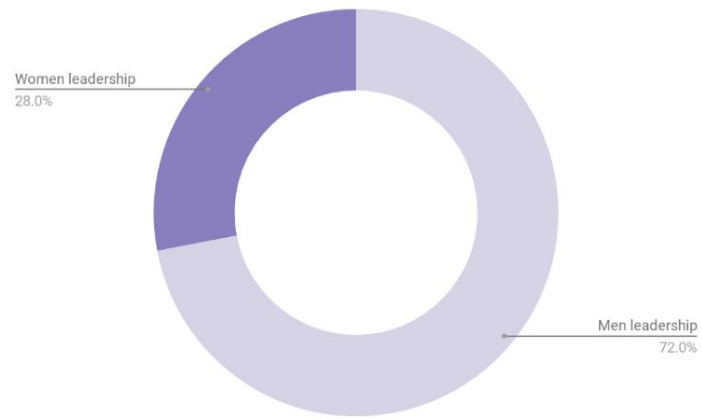
EMEA



Our leadership workforce⁴

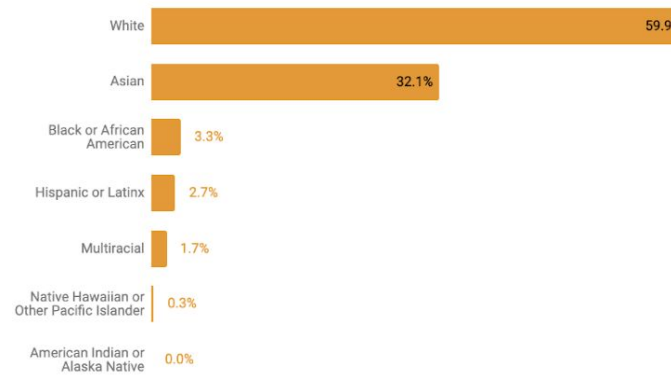
Global gender representation

Leadership overall



US race/ethnicity representation⁵

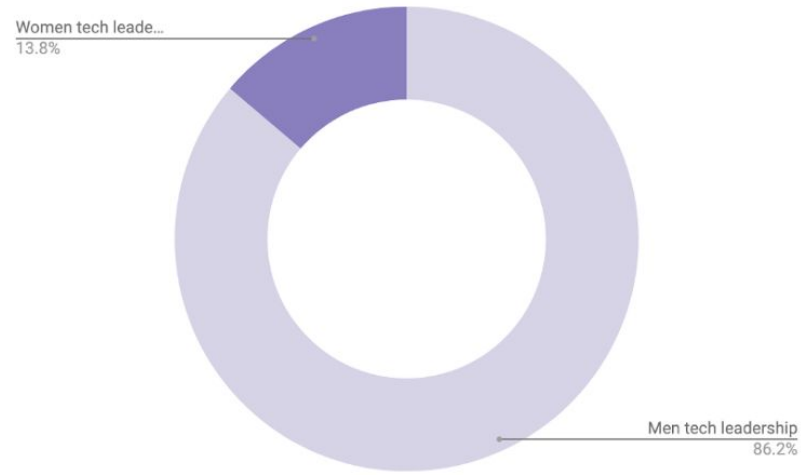
Leadership overall



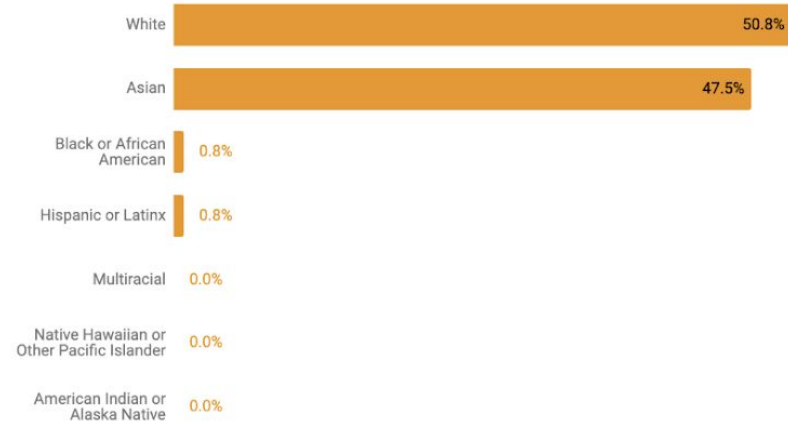
⁴Leadership is defined as director and above.

⁵Race and ethnicity percentages may not total 100% due to rounding.

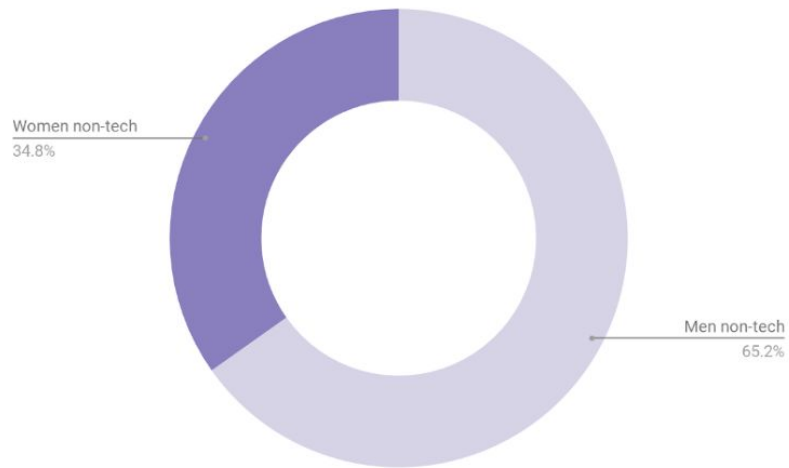
Leadership in tech



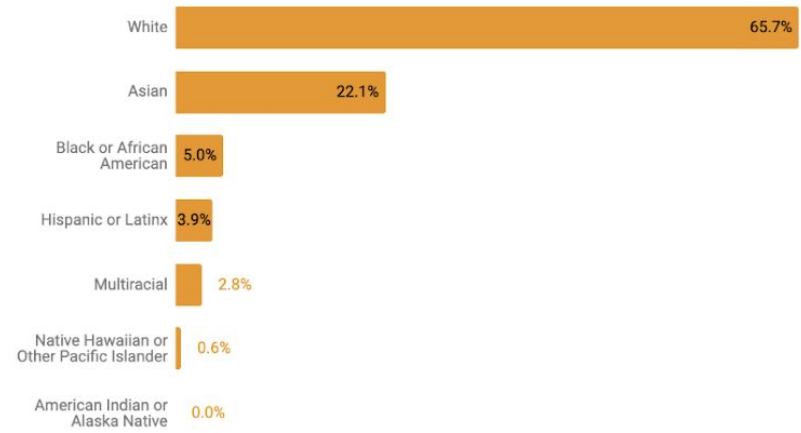
Leadership in tech



Leadership in non-tech



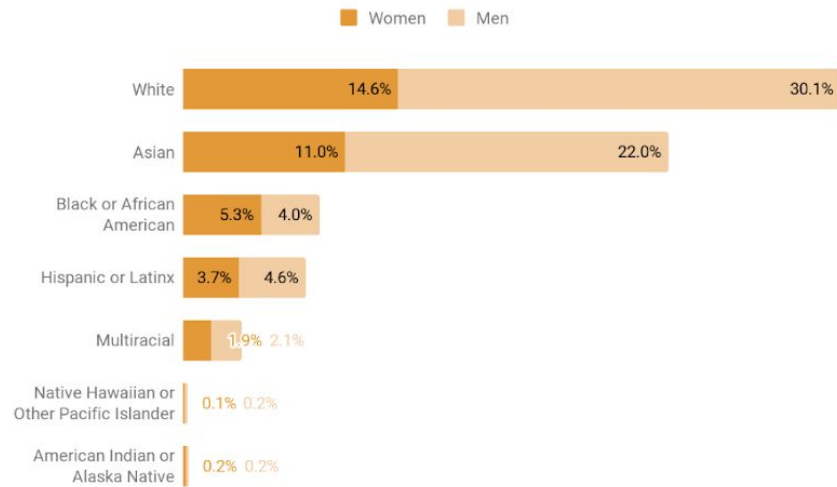
Leadership in non-tech



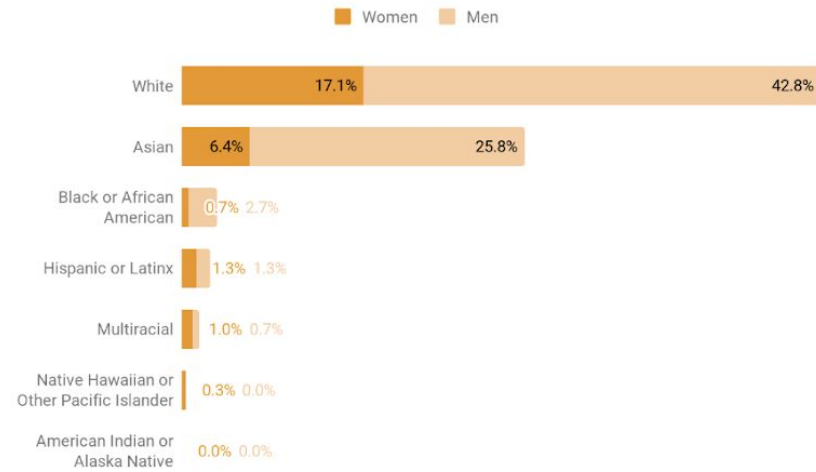
An intersectional view of our US workforce

Intersectionality representation^{6,7}

Overall



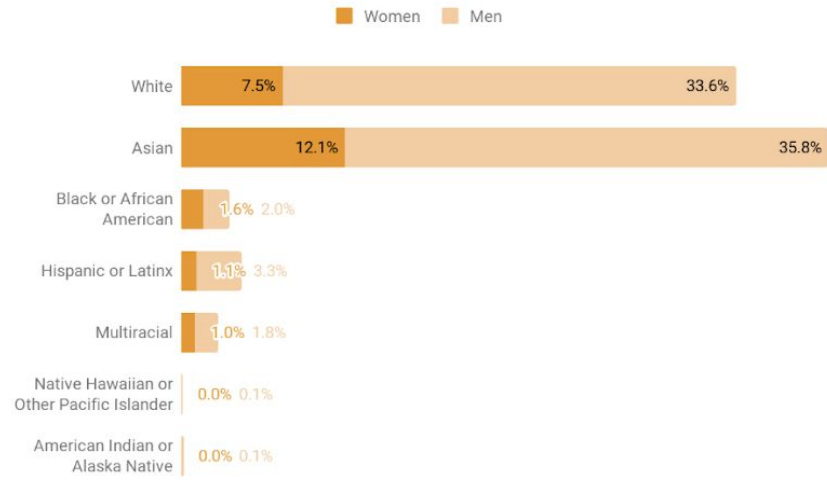
Leadership overall



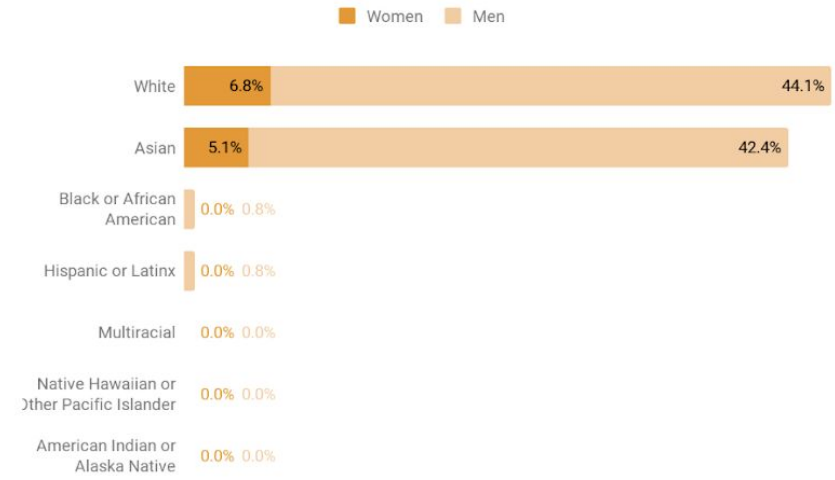
⁶Race and ethnicity percentages may not total 100% due to rounding.

⁷Leadership is defined as director and above.

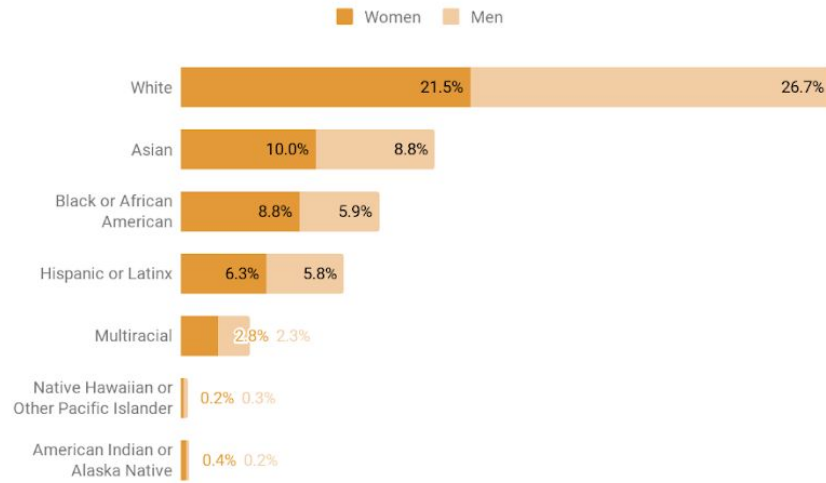
Tech



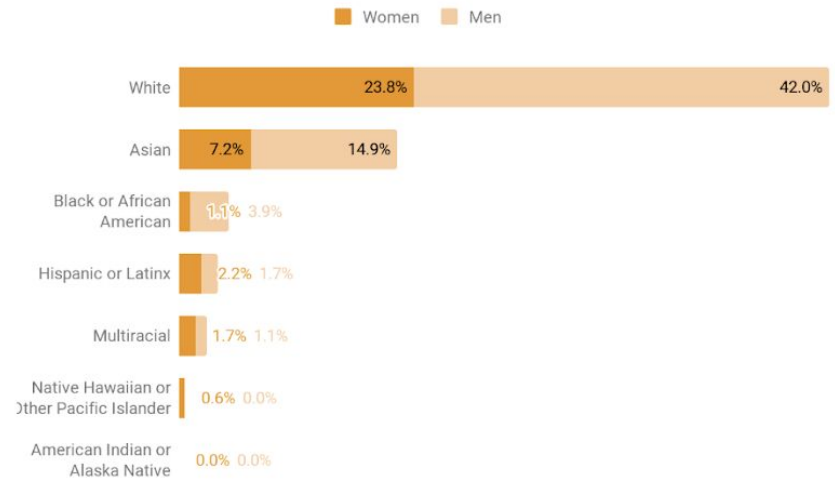
Leadership in tech



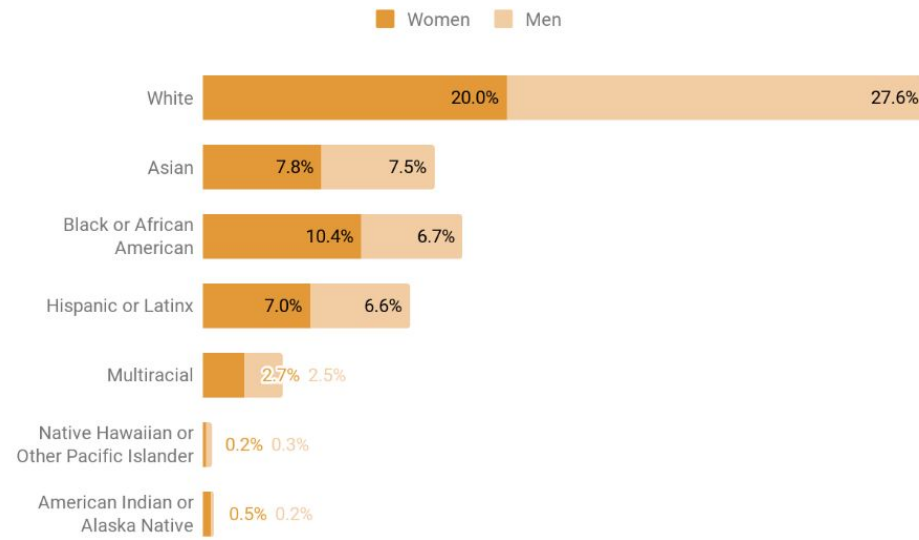
Non-tech



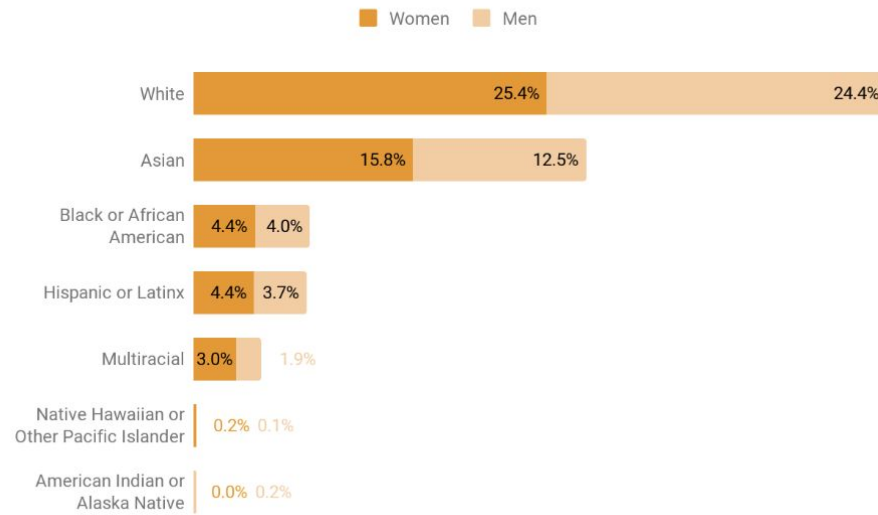
Leadership in non-tech



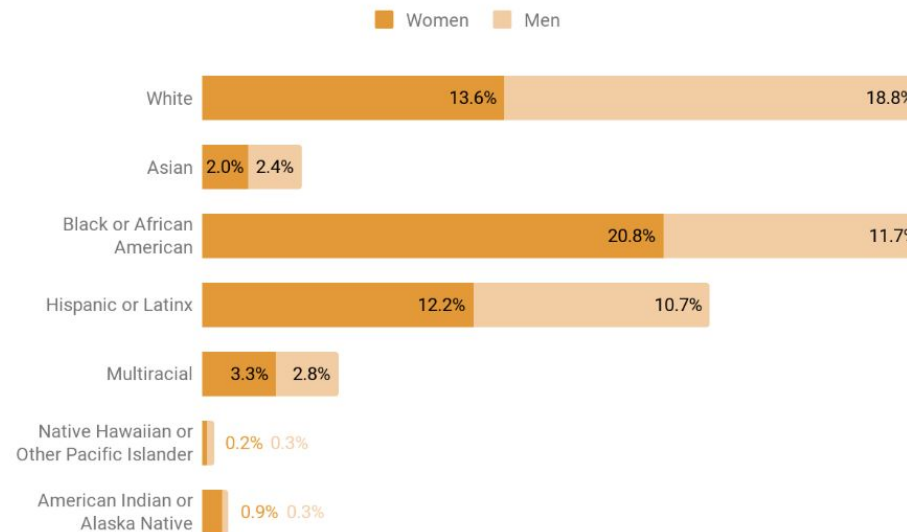
Operations



General and administrative



Support⁸



This year, we began looking more deeply at our workforce data by exploring intersectional views. When we consider the intersection of race/ethnicity and gender (in the US), we’re able to make more 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 still make up the majority of Uber’s employee population (30.1%) in the US. This pattern is especially pronounced in leadership roles, tech roles, and, most acutely, tech leadership roles. These observations stress the importance of improving diversity and inclusion at Uber across the employee journey (recruiting, hiring, development, and retention). In 2020, and in each subsequent year, we’ll be able 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—particularly women of color, whose intersectional identities often result in invisibility, especially in tech.

⁸Our support function includes employees with a Level 1 and Level 2 distinction, including community support representatives, experts at our Greenlight Hubs, Xchange Leasing specialists, funnel operations specialists, and self-driving operators.

Conclusion

Whether at work, on the road, or at home, everyone everywhere should feel the freedom to be their authentic selves. Over the past year, we've driven positive change in the world around us and continued building the more diverse, interconnected company we aspire to be. We've made exciting progress, but there's much more to do. In the year ahead, we'll keep expanding established D&I initiatives, laying the groundwork for new programs, and pioneering innovative strategies for sharing what we learn with others. We won't stop until diversity and inclusion are embedded at the core of everything we do.

A handwritten signature in black ink, appearing to read 'Bo Young Lee', with a stylized, looping flourish at the end.

Bo Young Lee
Chief Diversity and Inclusion Officer, Uber Technologies Inc.