

Crisis Communication Plan

**Dis/ability Discrimination, Transportation Accidents,
and Sexual Harassment**

Uber

Developed by

Sarah Clark, Aniqā Islam, Sasha Kotarski, Abigail Williams

Written:

January 20th, 2023

Tested:

February 20th, 2023

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Confidentiality Statement

Any information in the document containing the Company's safety policies, crisis plans and internal works shall be treated as confidential. The Company prohibits the distribution of this plan and its content should only be used by the organizational members of Uber for its intended purposes. The information may be disclosed only to persons or authorities (including courts and administrative bodies) for legal purposes, public court proceedings or in judicial decisions. The information may not be disclosed to any other person or entity without explicit permission from the Company's leadership.

Acknowledgement

My signature below indicates that I understand the content of this CCP and the processes involved in the operations of Uber during a crisis. Furthermore, I agree to honor the confidentiality statement and will not distribute the information outlined in this document.

President and CEO:

(Signature and date)

CFO:

(Signature and date)

SVP Marketing & Public Affairs:

(Signature and date)

SVP, Chief Legal Officer, Corporate Secretary:

(Signature and date)

SVP, Safety & Core Services

(Signature and date)

Chief People Officer:

(Signature and date)

Chief Diversity and Inclusion Officer:

(Signature and date)

Definitions

Crisis communications: The way that an organization uses “words and actions... to manage information during a crisis” (Wigley, 2022).

Operational crisis: When organizational operations are halted because of an action or event.

Reputational crisis: When the reputation of an organization is impacted by an action or event. This does not require the entire crisis team and is handled publicly (Wigley, 2022).

Two-way symmetrical communication: The conversations between an organization and its stakeholder that encourage dialogue to gain a “mutual understanding” (Wigley, 2022).

Dis/ability Discrimination: An incident that involves a driver, delivery person, users, and/or guest users where the service does not accommodate physical or neurological abilities of the party involved. Dis/ability discrimination may lead to public scrutiny and lawsuits by the involved parties.

Corporate Social Responsibility (CSR): When a company participates in “philanthropic efforts such as donating money to non-profit organizations” to portray itself in a positive light and build a “trust bank.”

Transportation accidents: An incident where riders and/or guest users are in the vehicle at the time of an accident, which may lead to lawsuits and public scrutiny.

Bolstering: This messaging strategy is used to highlight the positive accomplishments, products, and effective performance.

Sexual harassment: When a driver or delivery person is the suspect and/or perpetrator in a sexual harassment incident. Sexual harassment can also occur in the workplace. Sexual harassment both in corporate settings and during a ride and/or delivery may result in public scrutiny, medical expenses, and/or lawsuits.

Stealing thunder: When a company announces negative information before the media or a third party discloses it (Wigley, 2022).

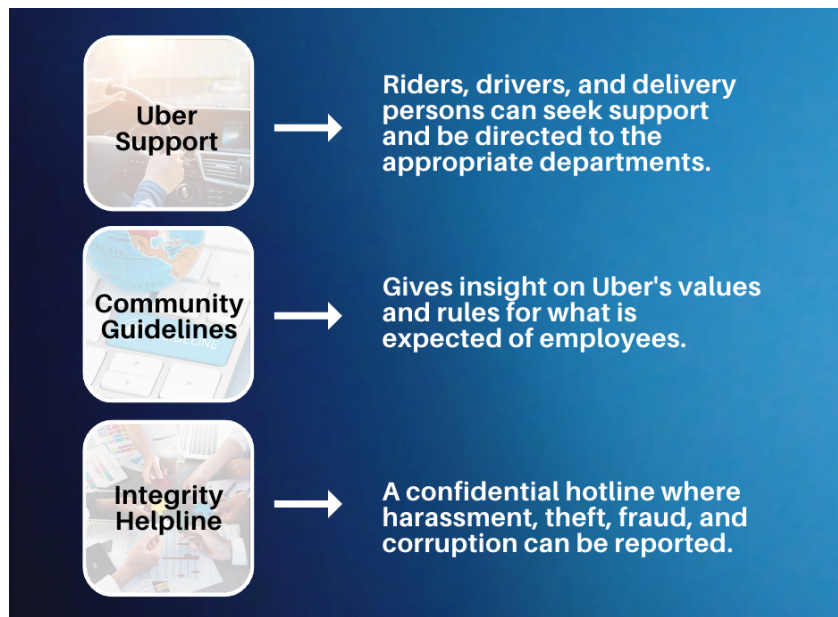
Introduction

Key Information: Uber has implemented services to help employees and users:

Uber Support: This section offers resources, answers to frequently asked questions, and options for those in the following categories: riders, driving & delivering, Uber Eats, merchants & restaurants, bikes & scooters, business, freight. Those who have previously used Uber can also sign into their accounts to receive individualized support from a service representative.

Community Guidelines: Users and those who work with Uber can find legal and community guidelines that address key topics including but not limited to our values, policies regarding misconduct, and safety. This is where Uber outlines the steps taken to enforce its guidelines.

Integrity Hotline: This page outlines Uber’s integrity and ethics policies, and offers more information on the following categories: anti-corruption and anti-bribery, conflicts of interest, healthcare compliance, global trade compliance, supply chain compliance, competitive intelligence, and operations compliance. Users, employees, independent contractors, and affiliates can utilize the Integrity Hotline 24 hours a day, 365 days a year.



The Crisis Communications Plan

An effective crisis communications plan will notify key stakeholders of a serious situation and serve as a guide to mitigating the issue at hand. This process should acknowledge the seriousness of the crisis and the concerns of its publics while also working to repair damage caused by the incident or preserve the image of the company.

The following plan will serve as a communications guide through each step of a crisis. Following this plan is important to successfully navigating through and out of a crisis. There are three crises this plan will address, and each require swift and strategic action:

1. Transportation Accidents:
 - In 2013 while looking for rides, an Uber driver critically injured a woman and her son, and killed her daughter. The company stated that “he was not carrying a passenger and was therefore not working for the company at the time,” therefore its lawyers argued Uber was not liable for the accident ([Bay City News, 2015](#)).
2. Dis/ability Discrimination:
 - In 2021, the Justice Department sued Uber Technologies Inc. (Uber) for the “wait time” fees being applied to disabled passengers who were not allowed need more time to enter a car. The lawsuit, filed in California, noted the Justice Department sued Uber because of their alleged violation of Title III under the Americans with Disabilities Act (ADA), “which prohibits discrimination by private transportation companies like Uber” ([Justice Department, 2021](#)).
3. Sexual Harassment:
 - A legal complaint filed in California alleged that 550 women were victims of sexual violence while using Uber in several states, and that at the time of the filing, “at least another 150 potential cases are being "actively investigated”” ([BBC, 2022](#)).

Clear and consistent communication is imperative so that the company can control the narrative of the given crisis. If the company and its communications professionals fail to provide information during a crisis, prolonged media coverage and discussions of the incident(s) can occur, hindering the business. Each crisis can present warning signs that employees in Uber’s Communication Department should be aware of, and if one were to occur, the team will need to address the crisis immediately in a professional and organized way. Damage control and image repair without a crisis communications plan becomes difficult to manage, making this document essential.

Rehearsal Dates

The CCP should be rehearsed quarterly, and updates should be made when applicable at the discretion of the Crisis Communications Team and Leadership. The following dates for 2023 are as follows:

- Quarter 1 - February 20, 2023
- Quarter 2 - May 25, 2023
- Quarter 3 - August 24, 2023
- Quarter 4 - November 29, 2023

Communications Objectives

The primary communications objectives for this CCP and the CCP team are to communicate facts as accurately as possible in a timely fashion with as much transparency as possible, with preparation to update the company response with new information when applicable. The following communications objectives use only one crisis scenario as an example, but these strategies may generally apply to other potential crises Uber may encounter.

In the event of a transportation issue (such as an accident), the first objective of the CCP is to effectively and accurately update Uber users and stakeholders in a timely fashion. This will be done via email notifications using the email user's submit when signing up to use Uber, as well as a text message reminder to check their email and the Uber website for an announcement. A statement will be shared on Uber's social media channels and website, promising to update with further information as it becomes available. The initial statement and messages to Uber users and drivers will be sent as soon as possible once news of the crisis is made apparent. Even if not many details are known, the statement issued from Uber will let the wider community know that Uber is aware of a situation and working to gain more details. Not only will this approach quell any potential rumors about the situation, but it will also reassure Uber stakeholders, other drivers, and all Uber users as well as minimize the impact of the crisis on Uber's reputation and finances. Additionally, this will grant Uber time to determine the health and safety of all those involved in the transportation accident, and will provide time to begin considering the following steps based on the health and safety news. In a practical sense, prompt and accurate communication will inform Uber riders about any potential changes to their plans, scheduled rides, prices, etc. Uber must provide clear and concise details about any transportation issue or accident, especially if it will impact rides, costs, and the health and safety of Uber drivers and riders.

The second objective is to minimize the impact of the transportation accident on Uber operations for both drivers and riders. From a financial perspective, a disruption to Uber operations would

result in a decreased revenue and would foster mistrust and unreliability in Uber's brand. Critical messaging and steps forward must be shared with Uber users, utilizing key messaging that will be outlined shortly. The CCP team will accomplish this objective by letting all Uber users (riders and drivers) know the facts of the situation, utilizing strategies from the first objective to keep the wider Uber community updated with progressing information. In the event of a transportation accident, the CCP team encourages Uber to prioritize the health and safety of those involved in the accident in all communications, emphasizing care and consideration to the human-element in the situation. Depending on the facts of the situation and at the advice of Uber's legal counsel, next steps can be determined concerning the Uber driver and/or rider and the other vehicle(s) involved. Potential termination of employment, if the Uber driver is found to be the cause of the accident, will be considered only after all facts of the crisis are identified. Uber drivers and other employees will continue to be paid until a settlement is reached. In the meantime, frequent and consistent communication will be shared with everyone in the Uber community about the developing situation; logistics and operations of Ubers (providing rides and transportation) will be maintained by sharing a discounted rate.

Finally, the third objective of this CCP is to protect the safety and well-being of Uber drivers and riders. Uber employees should be trained on effective communication strategies broadly as well as crisis communication strategies so that in the event of a crisis, employees are well-aware of company procedures, lines of communication, and so on. By training Uber employees on effective communication strategies, the mental stress and other tolls taken during a crisis can be mitigated. In the event of any crisis (during and after), this CCP encourages Uber to provide mental health counseling and services in-office and other resources to its employees, at no additional cost. Uber will also issue a statement on its website and via email to all employees that during this crisis, mental health and stress are a priority, letting all parties know of the resources available. Furthermore, all Uber drivers will be subject to verified driving tests and licensing; the CCP encourages Uber to provide free, accessible training sessions on updated driving laws and rules of the road, as well as auto safety training.

Overall, these communication objectives, if met properly and in a timely manner, will maintain a general goal of establishing and continuing transparency in communications efforts. Additionally, these objectives will mitigate any potential financial issues caused or related to the crisis. Uber and this CCP are also committed to working with any other relevant or necessary stakeholders in a crisis to ensure the safety and well-being of all parties involved.

Stakeholders

Stakeholder	Method of Contact
Uber CEO	Primary phone (office or mobile), email, secondary phone (office or mobile)
Uber Executive Team	Email
Public Relations Team	Email, uChat (Internet Relay Chat)
Board of Directors	Email from the CEO
Uber Employees	Email from the respective regional directors
Uber Customers	Email, social media (Twitter, Facebook, LinkedIn, Instagram, TikTok), website, notifications through the Uber app
Uber Business Partners	Email, website, notifications through the Uber app

Key Messages

Crisis: Transportation Accidents

- **Initial Statement:** At Uber, we enforce safe and responsible driving for the well-being of both our customers and employees. We provide safety guidelines for our employees to follow with diligence in order to minimize or prevent traffic accidents.
- **Messaging Should Include:** Public details about the specific case in question, how Uber is taking responsibility for the accident, what Uber is adding to their policies in order to prevent future similar accidents
- **Channel:** Email alerts to customers and employees, any/all local news outlets, Twitter (@Uber), Facebook, Instagram (@Uber), other relevant social media channels

Next Steps/Actions: Contact Uber's legal counsel and begin reviewing the situation. Update customers and employees as new information arises. Work with the parties involved in the accident from a legal and insurance-based perspective.

Crisis: Dis/ability Discrimination

- **Initial Messaging:** At Uber, we “celebrate differences (Khosrowshahi, 2017).” We make it a priority to gather team members who are kind to all, and who assure everyone feels at home in our vehicles.
- **Messaging Should Include:** Public details about the specific case in question, how Uber is taking responsibility for the incident, trainings Uber is adding to make the team members better and more understanding, any other relevant additions to prevent future similar incidents
- **Channel:** Email alerts to customers and employees, any/all local news outlets, Twitter (@Uber), Facebook, Instagram (@Uber), other relevant social media channels
- **Next Steps/Actions:** Contact customers/employees via email, and work with internal sources (human resources) to update and/or develop policies about discrimination, disabilities, etc. Make sure new hiring practices take these elements into consideration. If the situation is about Uber's offices and accessibility, take steps to renovate (i.e., gender neutral restrooms, wheelchair accessibility, etc.).

Crisis: Sexual Harassment

- **Initial Statement:** At Uber, our main priority is the safety and well-being of both our customers and our employees. We investigate all claims and take each individual one seriously. “We do the right thing. Period (Khosrowshahi, 2017).”
- **Messaging Should Include:** Public details about the specific case in question, how Uber is taking responsibility for the allegation, what Uber is doing to prevent future similar cases

- **Channel:** Email alerts to customers and employees, any/all local news outlets, Twitter (@Uber), Facebook, Instagram (@Uber), other relevant social media channels
- **Next Steps/Actions:** Coordinate with Uber's human resources team to review the situation, examining all current policies and updating/revising as necessary if these policies were flawed or ignored by the individuals involved. Update customers and employees of updated resources, actions, and details about the situation (except for private, personal information) as it becomes available.

Notification System

Jill Hazelbaker = JH

Nikki Krishnamurthy = NK

(JH, NK) Team = Handled by team members directed by the lead

	Cell Phone	Home Phone	Email	Letter by Mail	Press Release	Meeting	Social Media	uChat	Website	App Notification
CEO	NK	NK	NK			JH, NK				
Exec Team	NK	NK	NK TEAM		JH	NK, JH	JH*	NK*	JH TEAM*	NK TEAM
PR Team	JH	JH			JH	JH, NK		JH*	JH TEAM*	NK TEAM
Board of Directors	JH	JH	JH		JH	JH, NK		NK	JH TEAM*	NK TEAM
Employees	NK	NK	JH	NK*	JH*	JH, NK	JH	NK*	JH TEAM	NK TEAM
Customers			JH	JH*	JH*				JH TEAM	
Electronic Media			JH TEAM		JH	JH			JH TEAM	
Newspapers			JH TEAM		JH	JH			JH TEAM	
Share Holders			NK TEAM		JH				JH TEAM	NK TEAM

*Staff member responsible for communications and follow up

CCT Directory

Crisis Communications Team Title	Employee	Office Phone	Cell Phone	Uber Email
Crisis Communications Manager <i>Responsibilities:</i>				
Backup Crisis Communications Manager <i>Responsibilities:</i>				
Assistant Crisis Communications Manager <i>Responsibilities:</i>				
Crisis Control Room Coordinator <i>Responsibilities:</i>				
Spokesperson 1 <i>Responsibilities:</i>				
Spokesperson 2 <i>Responsibilities:</i>				
Spokesperson 3 <i>Responsibilities:</i>				
Spokesperson 4 <i>Responsibilities:</i>				
Print Media Contact Person <i>Responsibilities:</i>				
TV/Radio Media Contact Person <i>Responsibilities:</i>				

Media Spokesperson

Criteria for choosing a media spokesperson:

- An individual who has an ample amount of knowledge on the crisis at hand, as they will be better equipped to communicate the situation effectively. Someone who will also be readily available and accessible.
- An individual who has the ability to speak eloquently, and without fear. Someone who can remain confident, informative, and sincere during an interview or other speaking scenario.
- An individual who is qualified to talk about what will be necessary for next steps. Someone who is prompt about answering questions with only the information known at the time.
- An individual with enough credibility, reliability, and dependability to represent the public-facing side of this company that is in touch with the media.
- An individual who is articulate enough to provide insightful information without the use of overcomplicated language.

Current Spokesperson Candidates for Uber:

Spokesperson 1: Dara Khosrowshahi, Chief Executive Officer

Spokesperson 2: Nelson Chai, Chief Financial Officer

Spokesperson 3: Jill Hazelbaker, Senior Vice President, Marketing and Public Affairs

Spokesperson 4: Nikki Krishnamurthy, Chief People Officer

Tips for Spokesperson:

- Interview requests should be accepted in an appropriate amount of time in order to avoid leaving individuals in the dark.
- Prepare an ample amount of research and background information beforehand that may be useful during the interview.
- Brainstorm potential answers and statements to key questions that will always be asked, regardless of what the incident may be.
- Put together at least 3-5 key messages that should guide the overall answering of questions. These will be especially helpful to refer back to in the case that a question is difficult to answer.
- Maintain a polite, respectful, and professional demeanor throughout the interview.
- Avoid overcomplicating; stick to simple diction and easy-to-understand explanations.
- When in doubt, always take responsibility when necessary, and maintain a sincere tone of voice when speaking.

- Avoid humor, defensiveness, or downplaying the incident, as this can come off as being insincere to the crisis at hand
- Maintain privacy of affected individuals by avoiding giving out personal information (names, addresses, etc) of victims (if any) until the families are notified first.
- Information wise, do not stray away from the known facts. Avoid guessing, theorizing, or providing any personal opinions on a subject.
- Conduct practice interviews or rehearse speaking ahead of time in order to be more familiar with communicating the crisis at hand.
- Avoid saying “no comment,” as this assumes guilt. If you cannot answer the question at that time, either explain that the information is confidential, or you will get back to them.
- Always think before you speak; it’s okay to take a moment to collect your thoughts before speaking, as this is much better than speaking out-of-line.

Communications Procedures for Handling Crises

1. The Senior Vice President, Marketing and Public Affairs is notified of the crisis, then communicates with the crisis communications team.
2. Basic facts, event timeline, and the incident information sheet are used to document key information for the team to use while communicating with stakeholders and the media.
3. The team appoints a public relations coordinator and crisis lead, then informs the team members
4. The PR coordinator and crisis lead will then decide the adequate information to communicate and will designate tasks to the rest of the group
5. The PR coordinator and crisis lead communicates with the incident commander to receive further details of the event.
6. Telephone operators and online customer service representatives should be made aware of the crisis and to direct those concerned with the issue to the PR lead and crisis coordinator.
7. PR/crisis lead meets with the senior vice president, marketing and public affairs to review the incident and determine what further action to take.
8. The senior vice president, marketing and public affairs decides whether or not to notify the Board of Directors
9. PR/crisis lead informs the internal communications team who then works with their subordinates to develop information and data regarding the crisis
10. Spokesperson is appointed and materials for media interviews are prepared for review by the entire crisis communications team. All members must have input prior to final sign off from the senior vice president, marketing and public affairs.
11. PR/crisis coordinator continues to receive information from the incident coordinator and updates the communications materials as needed
12. The PR/crisis coordinator notifies the senior vice president, marketing and public affairs of the status multiple times a day with the frequency determined by the team.
13. The crisis communications team decides what materials are necessary to be released to the public.
14. A news conference center is established, and an event for media and key stakeholders is organized and held.
15. The crisis communications team begins the mitigation process as the crisis is handled. Questionnaires and follow-up information is gathered and assessed as needed.

Holding Statements

The crisis communications team should prepare statements for each major incident. These fill-in-the-blank statements will vary based on the crisis, and should be used when appropriate throughout the crisis.

Transportation incident:

We are deeply saddened to hear about the incident involving **details about the accident** and the victims affected by this accident. Currently, we are assessing the details of the accident that occurred **day, time** at **place**. Local responders were called to the scene, including **all local departments who responded**. We are working with **list the groups** to investigate the exact cause at this time and will provide updates as our team receives them.

Dis/ability:

We are investigating an incident that occurred **day, time** involving a driver and rider. At this time, we know **details about the accident**, and we are launching a full investigation. Our team does not tolerate incidents of discrimination, nor does it reflect Uber's values. We will continue to provide updates as they are received.

Sexual Harassment:

Our team received reports of an incident **details about the accident** that occurred on **day, time**. At this time, the account of the **driver or rider** has been suspended until the investigation concludes, where we will then assess whether or not to terminate the account. To protect the privacy of the parties involved, we are not releasing identities at this time. Updates with the appropriate information will be released as they become available.

Crisis Communications Control Center

In the case that Uber Headquarters office space is unavailable, the crisis communications control center will be located at _____.

Equipment & Supplies:

- Chairs and desks
- Bulletin boards
- Flip charts & chalkboards
- Laptops and hard drives
- Computer printers
- Pen and paper (in the event that power is an issue)
- Cell phones
- Contact list and media directories
- Crisis Communications Plan
- Food and water
- First-aid kit
- Power generator

Individuals responsible for gathering supplies at local hardware/drug stores:

1. Community operations manager
2. Uber expert (in-person support representatives)
3. Growth operations lead
4. Human resources representative.

Evaluation Procedure

In the aftermath of a crisis, the Uber team will conduct the following steps in order to evaluate, edit, and ultimately improve the Crisis Communication Plan as needed. The Evaluation Procedure will include the assessment of both the positive and negative outcomes of the crisis and the way it was handled by key team members. It is crucial that the CCP be evaluated as close to the event of the crisis as possible, so that changes can be implemented in a timely manner, allowing us to be better prepared for any future crises.

1. Evaluate key questions in Post - Crisis Evaluation Form (found in appendix 3) and add/edit where necessary to cater to the specific crisis.
2. Distribute Post - Crisis Evaluation Form to all key team members promptly after the crisis has been mitigated. Avoid delay on this, as we want to ensure a timely evaluation.
3. Collect Post - Crisis Evaluation Form from all key team members no later than a week from the crisis.
4. Schedule internal post crisis meeting with all key team members.
5. Conduct internal post crisis meeting.
6. Discuss the nature of the crisis and any and all initial thoughts on the event as well as the way it was handled by the team.
7. Discuss any and all information found within the results of the Post - Crisis Evaluation Form.
8. Allow time for team members to reflect on their own handling of the crisis, and suggest any constructive feedback on how the team can collectively improve.
9. Discuss how to incorporate any improvements that can be made to the CCP post crisis to ensure a better handling of any future crisis.
10. Incorporate any and all changes to CCP post discussion as seen fit.

Appendix 1: PR Tactics

i. News Releases



Contact:

(Insert spokesperson name)

1455 Market St, Suite 400

San Francisco, CA 94103

(415) 888-2023

<https://www.uber.com/>

spokesperson@uber.com

FOR IMMEDIATE RELEASE

Uber Responds to Car Accident

(Name of City)—Uber is responding to the recent (specific accident) that took place on (date). This event caused (insert details of what occurred, number of people involved, and what happened).

"We are thoroughly reviewing this incident and will issue appropriate updates as they become available," said (name of CEO), Uber's chief executive officer. "At this time, our team is coordinating with the local authorities and emergency departments as well as the families of the (insert necessary individuals) to determine how we can help in this case."

The accident occurred at (location) when the (reason for the accident). Uber is launching an investigation into if there are measures that can be implemented to improve safety to prevent future incidents such as this.

Uber provides transportation and delivery services across the world, with its main headquarters being in San Francisco, California. The ridesharing service operates in over 600 cities, with more than 16,000 employees—not including the nearly five million drivers who offer rides or deliver food.

###



Contact:

(insert spokesperson name)

1455 Market St, Suite 400

San Francisco, CA 94103

(415) 888-2023

<https://www.uber.com/>

spokesperson@uber.com

FOR IMMEDIATE RELEASE

Uber’s Response to (type of accessibility incident)

(Name of City)—On (date), (insert the incident) took place while a (driver or delivery person) was completing their assignment. During this encounter, the (passenger or food receiver) experienced (more details of the incident).

"We are disappointed that (the incident) occurred, and it is deeply concerning as Uber is committed to accessibility for all," said (name of CEO), Uber’s chief executive officer. “This incident is not being taken lightly, and our team is communicating with the parties involved to ensure that the proper steps are taken.”

The account of the (driver or delivery person) has been temporarily suspended as the investigation continues, which is expected to conclude within (expected time frame). The investigation process will assess the incident and evidence that has been gathered regarding the alleged accessibility discrimination. Appropriate details will be released when available and will be communicated via email and through [our newsroom website page](#).

We are reviewing our current accessibility and anti-discrimination policies to guide our revisions to improve the customer experience. To learn more about our commitment to accessibility, visit our [community guidelines website page](#).

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###



Contact:

(insert spokesperson name)
1455 Market St, Suite 400
San Francisco, CA 94103
(415) 888-2023

<https://www.uber.com/>
spokesperson@uber.com

FOR IMMEDIATE RELEASE

Uber’s Response to Sexual Violence

(Name of City)—We have been made aware of an incident on (date) alledging sexual harassment involving an Uber (driver or delivery person) and user(s) during a (trip or delivery). During the (ride or delivery), the (driver or delivery person) reportedly (insert details).

"The actions described to us are in direct violation of Uber’s policies," said (name of CEO), Uber’s chief executive officer. “We value and respect our user(s) and their right to safety while using our services, and we will take every step necessary to ensure that it is not violated.”

Immediately upon discovery of the incident, the account of the (driver or delivery person) has been temporarily suspended as the investigation continues, which is expected to conclude within (expected time frame). Steps Uber is taking include interviewing all involved parties, documenting all data from the (driver or delivery person) and victim’s devices, and reviewing nearby video footage. Appropriate details will be released as they become available and will be communicated via email and through [our newsroom website page](#).

We are reviewing our current sexual harassment and violence training protocols through an internal investigation. While this continues, we are requiring all employees to participate in mandatory sexual violence workshops and implementing screenings for all Uber employees and independent contractors. To learn more about our integrity and ethics guidelines, visit <https://www.uber.com/us/en/about/integrity/>.

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###

Appendix 1: Tactics

ii. Fact Sheets

Uber

**OUR COMMITMENT TO
*INSERT COMMITMENT TOPIC
IN THIS AREA PROVIDED***



INSERT MAIN TOPIC

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INSERT SUB TOPIC

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INSERT KEY POINT TOPIC

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INSERT SUBKEY POINT 2

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INSERT SUBKEY POINT 3

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INSERT SUB TOPIC

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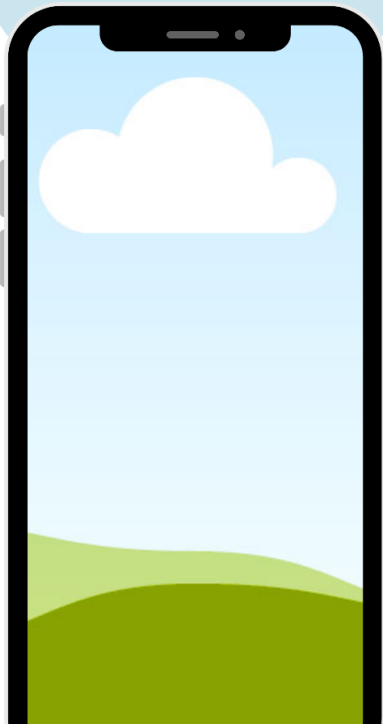
Adjust icons and graphics as needed. Insert resource links and additional contact information



SUB TOPIC POINT

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Uber

OUR COMMITMENT TO *INSERT COMMITMENT TOPIC*



INSERT MAIN TOPIC POINT

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INSERT RELEVANT LOGOS OR VISUALS



MAIN TOPIC POINT

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INSERT PERTINENT STATEMENT, CLAIM, OR IMPORTANT INFORMATION IN THE PROVIDED AREA

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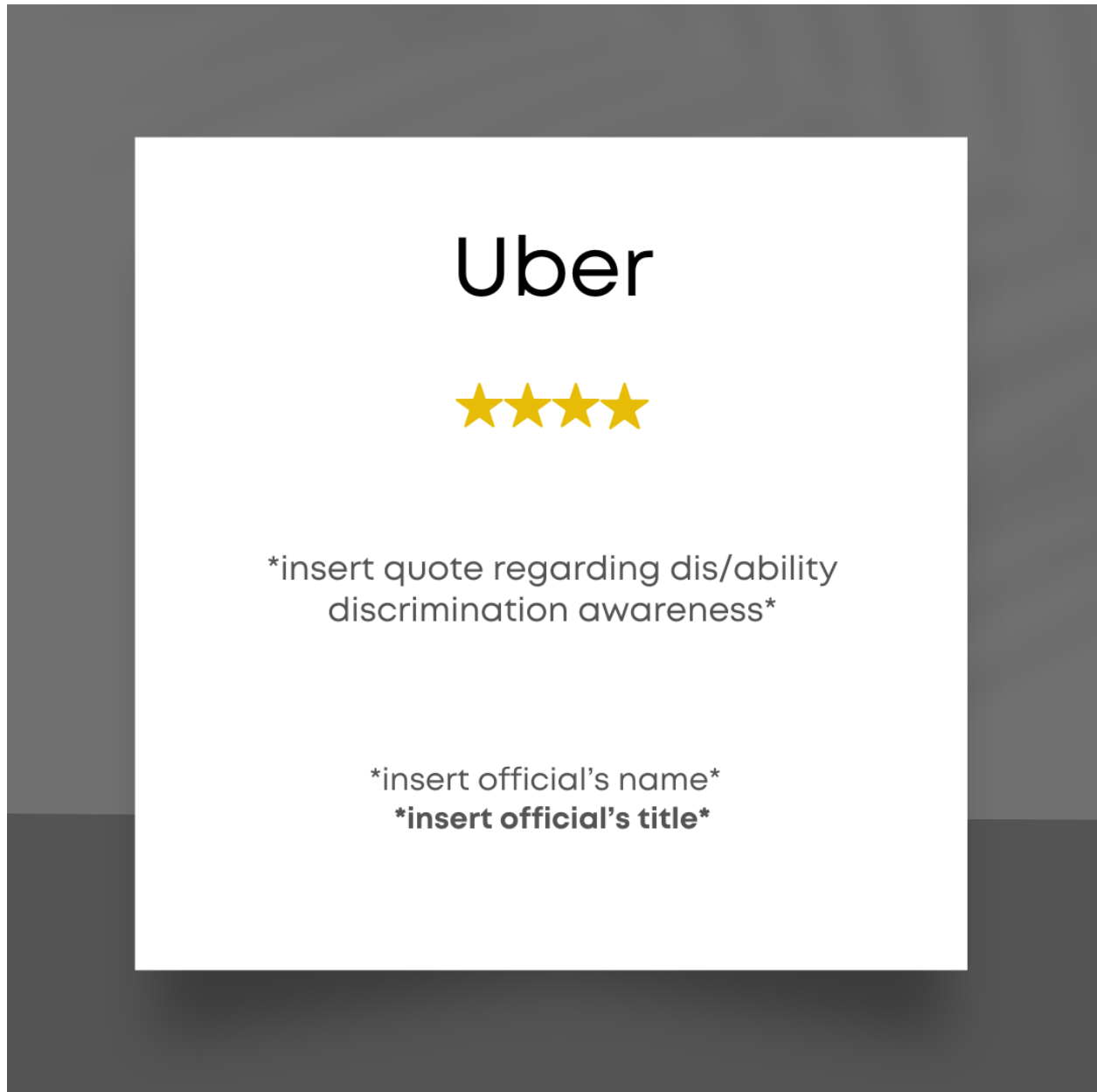
INSERT RELEVANT LOGOS OR VISUALS

Adjust icons and graphics as needed. Insert resource links and additional contact information

Appendix 1: Tactics

iii. Social Media Posts

Instagram Post Template:



Facebook Post Template:



*INSERT SEXUAL ASSAULT
AWARENESS

QUOTE*

Name of CEO, title

Blog/Website Post Template:



Appendix 2: Tools to Use During a Crisis

i. Incident Information Sheet

Date:

Time:

Location:

Representative:

Type of Incident:

What are the details of the incident?

Where did the incident occur?

Was there a reason to vacate the place of the incident? If so, how many were evacuated?

List the crisis groups that are responding:

Who is the crisis manager?

Were local authorities called to the place of the incident? List when they arrived and which departments were present:

Were any employees or outside entities injured? If so, what extent are the injuries?

Have the families of the victim(s) been contacted?

What steps are being taken to mitigate the emergency?

Appendix 2: Tools to Use During a Crisis

ii. Telephone Log Sheet

Date:

Time:

Priority: **Low** **Moderate** **High**

Caller information:

Name: _____
Organization: _____
Location: _____

Reason for call:

Call back by:

Date: _____
Time: _____
Name of messenger: _____

Notes:

Appendix 2: Tools to Use During a Crisis

iii. Checklist for Establishing a News Conference Center

During a major crisis, a news conference center (crisis command center) should be created, if necessary. Uber can conduct briefings, news conferences, grant interviews, and issue official statements at its news conference center, and our public relations teams should have predetermined locations as potential news conference centers and be prepared to carry out the following checklist:

Preliminaries:

- Confirm the best time with the designated spokesperson
- Communicate the time and location with the media and public officials
- Create a list of the names, contact information, and outlets of the reporters and media coordinators who have signed up to attend
- Determine the physical arrangements of the room:
 - Recording the event and the space for the equipment
 - Television and radio equipment space (junction box)
 - Chairs, tables, podiums, if required
- Share the subject, speaker(s), and schedule of events with staff using both online tools and calendar invites as well as paper copies of the information.
- Prepare an opening statement and rehearse with the spokesperson and other speakers
- Review questions and answers that the spokesperson may encounter from reporters and other attendees
- Perform equipment checks (i.e. sound and video) prior to the event
- Create a sign-in sheet to document who has attended
- Place all handout materials into branded folders with the public relations coordinator's contact information. The following materials should be included:
 - News releases
 - Relevant background information and communications materials related to the event (backgrounders, fact sheets, etcetera).
 - One copy of the opening statement and briefing materials
- Assign a staff member to meet and escort the media to the designated conference center
- Designate a staff member to direct attendees to the sign-in sheet and to hand out the press kits
- Have the public relations coordinator open the conference, outline the event, and establish safety protocols and ground rules
- The public relations coordinator should monitor questions and clarify necessary information before the event concludes

Follow-Up:

- Respond with follow-up information as requested
- Review media coverage and reach out to reporters for corrections
- Once a crisis is resolved, ask reporters and other stakeholders who attended the event what went well and what the public relations team can improve on

To reference this information, please view the following: (Fearn-Banks, K. (2017). p. 390. Crisis communications: A casebook approach)

Appendix 2: Tools to Use During a Crisis

iv. Crisis Contacts

Please notify the following individuals in the event of a major crisis. Communication with both our Leadership Team and Board of Directors is dependent on the level of crisis, and who specifically needs to be involved. Refer to our secure internal contact database for specific contact information.

Leadership Team	Position	Preferred Method of Contact
Dara Khosrowshahi	Chief Executive Officer (CEO)	Email and Phone
Nelson Chai	Chief Financial Officer	Email
Tony West	Chief Legal Officer	Phone Preferred, Email
Nikki Krishnamurthy	Chief People Officer	Email Preferred, Phone
Andrew Macdonald	Senior Vice President, Mobility & Business Operations	Email
Gus Fuldner	Vice President, Safety & Core Services	Email and Phone
Pierre-Dimitri Gore-Coty	Senior Vice President, Delivery	Email
Sundeep Jain	Chief Product Officer and SVP, Engineering	Email Preferred, Phone
Jill Hazelbaker	Senior Vice President, Marketing and Public Affairs	Email and Phone
Bo Young Lee	Chief Diversity and Inclusion Officer	Email and Phone

Board of Directors	Position	Preferred Method of Contact
Ronald Sugar (Chair)	Former Chairperson and CEO, Northrop Grumman	Email

H.E. Yasir Al-Rumayyan	Managing Director, Saudi Arabia's Public Investment Fund	Email
Ursula Burns	Chairman and Former CEO, VEON	Email
Wan Ling Martello	Co-founder and Partner, BayPine; Former Executive Vice President, Nestle	Email and Phone
John Thain	Former Chairman and CEO, CIT Group	Email
David Trujillo	Partner, TPG	Phone Preferred, Email
Amanda Ginsberg	Former CEO, Match Group	Email
Robert Eckert	Partner, FFL Partners; Former CEO, Mattel	Email Preferred, Phone
Revathi Advaiti	CEO, Flex Ltd.	Email Preferred, Phone
Alexander Wynaendts	Former CEO and Chairman of Aegon	Email

(Leadership. Uber Newsroom. (n.d.). www.uber.com/en-gb/newsroom/leadership/)

Appendix 2: Tools to Use During a Crisis

v. Guidelines for Handling Media & Interview Tips

- Spokesperson 1 (Primary): _____
 - Office Phone:
 - Cell Phone:
 - Email:
 - Spokesperson 2 (Backup): _____
 - Office Phone:
 - Cell Phone:
 - Email:
 - Spokesperson 3 (Backup): _____
 - Office Phone:
 - Cell Phone:
 - Email:
 - Spokesperson 3 (Backup): _____
 - Office Phone:
 - Cell Phone:
 - Email:
-
- Prepare for questions that ask for the who, what, when, where, why, and how
 - Choose two to three key messages, then repeat them throughout the interview.
 - Go into the interview with appropriate background information
 - The spokesperson should familiarize themselves with subjects, issues, and questions that might be brought up by the interviewer.
 - Show respect to reporters and make honest efforts to remember their names.
 - Avoid saying, "No comment."
 - Be honest, and do not speculate.
 - Reply to questions with "I will confirm the answer to this and reach out to you with the correct information."
 - Ask the interviewer for clarification, if needed.
 - Remain calm, courteous, truthful, and concerned. If it is necessary, be apologetic.
 - Make eye contact with the reporter
 - Do not use industry terminology
 - Rehearse your answers ahead of time

Appendix 3: Post-Crisis Evaluation Forms

Media relations:

During the crisis, could we have aided in the possibility of more positive media coverage on the incident?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

During the crisis, could we have aided in the possibility of more extended media coverage on the incident?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

During the crisis, did current media relationships aid in the amount of media coverage on the incident?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Would more/better media relationships aid in the amount of positive media coverage in future crises?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Was the use of social media as directed in the CCP effective during the crisis?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Customer relations:

Did our customers act positively to our crisis communication in the wake of the incident?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Could we do more to build better customer relations for future crises?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Crisis management team:

Overall, was the crisis handled by the team in a timely and efficient manner?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Overall, did the team remain calm, collected, and follow protocol during the crisis?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Overall, was there anything included in the CCP that did not work well?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Are there any team members that should be replaced/change position should another similar crisis occur?

Strongly Disagree **Disagree** **Neutral** **Agree** **Strongly Agree**

Please elaborate on any disagreements here:

Please suggest any crucial edits to the CCP in order to better prepare for this type of crisis in the future here:
