



Crisis Communication Plan

Kyle Werner, Olivia Buffington, Sloan Taylor, Lauren Miller

Table of Contents

Section 1. Crisis Overview

1.1 Crisis Definition.....	3
1.2 Crisis Communication Plan Overview.....	3
1.3 Situation Analysis.....	4
1.4 Crisis Response Guidelines.....	6
1.5 Crisis Communication Team Members.....	7

Section 2. Uber Crisis Team Guidelines

2.1 Information Flow Chart.....	9
2.2 Fact Sheet.....	10
2.3 Social Media Plan.....	14
2.4 Social Media Sample Posts.....	15

Section 3. Media Guidelines

3.1 Potential Media Questions.....	17
3.2 Media Guidelines.....	22
3.3 Key Media Contacts.....	23

Section 4. Crises by Category:

4.1 Challenges.....	25
4.2 Malevolence.....	29
4.3 Organizational Misdeeds.....	34
4.4 Workplace Violence.....	39

Section 5. Sample Media Kit.....45

Appendix: Forms

Incident Report.....	57
Press Conference/Media Sign-in Sheet.....	59
Evaluation Form.....	60
Media Inquiry Log.....	63

Section 1. Crisis Overview

Crisis Definition

A crisis can be defined as a potentially hazardous, threatening or damaging natural and/or man-made situation that poses a threat to life, safety, property or reputation. This document serves as a crisis communication plan, providing response strategies for crises that Uber is likely to encounter.

Crisis Communication Plan Overview

This crisis communication plan should be utilized by Uber when a situation requiring a strategic method for containment and mitigation arises. It should remain internal throughout the process, and should guide the crisis management team from start to finish. This plan can be used to determine if a situation should be deemed a crisis and provides a strategic framework for how the Uber crisis communication team should best handle the situation. This plan should be used to identify and analyze a problem, find appropriate solutions, and inform decisions about communicating with necessary stakeholders.

The following plan can be tailored to address crises as they arise and sets guidelines for how to navigate the various kinds of crises. The plan is organized categorically, detailing the necessary steps to address a crisis and then the respective messaging strategy, given the nature of the crisis.

Situation Analysis

As the highest valued startup in the the United States, Uber has revolutionized the transportation industry and introduced a new, flexible way to earn money. However, a series of organizational crises has damaged the reputation of Uber over the last year.

January 28, 2017: #DeleteUber

More than 200,000 Uber customers deleted Uber's app as part of the #DeleteUber movement. The movement came about after drivers tried to conduct business at JFK International Airport during a taxi strike, organized by The New York Taxi Workers Alliance. Drivers were protesting against President Donald Trump's executive order, which prevented travelers from seven majority-Muslim countries from entering the United States. Criticism of Uber continued as attention was brought to the fact that former CEO, Travis Kalanick, served on Trump's economic advisory council, and eventually prompted him to step down from his position.

February 21-22, 2017: Susan Fowler's Allegations

On February 21, 2017, Susan Fowler, a former Uber engineer, wrote a blog post about the gender bias and sexual harassment she experienced while at Uber. On February 22, 2017 the New York Times published a report titled "Inside Uber's Aggressive, Unrestrained Workplace Culture" demonstrating that Fowler's claims were not isolated. According to the report, employees did cocaine while on a company retreat and a manager was terminated for groping multiple women. Former employees said they'd notified Uber's leadership, including CEO Travis Kalanick and CTO Thuan Pham, of the workplace harassment.

February 23, 2017: Legal Battle with Google

On February 23, 2017, Uber was sued by Google, an investor, for allegedly using stolen technology. The lawsuit — detailed in a Bloomberg Businessweek cover story — was filed by Waymo, Google's self-driving car group. The suit claims that a team of ex-Google engineers stole the company's design for the lidar laser sensor that allows self-driving cars to map the environment around them.

February 28, 2017: Travis Kalanick Confrontation

Dashcam video of a confrontation between former CEO Travis Kalanick and his Uber driver surfaced on February 28, 2017. Bloomberg published the footage of Kalanick arguing with the Uber driver over falling fares and attacking the driver's character.

March 3, 2017: 'Greyball' Controversy

A report from the New York Times detailing Uber's controversial 'Greyball' tool was released in early March. Uber used the software to evade local regulators in places where the service had not been formally approved. The Department of Justice launched a criminal investigation into Uber's use of the app.

November 21, 2017: 2016 Data Breach Revealed

Most recently, Uber acknowledged that the company had concealed a data breach of the personal information of 57 million customers and drivers in October 2016, failing to notify the affected individuals and regulators.

The aftermath of these crises have continued to generate negative headlines surrounding Uber, and have also offset a wave of resignations among Uber's corporate leadership. The mass exodus of key leadership has perpetuated the narrative surrounding Uber's problematic workplace culture.

Crisis Response Guidelines

1. Debrief team members on the crisis
 - a. What do you know?
 - b. What does the public know?
 - c. Who's been affected (Remember the triple-bottom-line: people, planet, profit)?
 - d. How could this affect the organization?
2. Establish key messages that the team wants reflected in communication materials
 - a. Key messages should always be approved by the legal team
3. Determine means of communication
 - a. Press Release
 - b. Social Media
 - c. Press Conference
 - d. Official Statement
 - e. Supplementary documents deemed necessary by crisis or legal team
4. Assign roles to crisis management team members
 - a. Be available at all times via phone or email, for team members and clients to contact if needed
5. Plan press conference strategy
 - a. Compose and organize introductions
 - b. Memorize key messaging for assigned roles
 - c. Practice: hold rehearsal if time allows
 - d. Prepare for unexpected questions from the audience
6. Distribute media kit to reporters a minimum of 24 hours in advance
7. Assign methods of directing media inquiries
 - a. The media kit materials and the contact listed on it should be accessible to the press before and after the press conference.
 - b. Organize responsibility for completing media inquiry logs, and properly file notes so they are accessible to the entire crisis team.

Crisis Communication Team Members

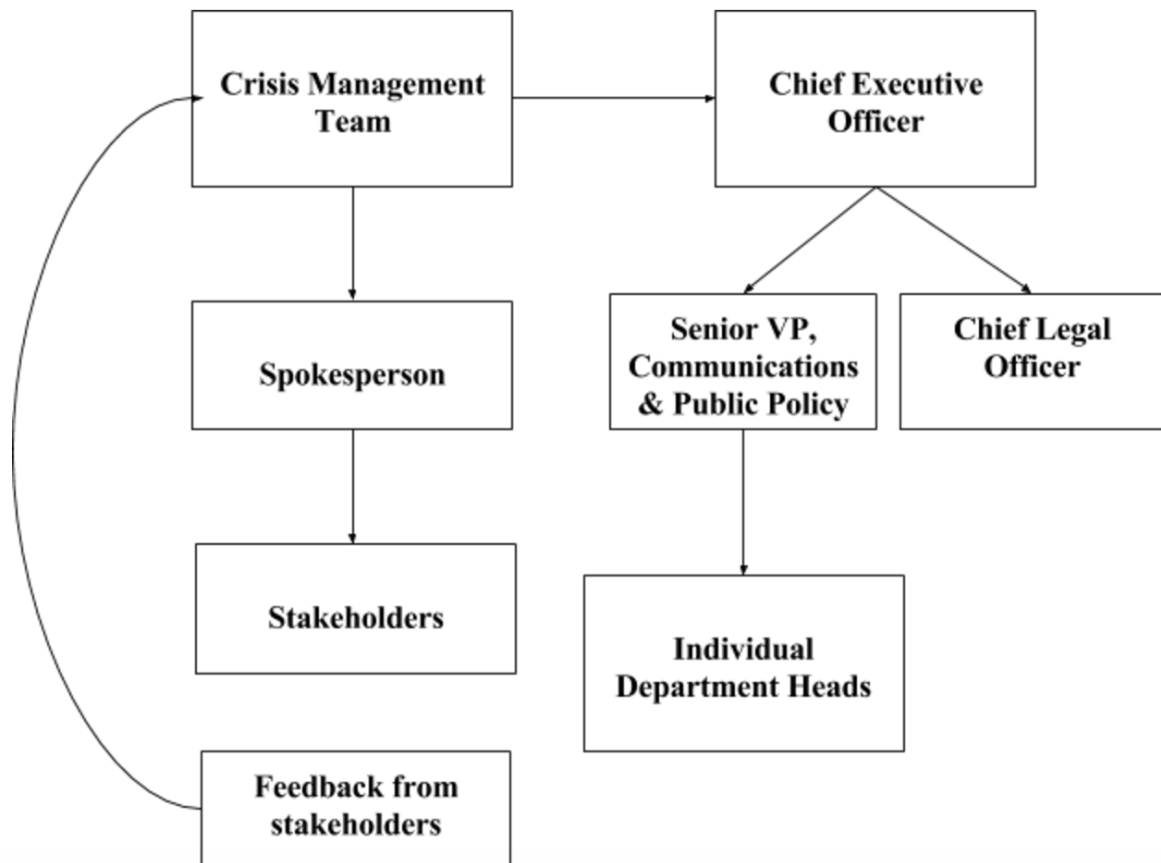
Name	Title
Dara Khosrowshahi	Chief Executive Officer
Jill Hazelbaker	Senior Vice President of Communications and Public Policy
Tony West	Chief Legal Officer
Liane Hornsey	Chief Human Resources Officer
Frances X. Frei	Senior Vice President of Leadership and Strategy
Bozoma Saint John	Chief Brand Officer

Incident Management Team Members

In response to an incident, the communications team will create a specified task force and assign roles to Uber employees deemed qualified to mitigate the situation.

Section 2. Uber Crisis Team Guidelines

Communication Flow Chart





Uber Communications Team
communications@uber.com
(415) 337-2033

FACT SHEET

FOR IMMEDIATE RELEASE - XX/XX/XXXX

UBER TECHNOLOGIES, INC.

Background

- Uber was founded in March 2009 by Travis Kalanick and Garrett Camp. They devised the concept of Uber after unsuccessful attempts to hail a cab in Paris, France in 2008.
- Uber's mission statement: Providing transportation for everyone, everywhere.
- Uber operates in 616 cities worldwide and is headquartered in San Francisco, California.
- Uber employs over 16,000, and as of 2017, Uber has over 1.5 million drivers.
- Uber is currently worth \$68 billion and last year, Uber had a net revenue of \$6.5 billion.

Key Leadership:

- Dara Khosrowshahi (CEO)
- Thuan Pham (CTO)
- David Richter (SVP, Business)
- Travis Kalanick (former CEO, BOD)
- Tony West (CLO)

- more -

How it Works:

- Uber drivers typically use their own cars, although, drivers can rent a car to drive with.
- The app requires users to have a smartphone in order to access the software.
- In most cities, Uber does upfront pricing. Upfront pricing gives customers a quote for the fare before he or she requests a ride.
- The user then pays the driver at the end of the ride using his or her selected payment method: credit card, cash, Google Wallet, etc.

Levels of Service:

- Uber offers UberPOOL, the cheapest level of service, where customers share a ride with other passengers going in the same general direction.
- UberX, UberPOP in European cities, is a level of service where customers can get a private ride.
- UberEATS allows users to have food delivered to them by Uber drivers from participating restaurants.

Requirements for drivers:

- In some markets, the only requirements for driving with Uber, other than ability to drive, are age, health, car age and type, and passing a background check.
- In many cities, cars must pass annual safety inspections and place an Uber emblem in the passenger window.
- In San Francisco, drivers must also have a business license, as Uber drivers are independent contractors, not employees.

- more -

Background Checks:

- Potential drivers must submit to a thorough screening process before receiving a greenlight to drive. State laws dictate what must be searched in driver's backgrounds, so the process can vary depending on the state. Generally, drivers cannot have more than three minor moving violations (i.e. speeding tickets in the last three years).
 - Screening includes review of motor vehicles records as well as criminal background checks.
 - People convicted with a felony, violent crime or sexual assault within the last seven years are banned from the applicant pool.

Commitment to Safety

- Uber is committed to the safety and well-being of its passengers.
 - Uber provides riders with name, license plate, photo and rating of their driver so they know who's picking them up ahead of time.
 - Share ETA: Once a passenger has been picked up by a driver, they can share their estimated time of arrival (ETA) with family and friends. This allows family and friends of passengers to follow their route and know when the ride is complete.
 - Follow the Map: Passengers can follow the trip's progress on the app.
 - Riders can provide anonymous feedback to Uber to ensure that every ride was a great experience.

- more -

- Rapid Response: Specially trained incident response teams are available around the clock to handle concerns that arise.
- Uber is working to better incorporate technology in its operations to enhance rider experience. Uber uses software that keep phone numbers anonymous in order to protect riders' personal information. Uber also has GPS data-logging software that allows riders to know when and where they have has been traveling, and Uber can also know who the driver was.
- Uber works with law enforcement to develop a guide of tips to help riders stay safe while riding with Uber.

#

Social Media Plan

When posting, follow the guidelines below:

- Do not break news on social media. Any breaking news should be posted to the newsroom section of Uber's website. (<https://www.uber.com/newsroom/>).
- Social media posts should always link back to an official statement on the website. Likewise, the posts should not include any new developments that are not reflected on the website.
 - **Exception:** If a crisis starts on social media, it is acceptable to respond on social media.
- When responding to stakeholders on social media, be polite, personal and professional.
- Always remember that the primary value of social media is ***listening*** to stakeholders.

In the event of a crisis:

- Various public relations pieces can be shared via social media
 - Refer to the templates below for sample social media posts depending on what specific information is being communicated.
- Always link back to the official statements on the newsroom section of Uber's website.

Templates:

- **Media Statement:** @[INSERT INDIVIDUAL'S NAME AND TITLE] on [INSERT TOPIC OR CRISIS]: [INSERT LINK TO OFFICIAL MEDIA STATEMENT ON UBER'S WEBSITE].
- **Press Release:** #BREAKING on [INSERT TOPIC OR CRISIS]: [INSERT LINK TO PRESS RELEASE ON UBER'S WEBSITE].
- **Media Advisory:** Uber will hold a press conference discussing [INSERT TOPIC] on [INSERT DATE] at [INSERT TIME].
- **Press Conference:** Watch a livestream of Uber's press conference on [INSERT TOPIC] here: [INSERT LINK].

Social Media Sample Posts



Uber
@Uber



Following

Watch a live stream of Uber press conference on sexual assault claims here:
<https://www.uber.com/newsroom/> .



10:48 AM - 11 Dec 2017



Uber
@Uber



Following





Uber
@Uber



Following





Uber
@Uber



Following



Section 3. Media Guidelines

Potential Media Questions

Sexual Assault	
Questions	Potential Response
What is Uber doing to tackle its sexual assault problem?	● Getting people from point A to B safely and reliably is the single most important thing Uber does. ● Sadly, no means of transportation is perfect; accidents and incidents do happen. It's why Uber is working to build an exceptional customer support team, available around the clock. Uber's team of 150 customer service representatives are undergoing trainings for handling reports related to harassment. ● Last week, Uber pledged 5 million dollars over the next five years to seven organizations that work to prevent sexual assaults and to better train customer service representatives for handling calls related to sexual harassment and assault situations.
What is Uber's policy on sexual misconduct?	● This misconduct goes against our community guidelines. ● Any behavior involving violence, sexual misconduct, harassment, discrimination or illegal activity while using Uber can result in the immediate loss of one's account. ● Uber will also deactivate the account of any driver who receives several or serious complaints of poor, unsafe, or distracted driving while using the Uber app

Sexual Harassment and Corporate Culture	
Questions	Potential Response
Uber is infamous for having an “aggressive, unrestrained” workplace culture. Can your team comment on that?	● It's clear that the culture and approach that got Uber where it is today is not what will get us to the next level, nor was it sustainable. ● We’ve recently announced our new cultural values, marking the end of the growth at all costs approach, and a subsequent change to a responsible growth mentality. ● A bottom-up approach underlines all of these changes. Instead of penning new values in a closed room, we are asking our employees and community for their input on ways Uber can move forward.
What is Uber doing to tackle its sexual harassment problem?	● An investigation into the allegations of harassment at Uber led to the termination of 20 employees. ● We are constantly working to ensure that our employees have a safe and inclusive work environment.

#DeleteUber	
Question	Potential Response
What were the taxi drivers protesting?	• Taxi drivers protested President Trump's executive order banning refugees and immigrants from certain countries from entering the United States.
Why did Uber try to undermine the protest?	• The decision to turn off surge pricing was largely misinterpreted. In fact, the decision was made specifically to avoid profiting from increased demand during the protest. • Uber has previously made a similar commitment to limiting surge pricing during disasters, to minimize the potential for drivers to capitalize off of riders in times of need.
Does Uber support President Trump's agenda?	• The immigration ban was incongruent with Uber's values. Because of this, our former CEO opted to step-down from President Trump's economic council. • To support drivers who may be affected by the executive order, Uber has offered legal support and compensation to drivers for their lost earnings.
How many riders deleted their accounts during #DeleteUber?	• Just over 200,000 accounts were deleted.

Data Breach	
Question	Potential Response
Why did Uber not initially disclose the information about the breach to their stakeholders?	• Former leadership concealed the information about this event from the public, which resulted in their termination. • Their actions do not coincide with Uber's mission.
How did this happen?	• Two hackers stole the information from a third-party server. • The more extensive details are still being evaluated, but Uber is committed to preventing this from happening again.
Who are the hackers?	• Due to the ongoing investigation, we are unable to disclose that specific information at this time. • When information can be made public, we are more than happy to get that to you.
How are you going to prevent this from happening in the future?	• While Uber can't erase the past, they are committed to learning from their mistakes. • With the introduction of new leadership, Uber is changing the way it does business, putting integrity at the core of every decision it makes and working hard to earn the trust of their customers.

Greyballing	
Question	Potential Answer
What is the greyballing application?	• This technology is used to hide the standard city app view for individual riders, enabling Uber to show that same rider a different version. • It's been used for many purposes. For example: the testing of new features by employees; marketing promotions; fraud prevention; to protect our partners from physical harm; and to deter riders using the app in violation of our terms of service.
Why were Uber drivers using it?	• This technology was implemented with the intention to protect our drivers from harm. • We have started a review of the different ways this technology has been used to date. In addition, we are expressly prohibiting its use to target action by local regulators going forward.
How are you going to prevent this from happening in the future?	• Given the way our systems are configured, it will take some time to ensure this prohibition is fully enforced. • We've had a number of organizations reach out for information and we will be working to respond to their inquiries once we have finished our review.

Media Guidelines

Do's:

- Spokesperson should begin with an introduction thanking members of the media for attending.
- Spokesperson should have a prepared opening statement to address the crisis at hand. The opening statement should include all relevant information, contextualizing the situation and discussing the corrective action being taken to address the crisis, priming the media's questions.
- Spokesperson should open the floor for questioning at the end of the opening statement.
- If multiple spokespeople are responding to media inquiries, the information and key messages should remain consistent.
- Always frame negative news with positive information related to the issue.
- Remain poised and professional at all times.
- Follow up with reporters with additional information, if you said you would do so.

Don'ts:

- Avoid technical jargon.
- Do not respond with "no comment".
- Do not lie or speculate.
- Do not claim responsibility without prior consultation with the legal team. You may apologize for the circumstance or provide condolences, if approved by the legal team prior to the press conference.
- Do not provide an answer to a question if you are not certain that it is correct.
 - Proper response: "I do not have the answer with me at this time, but I will be sure to get that information to you after the press conference is over."

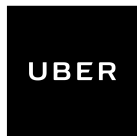
Key Media Contacts

Outlet Name	Email	Phone Number
CNN	cnn.pr@turner.com	(404) 827-1500
FOX News	comments@foxnewsinsider.com	(888) 369-4762
Associated Press	info@ap.org	(212) 621-1500
Huffington Post	scoop@huffingtonpost.com	(646) 274-2430
New York Times	news-tips@nytimes.com	(888) 698-6397
USA Today	theforum@usatoday.com	(703) 854-2053
Washington Post	postnow@washpost.com	(202) 337-7300
Bloomberg	inquiry1@bloomberg.net	(415) 912-2960
Forbes	smasula@forbes.com	(212) 620-1887
Wall Street Journal	wsjcontact@wsj.com	(800) 568-7625
TechCrunch	tips@techcrunch.com	(650) 323-1910
Wired	press@WIRED.com	(415) 276-5000
Business Insider	tips@businessinsider.com	(646) 376-6000
The Verge	tips@theverge.com	(800) 862-2877

Section 4. Crises by Category:

*Challenges, Malevolence, Organizational Misdeeds, Workplace
Violence*

Challenges - When the organization is confronted by discontented stakeholders with claims that it is operating in an inappropriate manner.	
Crisis	Messaging strategy
Likelihood of occurrence: High Uber is trying to re-establish its credibility, so they are being held to a higher level of scrutiny. Stakeholders have previously asserted their power over Uber, leading to organizational change and setting a precedent that the company is responsive to challenges.	Response: ● Refutation (if there is incorrect information) ● Repentance (weigh legal considerations) ● Reform
Impact: Low-Medium Although past situations have led to a decrease in riders, it has not been significant in the long run.	Key audiences: ● Media ● Riders (Uber's customers) ● Drivers ● Uber employees ● Investors ● Regulators
Examples: ● #DeleteUber ● Susan Fowler's exposé of sexual harassment ● Driver complaints that led to the "180 Days of Change" campaign	Key Messages: ● "Uber acknowledges that we have fallen short of stakeholder's expectations" ● "Uber is committed to fostering an environment that is inclusive, safe and appreciative of all members of our community..." ● "We strive to not only demonstrate our commitment in our words, but in our actions. We are working to develop new policies to prioritize XXX."
What to do: 1. Initial media statement acknowledging the situation 2. Determine if there is a need to launch an internal investigation 3. Develop corrective actions and announce initiatives on website 4. Hold press conference if necessary	Communication platforms: If the crisis emerged on social media, then it is appropriate to respond to it through that channel of communication, as well as through the Uber's website, press release, press conference.
	Authorized spokespeople: Refer to page 7; depending on location, severity and circumstance of crisis



Uber Communications Team
communications@uber.com
(415) 337-2033

CHALLENGES NEWS RELEASE

FOR IMMEDIATE RELEASE – XX/XX/XXXX

HEADLINE - HIGHLIGHTING RESPONSE TO CHALLENGE

DATELINE – [WHO, WHAT, WHERE, WHEN AND WHY SENTENCE HERE].

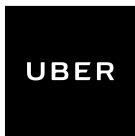
These actions do not align with Uber’s values and we remain committed to doing what is right.

Uber will continue to make information public as it becomes available [INCLUDE IF APPLICABLE].

“Uber is committed to fostering an environment that is inclusive, safe and appreciative of all members of our community, and we strive to not only demonstrate our commitment in our words, but in our actions.” said Dara Khosrowshahi, CEO of Uber. [OUTLINE CORRECTIVE ACTIONS]

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#



Uber Communication Team
communications@uber.com
(415) 337-2033

NEWS RELEASE

FOR IMMEDIATE RELEASE – 02/02/2017

KALANICK TO STEP DOWN FROM TRUMP ADVISORY COUNCIL

SAN FRANCISCO – Today, Feb. 2, 2017, Uber’s CEO Travis Kalanick announced that he will be stepping down from President Trump’s economic advisory council. This announcement comes in the wake of Trump’s immigration ban, a policy that runs counter to the inclusive and forward-thinking values of Uber.

“Joining the group was not meant to be an endorsement of the President or his agenda but unfortunately it has been misinterpreted to be exactly that,” said Kalanick. “There are many ways we will continue to advocate for just change on immigration but staying on the council was going to get in the way of that.”

Earlier this week, Uber launched various initiatives to support drivers who may be negatively impacted by the President’s immigration ban. These measures include 24/7 legal support for drivers who are trying to return back to the United States, compensation for drivers’ lost earnings, and the creation of a \$3 million legal defense fund to help drivers with immigration and translation services.

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a

- more -

global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#

Malevolence - When an outside actor or opponent employs extreme tactics to attack the organization. As a tech company, Uber collects user data and is vulnerable to hacking.	
Crisis	Messaging strategy
Likelihood of occurrence: Medium As a tech company, Uber holds personal information of its customers and drivers. In a tech heavy world, this information is constantly susceptible to outside actors, hackers or foreign adversaries.	Response: ● Apology (review with legal team) ● Excusing (partial) ● Compensation ● Victimage
Impact: Medium As a result of the previous data breach and the subsequent cover up, Uber is being watched closely and being held to a higher level of scrutiny than before. However, since there is low attribution of crisis the impact is medium.	Key audiences: ● Media ● Riders (Uber's customers) ● Drivers ● Uber employees ● Investors ● Regulators
Examples: ● 2016 data breach	Key Messages: ● "Uber is committed to fostering an environment that is inclusive, safe and appreciative of all members of our community, and we strive to not only demonstrate our commitment in our words, but in our actions." ● "We have launched an internal investigation and are working hard to determine how and why this happened." ● "We will work to implement new policies and technologies to ensure that something like this cannot and will not happen again."
What to do: 1. Initial statement from CEO, outlining known variables 2. Launch a dark site 3. Launch an internal investigation 4. Hold a press conference with media to outline known variables and answer questions 5. Release a report of findings/reforms	Communication platforms: Website, press release, press conference
	Authorized spokespersons: Refer to page 7; depending on location, severity and circumstance of crisis



Uber Communications Team
communications@uber.com
(415) 337-2033

MALEVOLENCE NEWS RELEASE

FOR IMMEDIATE RELEASE – XX/XX/XXXX

HEADLINE

DATELINE – [WHO, WHAT, WHEN, WHERE, AND WHY INTRODUCTORY SENTENCE]. [INSERT CONDOLENCES FOR THOSE AFFECTED, IF DEEMED NECESSARY].

[INSERT KEY INFORMATION REGARDING THE INCIDENT THAT CAN BE MADE PUBLIC].

“We have launched an internal investigation and are working hard to determine how and why this happened,” said Uber CEO Dara Khosrowshahi. “We are also working to ensure that the necessary steps are taken to ensure that this doesn’t happen again.” [OPTION TO REPLACE WITH DIFFERENT QUOTE FROM KEY LEADERSHIP]

[DETAIL EXACT INFORMATION ABOUT INITIATIVES THAT ARE BEING ENACTED TO PREVENT THIS FROM OCCURRING AGAIN].

[OPTIONAL QUOTE FROM CEO ABOUT UBER’S DEDICATION TO PUTTING CUSTOMERS FIRST].

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a

- more -

SHORTENED TITLE/Page 2

global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#



Uber Communications Team
communications@uber.com
(415) 337-2033

NEWS RELEASE

FOR IMMEDIATE RELEASE – 11/21/2017

UBER LAUNCHES INVESTIGATION IN THE AFTERMATH OF DATA BREACH

SAN FRANCISCO - Uber CEO Dara Khosrowshahi has launched an investigation into the data breach and subsequent cover up that occurred in late 2016.

In October 2016, Uber became aware that two individuals outside the company had accessed customer and driver information using a third-party cloud-based service that Uber uses. The names and driver's licenses of around 600,000 drivers in the United States, as well as the personal information of 57 million customers worldwide, were breached. Uber says there is no indication that trip location history, credit card numbers, bank account numbers, Social Security numbers or dates of birth were downloaded.

"At the time of the incident, we took immediate steps to secure the data and shut down further unauthorized access by the individuals," said Uber CEO Dara Khosrowshahi. "We subsequently identified the individuals and obtained assurances that the downloaded data had been destroyed."

Uber has partnered with Matt Olsen, former general counsel of the National Security

- more -

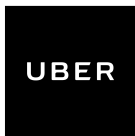
Agency and director of the National Counterterrorism Center, to help guide the security processes moving forward. Additionally, Uber will be providing affected drivers with free credit monitoring and identity theft protection.

“None of this should have happened, and I will not make excuses for it,” said Khosrowshahi. “We are changing the way we do business, putting integrity at the core of every decision we make and working hard to earn the trust of our customers.”

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#

Organizational misdeeds - When management takes actions it knows may place stakeholders at risk or knowingly violates the law.	
Crisis	Messaging Strategy
Likelihood of occurrence: High Due to its previous track record and former approach to leadership, it is likely that an organizational misdeed will occur.	Response: • Apology (review with legal team regarding how to balance culpability in legal situations) • Corrective action
Impact: High Since Uber's leadership has mishandled situations before, they will be heavily scrutinized if they do so again.	Key audiences: • Media • Riders (Uber's customers) • Drivers • Uber employees • Investors • Regulators
Examples: • Greyballing • Uber's lack of response to sexual harassment allegations	Key Messages: • "We have launched an internal investigation and are working hard to determine how and why this happened." • "We will work to implement new policies and technologies to ensure that something like this cannot and will not happen again." • "The actions taken by [insert name or party] do not represent the core values of this organization."
What to do: 1. Initial media statement acknowledging the situation 2. Launch an internal investigation 3. Release official media statement announcing corrective actions 4. Release media statements with updates	Authorized spokespeople: Refer to page 7; depending on location, severity and circumstance of crisis
	Communication platforms: Website, Internal memo, press release



Uber Communications Team
Email address
Phone number

ORGANIZATIONAL MISDEEDS

FOR IMMEDIATE RELEASE – XX/XX/XXXX

HEADLINE

DATELINE – [WHO, WHAT, WHEN, WHERE, AND WHY INTRODUCTORY SENTENCE]. [INSERT CONDOLENCES FOR THOSE AFFECTED, IF DEEMED NECESSARY].

[INSERT KEY INFORMATION REGARDING THE INCIDENT THAT CAN BE MADE PUBLIC OR IS AVAILABLE AT THE TIME].

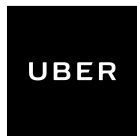
“Ensuring the safety of our drivers and passengers is our main focus,” said CEO Dara Khosrowshahi. “In the process, we have missed the mark, and have much improvement to make, but we are optimistic about the future.” [OPTION TO BE REPLACED WITH ANOTHER QUOTE FROM ANOTHER EXECUTIVE].

[DETAIL EXACT INFORMATION ABOUT INITIATIVES THAT ARE BEING ENACTED].
[INSERT OFFER TO HEAR SUGGESTIONS FOR FUTURE APPROACHES TO MITIGATION].

- more -

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#



Uber Communications Team
communications@uber.com
(415) 337-2033

NEWS RELEASE

FOR IMMEDIATE RELEASE – 03/09/2017

UBER PROHIBITS CONTROVERSIAL FEATURES ON ITS “GREYBALLING” TECHNOLOGY

SAN FRANCISCO – Uber has prohibited the ability of its “greyballing” software to target and avoid regulators, and has begun to review the different ways that it uses this technology.

The “greyballing” technology is used to hide the standard city app view for individual riders, which allows Uber to show that same rider a different display. Uber uses the technology for the testing of new features by employees, fraud prevention, the protection of its partners from physical harm, and to prevent riders from using the app in violation of Uber’s terms of service.

In March of 2017, the New York Times published an investigative report detailing the ways in which Uber has used the technology to avoid government regulators.

“Ensuring the safety of our drivers and passengers are our main focus,” said CEO Dara Khosrowshahi. “In the process, we have missed the mark, and have much improvement to make, but we are working hard to regain the trust.”

Uber has prohibited the use of this feature, and it expects to have more

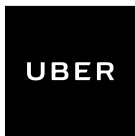
- more -

information as the review concludes.

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#

Workplace Violence - When an employee or former employee commits violence against another employee on the organization's grounds. While Uber does not have a traditional workplace environment, navigating sexual harassment and assault has been an ongoing challenge for Uber.	
Crisis	Messaging strategy
Likelihood of occurrence: High Due to the high volume of past complaints regarding sexual harassment and the nature of the situation, there is a high likelihood of occurrence in the future.	Response: ● Apology (review with legal team regarding how to balance culpability in legal situations) ● Corrective action ● Compensation
Impact: High The current state of affairs in the U.S. has caused a large focus on sexual harassment towards women. Additionally, Fowler's blog post reached a large audience and there is reason to believe it has the potential to repeat in future scenarios.	Key audiences: ● Media ● Uber employees ● Investors
Examples: ● Sexual harassment in the workplace	Key Messages: ● "Uber is committed to providing an inclusive environment for all of the employees..." ● If necessary: "Our thoughts are with the employees affected by this..." ● "We are taking the necessary steps to ensure this will never happen again" ● "We have implemented an ethics and culture committee..."
What to do: 1. Form internal task force to gain understanding of situation 2. Release internal memo acknowledging crisis and reiterating community guidelines and values 3. Hold internal meeting with employees discussing the situation 4. Hold external press conference 5. Release memo outlining new steps (committees, internal reorganization, etc.)	Communication platforms: Press Release/Media, Internal Memo, Website
	Authorized spokespeople: Refer to page 7; depending on location, severity and circumstance of crisis



Uber Communications Team
Email address
Phone number

WORKPLACE VIOLENCE NEWS RELEASE

FOR IMMEDIATE RELEASE – XX/XX/XXXX

HEADLINE

DATELINE – [WHO, WHAT, WHEN, WHERE, AND WHY INTRODUCTORY SENTENCE]. [INSERT CONDOLENCES FOR THOSE AFFECTED, IF DEEMED NECESSARY].

[INSERT KEY INFORMATION REGARDING THE INCIDENT THAT CAN BE MADE PUBLIC].

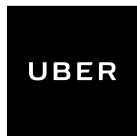
“Uber is committed to fostering a comfortable environment for all employees,” said CEO Dara Khosrowshahi. “We have missed the mark, and have much improvement to do, but we are optimistic about the future.” [OPTION TO BE REPLACED WITH OTHER QUOTE FROM ANOTHER TOP EXECUTIVE].

Uber is continuing to work with the employees internally, in order to ensure that they are provided with a safe and inclusive workplace environment. [DETAIL EXACT INFORMATION ABOUT INITIATIVES THAT ARE BEING ENACTED]. [INSERT OFFER TO HEAR SUGGESTIONS FOR FUTURE APPROACHES TO MITIGATION].

- more -

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#



Uber Communications Team
communications@uber.com
(415) 337-2033

NEWS RELEASE

FOR IMMEDIATE RELEASE – 06/13/2017

UBER ANNOUNCES NEW CULTURE INITIATIVE

SAN FRANCISCO - Uber announced a new internal committee at a press conference at their headquarters on June 13, 2017, in order to mitigate complaints regarding sexual harassment in the workplace. This task force, the Ethics and Culture Committee, will be fully launched in the new year.

This announcement came in response to the allegations released in February of this year, on former employee Susan Fowler's blog. The committee will be run internally, and it will be used to mitigate future situations that could threaten the comfort of an Uber employee.

"Uber is committed to fostering a comfortable environment for all employees," said Dara Khosrowshahi, CEO of Uber. "We have missed the mark, and have much improvement to do, but we are optimistic about the future."

Uber is continuing to work with the employees internally, in order to ensure that they are provided with a safe and inclusive workplace environment. The committee will oversee Uber's efforts and enhance a culture of ethical business practices, diversity, and inclusion within the

- more -

organization. The activities of the committee could involve meeting with senior members of management who are responsible for ethics, compliance, human resources, and risk. This committee could establish and monitor metrics that are intended to measure compliance with Uber's business values, and the promotion of an ethical and inclusive environment.

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber, visit their website at <http://uber.com> or email Uber at press@uber.com.

#

Section 5. Sample Media Kit



Uber's mission is to bring transportation — for everyone, everywhere.

Uber Overview

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber is a venture-funded startup and transportation network company that connects passengers with drivers of vehicles for hire and ridesharing services through a mobile app. More than five billion trips later, Uber has expanded its services and started tackling even greater challenges: quick and affordable food delivery via UberEATS, reducing congestion in cities by getting more people into fewer cars with UberPOOL, and providing safe and reliable transportation in 77 countries and 616 cities worldwide.

Our Cultural Norms

We build globally, we live locally. We harness the power and scale of our global operations to deeply connect with the cities, communities, drivers and riders that we serve, every day.

We are customer obsessed. We work tirelessly to earn our customers' trust and business by solving their problems, maximizing their earnings or lowering their costs. We surprise and delight them. We make short-term sacrifices for a lifetime of loyalty.

We celebrate differences. We stand apart from the average. We ensure people of diverse backgrounds feel welcome. We encourage different opinions and approaches to be heard, and then we come together and build.

We do the right thing. Period.

We act like owners. We seek out problems and we solve them. We help each other and those who matter to us. We have a bias for action and accountability. We finish what we start and we build Uber to last. And when we make mistakes, we'll own up to them.

We persevere. We believe in the power of grit. We don't seek the easy path. We look for the toughest challenges and we push. Our collective resilience is our secret weapon.

We value ideas over hierarchy. We believe that the best ideas can come from anywhere, both inside and outside our company. Our job is to seek out those ideas, to shape and improve them through candid debate, and to take them from concept to action.

We make big bold bets. Sometimes we fail, but failure makes us smarter. We get back up, we make the next bet, and we go!

Executive Team

Dara Khosrowshahi - Chief Executive Officer



Dara Khosrowshahi is the CEO of Uber, where he manages the company's fast-growing business in 80 countries around the world and leads a global team of more than 16,000 employees.

Dara was previously CEO of Expedia, where he grew the company into one of the world's largest online travel companies. A seasoned executive with a background in both engineering and finance, Dara oversaw a number of acquisitions that bolstered Expedia's offerings and aggressively invested in mobile, which now accounts for more than half of Expedia's

traffic. He was also beloved by Expedia's employees and named the Highest Rated CEO on Glassdoor. Dara was promoted to Expedia CEO after serving as the Chief Financial Officer of IAC Travel, a division of IAC, which purchased Expedia in 2001 and spun it off in 2015. He was also instrumental in the expansion of IAC's portfolio of travel brands.

Before joining IAC, Dara served as Vice President of Allen & Company and spent a number of years as an analyst. He currently serves on the Board of Directors of Expedia and was previously on the Board of the New York Times Company. He's a passionate advocate for refugees in crisis around the world, having himself left Iran during the Iranian revolution at the age of nine.

Dara grew up in Tarrytown, New York, and received his bachelor's degree in engineering from Brown University.

Joe Sullivan - Chief Security Officer



Joe Sullivan is the Chief Security Officer at Uber, where he is responsible for all aspects of safety and security at the company. Previously he was CSO at Facebook, where he led information security, product security, investigations, and law enforcement relationship teams. Joe has also held security and legal roles at PayPal and eBay and was a prosecutor with the U.S. Attorney's Office focused on technology-related crimes. He has been active with the National Cyber Security Alliance and Bay Area CSO Council and served on a number of startups' advisory boards.

Bozoma Saint John - Chief Brand Officer



Bozoma Saint John is the Chief Brand Officer at Uber. Most recently, Boz was the Head of Global Consumer Marketing for Apple Music and iTunes. She has earned a formidable reputation as a trailblazing marketing and advertising executive.

Before Apple, Boz was head of the Music and Entertainment Marketing Group at Pepsi-Cola North America. Prior to Pepsi, Boz served as VP of Marketing for Ashley Stewart, a women's fashion brand, as well as managed accounts at advertising agencies Arnold Worldwide and Spike Lee's SpikeDDB.

Boz was born in Middletown, CT, but spent her early childhood in Nairobi, Kenya, Washington, DC, and Accra, Ghana, before immigrating to Colorado Springs, Colorado when she was 12 years old. She received her Bachelor's degree in English and African American Studies from Wesleyan University.

Thuan Pham - Chief Technology Officer



Thuan Pham is Chief Technology Officer at Uber. Thuan demonstrates daily that hard work can be really fun and that success is more achievable with a talented team that is highly aligned and cohesive. He is scaling Uber's Engineering team to address the challenges that arise with Uber's rapid growth.

Previously a VP of Engineering at VMWare, Westbridge and Doubleclick, Thuan has proven to be an inspirational leader who can deliver exceptional mission critical software and services. He holds a B.S. in Computer Science and Engineering and an M.S. in EE/CS from MIT.

Liane Hornsey - Chief Human Resources Officer

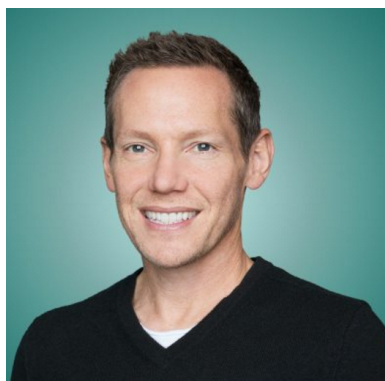


Liane Hornsey is Chief Human Resources Officer at Uber. She leads efforts in scaling Uber's entrepreneurial, start-up culture across more than 60 global offices.

Previously, Liane was the Chief Administrative Officer & Operating Partner of Softbank Group International, where she helped a number of portfolio companies hire diverse and high performing employees. Before SoftBank, Liane spent nearly a decade at Google, where she led People Operations for Global Business, and became Google's first female Vice President in HR. During her Google tenure, she worked directly with Nikesh Arora, the company's Chief Business Officer, and Omid Kordestani, a senior advisor, as she grew and inspired some of the largest teams across multiple offices.

Outside of work, Liane is the proud mom of two children, and regularly runs half marathons.

Jeff Holden - Chief Product Officer



Now Uber's Chief Product Officer, Jeff Holden spent nine years at Amazon building the company's supply chain optimization technology from the ground up. He ultimately served as Senior Vice President of Worldwide Consumer Applications, responsible for all of Amazon's consumer-facing technology worldwide, including the creation of Amazon Prime. Having experienced Amazon's hyper-growth from the very early days, Jeff knows how to think big while building for the long-term.

Jeff is also an entrepreneur in his own right: He went on to found

Pelago, a startup focused on helping people get the most out of their cities. Groupon acquired Pelago in 2011, and Jeff became its Senior Vice President of Product Management.

Jeff earned his BS and MS in Computer Science from the University of Illinois, Urbana-Champaign.

***Jill Hazelbaker - Senior Vice President,
Communications and Public Policy***



Jill Hazelbaker is the Senior Vice President of Communications and Public Policy at Uber, leading the teams and global efforts across communications and public affairs.

Prior to joining Uber, Jill led communications and public policy at Snap. Before Snap, Jill worked for Google where she led PR across Europe, Middle East and Africa, as well as government relations in Europe. Earlier in her career at Google, Jill ran the corporate communications team.

Jill began her career in politics, having held leadership roles on many local, state and federal election campaigns. Among those, in 2009, Jill served as Press Secretary to New York City Mayor Michael Bloomberg's successful re-election campaign. In 2008, Jill was the National Communications Director and Chief Spokesperson for United States Senator John McCain's presidential campaign.

Jill resides in San Francisco with her husband, young daughter, and her golden retriever.

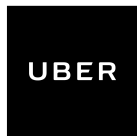
Tony West- Chief Legal Officer



Tony West joins Uber from PepsiCo, where he served as General Counsel. While at Pepsi, West focused on supporting the growth and sustainability of PepsiCo's global business for its shareholders and promoting an ethical and inclusive culture at PepsiCo.

Prior to his tenure at PepsiCo, West served as the assistant attorney general for the Justice Department's civil division in 2009 before becoming associate attorney general in 2012, the third highest-ranking official at the department in the Obama administration.

While at the Justice Department, West oversaw the department's civil rights efforts, as well as enforcement of consumer protection laws.



Uber Communications Team
communication@uber.com
(415) 337-2033

NEWS RELEASE

FOR IMMEDIATE RELEASE – 11/14/17

UBER ANNOUNCES NEW CULTURAL NORMS

CHAPEL HILL, N.C. – Uber will hold a press conference on Friday, Nov. 17 from 10 a.m. to 1 p.m. on the campus of the University of North Carolina at Chapel Hill to discuss Uber's new cultural norms and the steps the company is taking to build a better Uber for drivers, riders and corporate employees.

On November 7, 2017 in a LinkedIn post announcing the new cultural norms, CEO Dara Khosrowshahi said, "It is clear that the approach that got Uber where it is today is not what will get us to the next level."

To ensure the mistakes of the past will not be repeated, Uber solicited 1,200 employee submissions on how to improve the company's culture from the bottom-up. Uber also conducted upwards of 20 focus groups with representatives from its employee resource groups and international offices.

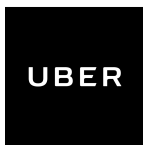
Reformulating cultural norms was one of a series of recommendations that arose from Uber's independent review of its workplace culture and existing policies and

- more -

procedures. Uber has also created an Ethics and Culture Committee and a 24/7 monitoring system for drivers and riders.

Founded in 2009 by Travis Kalanick and Garrett Camp, Uber Technologies Inc. is a global transportation technologies company that connects consumers with safe, reliable transportation providers. Headquartered in San Francisco, Uber currently operates in 616 cities worldwide and employs over 16,000 people. For more information about Uber's new cultural norms visit their website at <http://uber.com> or email Uber at press@uber.com.

#



Uber Communications Team
communications@uber.com
(415) 337-2033

MEDIA ADVISORY

FOR IMMEDIATE RELEASE – 11/14/17

UBER TO HOST A PRESS CONFERENCE ON ITS REFORMS AND THE ROAD AHEAD

CHAPEL HILL, N.C. — On Friday, Nov. 17, 2017, Uber’s Communication Team will hold a press conference to address Uber’s shortcomings and how the company is moving forward to provide a safe and inclusive environments for drivers, riders and corporate employees alike.

- WHAT:** A press conference to detail how the company plans to remedy its corporate missteps and discuss Uber’s new cultural norms.
- WHO:** Uber Communications Team
- WHEN:** Friday Nov. 17, 2017
From 10 a.m. to 1 p.m.
- WHERE:** Carroll Hall, Room 033
UNC-CH School of Media and Journalism
114 E. Cameron Ave.
Chapel Hill, NC 27514
- DETAILS:** The Uber Communications Team will be delivering an opening statement on the changes Uber has recently made. Following the opening statement, the floor will be open to questions for approximately 20 minutes.

###



Uber Communications Team
communication@uber.com
(415) 337-2033

FACT SHEET

FOR IMMEDIATE RELEASE – 11/14/2017

Company History

- Founded in 2009 by Garrett Camp and Travis Kalanick, Uber is a global transportation technologies company that connects consumers with safe, reliable transportation providers in cities around the world.
- Uber is headquartered in San Francisco, California.
- Currently, Uber operates in **77 countries** and **616 cities** worldwide.

Uber's Products and Services

- **UberPOOL** is the cheapest level of service, where customers share the ride with other passengers going in the same general direction.
- **UberX** (UberPOP in European cities) is a level of service where customers get a private ride.
- **UberEATS** allows users to have food delivered from participating restaurants by Uber drivers.

Program Updates

- Uber has donated \$5 million to five sexual assault and domestic violence prevention programs, including Raliance, the National Network to End Domestic Violence and NO MORE. These funds will be distributed over the next seven years as an initial investment in the security and safety of Uber passengers and the integrity of the service.
- New Cultural Norms:
 - **We build globally, we live locally.** We harness the power and scale of our global operations to deeply connect with the cities, communities, drivers and riders that we serve, every day.

- more -

- **We are customer obsessed.** We work tirelessly to earn our customers' trust and business by solving their problems, maximizing their earnings or lowering their costs. We surprise and delight them. We make short-term sacrifices for a lifetime of loyalty.
- **We celebrate differences.** We stand apart from the average. We ensure people of diverse backgrounds feel welcome. We encourage different opinions and approaches to be heard, and then we come together and build.
- **We do the right thing.** Period.
- **We act like owners.** We seek out problems and we solve them. We help each other and those who matter to us. We have a bias for action and accountability. We finish what we start and we build Uber to last. And when we make mistakes, we'll own up to them.
- **We persevere.** We believe in the power of grit. We don't seek the easy path. We look for the toughest challenges and we push. Our collective resilience is our secret weapon.
- **We value ideas over hierarchy.** We believe that the best ideas can come from anywhere, both inside and outside our company. Our job is to seek out those ideas, to shape and improve them through candid debate, and to take them from concept to action.
- **We make big bold bets.** Sometimes we fail, but failure makes us smarter. We get back up, we make the next bet, and we go!

#

Appendix: Forms



Uber Incident Report

(An incident report form records when the incident was first apparent, where the crisis occurred, when various people and organizations were contacted about the crisis, and what actions were taken to address the crisis by whom and with what result.)

Report filed by (name of personnel):
Date of report filing:
Date of incident:
Location of incident:

Check the nature of the incident, if “other” please specify:

Material ☐	Personnel ☐	Procedure ☐	Other:
-----------------------------------	------------------------------------	------------------------------------	--------

Detailed description of incident:

Stakeholder(s) of concern:	Contact Information:

Have stakeholders been contacted? Yes ☐ No ☐

Immediate corrective action taken:

Recommendations for long term corrective action:

List attachments/enclosures (if any):



Uber Press Conference: Media Sign-In Sheet

Name	Organization	Email	Phone Number



Uber Evaluation Form

(An evaluation form is completed once the crisis has been handled. This is filled out by a CMT member and is used to determine what went well and what needs to be improved.)

Evaluation completed by (CMT Member):
Date of evaluation:
Name of Crisis:

The crisis management plan was followed. Circle one:

Not at all			Somewhat				Completely			
0	1	2	3	4	5	6	7	8	9	10

Brief description of the crisis:

Brief description of the crisis management strategy:

Could you have expected the crisis?

Did you miss any trigger warnings?

What was successful?

What could be improved?

Did you communicate in a timely and effective manner?

What did you learn?

--



Media Inquiry Log

Name of person recording entry: _____ Date Inquiry Placed: _____

Reporter's Name:	
Reporter's Title:	
Media Affiliation/Social Media Outlet:	
Email Address:	
Phone Number:	
Purpose of Call:	
General Attitude/Tone of Voice:	
Links to Previous Coverage of Subject/Organization	
Inquiry/Nature of Call	
Follow-up request?	
Comments	
Deadline:	

Signature: _____

Date: _____