



March 23, 2020

The President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. President:

The ongoing spread of the coronavirus (COVID-19) in the United States and around the world has emerged as the greatest crisis in a generation. As the CEO of Uber, I am accountable to many, but I believe my greatest responsibility in the face of unprecedented economic challenge is to the millions of people who drive and deliver on Uber's platform. It is with that responsibility in mind that I respectfully and urgently request that the economic stimulus you are considering, along with any other future legislative measures in response to COVID-19, include protections and benefits for independent workers, not just employees. My goal in writing to you is not to ask for a bailout for Uber, but rather for support for the independent workers on our platform and, once we move past the immediate crisis, the opportunity to legally provide them with a real safety net going forward.

The uncertainty caused by COVID-19 is being felt everywhere. It has already created deep concern and hardship for many of the 1.3 million Americans working on Uber's platform. Drivers and delivery people are on the front lines of keeping our communities running, helping get food to those staying home and providing essential transportation services to those who must move around. That's why Uber led our industry in offering up to 14 days of financial assistance to active drivers and delivery people who are diagnosed with COVID-19 or placed in individual quarantine by a public health authority due to their risk of transmitting COVID-19. We are also taking other measures to protect the health and well-being of everyone who uses Uber, including working to provide drivers with free disinfectant supplies, as soon as they become commercially available; waiving delivery fees for Uber Eats orders from more than 100,000 independent restaurants; and regularly communicating important safety tips to our customers, including reminding Americans opening the Uber app that they should only travel if necessary.

We know we need to do more. We firmly believe that the protections and benefits afforded independent workers, who today represent a large and growing portion of the workforce, must be strengthened. We are ready to do our part, but we need new laws to let us take bolder action. Two years ago, I joined labor and business leaders to [call for a new approach](#) that would give independent workers the ability to protect themselves and their loved ones if they are injured at work, get sick, or when it's time to retire.

The crisis we find ourselves in today has only highlighted the urgent need for such reform. And it has underscored a key problem with existing labor law: each time a company provides additional benefits to independent workers, the less independent they become; and, without legislative clarity, the more

uncertainty and risk the company bears. The current binary system of employment classification means that either a worker is an employee who is provided significant social benefits or an independent worker who is provided relatively few.

For independent workers like drivers and delivery people, and for work platforms like Uber, this presents a dilemma: reclassifying these workers as employees could result in the provision of more social protections, but the reality of employment means it would eliminate a key value proposition of this type of work. Instead of true flexibility—where workers need not report at a certain time or place, can start or stop working at the tap of a button, and can work on multiple platforms simultaneously—driving or delivering would come to resemble the kind of shift-based work that many people cannot fit into their lives.

As importantly, it would radically change Uber's core service and business model, and would ultimately lead to restrictions on access to income for millions of people looking for this type of work. The economic challenges ahead of us mean America's workers will need more opportunities to earn additional income, not fewer. I am eager for us to work together to establish a new standard for flexible work, so that it benefits all who choose it and continues to be readily available to as many people as possible when they and our country need it most.

Put simply, our laws should protect all workers, not just one type of work. While I recognize that the Administration and Congress have many pressing issues before them, I urge you to act quickly to provide protections for independent workers, and, in your ongoing efforts, to consider legislative action on a "third way" that would update our labor laws to remove the forced choice between flexibility and protection for millions of American workers. We are already working with lawmakers and Governors in various jurisdictions across the U.S. on similar legislation that would require companies like ours to provide protections and benefits to our independent contractors.

Additionally, I want you to know that Uber is ready to do its part to support you and the government's response efforts in any way we can. We have teams across the country available to support public health authorities in their response to the pandemic. We are also making 300,000 meals available to healthcare workers and first responders via Uber Eats, as well as consulting with an epidemiologist and public health authorities to make sure our efforts as a company are grounded in medical advice.

Further, in coordination with the Federal Motor Carrier Safety Administration (FMCSA), Uber Freight has prioritized moving loads of relief goods, including water, medical supplies and sanitation equipment, including 3,500 relief loads in the last few weeks. We are also reaching out to local governments to ensure regulators are aware of how they can leverage our vast freight network as needed.

Uber is also partnering with local school districts to ensure students and their families can continue to access meals during school closures by offering discounts on rides to and from local meal distribution centers.

We greatly appreciate the work that the federal government is doing to keep our citizens and our economy safe. I and everyone at Uber stand ready to assist, and we look forward to being a resource for you during the days ahead.

Even when the worst of this crisis is behind us, our nation and the entire world will undoubtedly have changed. Our economy will not look the same; and if we can't restore it, we must remake it. Business leaders like myself must rise to meet that challenge, using technology to bring economic opportunity to as many Americans as possible, while helping to resolve longstanding structural problems that have left so many people without a real safety net. Uber is ready and committed to doing our part to help foster and protect work for millions of our fellow citizens. I am counting on your leadership to help realize that promise. The world has changed. Let's change with it.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dara Khosrowshahi', with a stylized flourish at the end.

Dara Khosrowshahi
Chief Executive Officer
Uber Technologies, Inc.

cc: The Honorable Nancy Pelosi, Speaker of the House of Representatives
The Honorable Steven Mnuchin, The Secretary of The Treasury
The Honorable Eugene Scalia, The Secretary of Labor
The Honorable Mitch McConnell, Senate Majority Leader
The Honorable Charles Schumer, Senate Democratic Leader
The Honorable Kevin McCarthy, House Republican Leader