

Red Fox Consulting Group

<u>Team Member Name</u>	<u>Year</u>	<u>Major</u>
Sara Brzovski	2026	Finance
Benjamin Cook	2026	Entrepreneurship
Maeve Hanlon	2025	Marketing
Grant McKnight	2026	Finance

Advisor(s): Dr. Joanne Gavin

Topic: Driving Fairness: The Road to Transparency with Uber

Audience: Board of Directors and Executive Suite of Uber Technologies, Inc.

Executive Summary

A core tenet of a successful business should be the inclusion of ethical decision-making across its operations. This includes the treatment of individuals that represent the company to its customers and to the public eye, regardless of their internal classification as employees or independent contractors, as is the case with many rideshare companies. The treatment of these individuals is critical to how a company is run; employees that are satisfied with their treatment from the organization they work for will, in turn, contribute to the satisfaction of customers. Employee satisfaction largely originates from the support the organization is meant to give them, which can take the form of pay structure and any additional benefits offered to employees.

As employee treatment has become an increasingly popular topic of discussion, many ethical issues are brought to light; specifically regarding rideshare companies, namely, Uber, the big question is whether or not drivers are being treated and compensated fairly for the work that they provide. When Uber drivers open the app and begin accepting rides, it is not explicitly clear that the initial amount of earnings presented on the screen is the guaranteed amount they are earning; the driver can be placed in a position where they may not earn any money despite accepting the ride. Additionally, Uber does not offer full protection driver insurance, a fact that is not known to most drivers and further leaves them in a vulnerable position if an accident were to occur. Yet another contributing factor to driver dissatisfaction is the lack of autonomy drivers get regarding the actual route they take, which also brings up concerns on Uber's view on environmental impact.

Uber has exhibited that they are treating their human capital as an expendable commodity; in order to move forward as a more ethically-minded company, Uber should be more transparent in their earnings breakdown to drivers by establishing a minimum guaranteed per-trip pay for drivers, in addition to offering a specified dividend to drivers to increase both driver and customer satisfaction. Drivers should also be made more aware of Uber's driver insurance policy and have more control over their routing. We also recommend that Uber create an internal ethical committee and an Ethical Contract of Rights as a means of oversight to ensure that fair and ethical practices, in addition to our other recommendations, will be established and enforced.