

Begin forwarded message:

From:

Date: 18 February 2015 12:15:07 GMT

To:

"Nicola.Sturgeon.msp@scottish.parliament.uk<mailto:Nicola.Sturgeon.msp@scottish.parliament.uk>"

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<Nicola.Sturgeon.msp@scottish.parliament.uk<mailto:Nicola.Sturgeon.msp@scottish.parliament.uk>>

Subject: Introduction and Meeting with Uber

Dear The Rt Hon Sturgeon MSP,

I am writing on behalf of [REDACTED] at Uber, to request a meeting with you in order to discuss the taxi and private hire vehicle industry and Uber's plans for Glasgow. [REDACTED] is planning on being in Edinburgh on the morning of 17 and 18 March, so it would be great if we could find a suitable time for you to meet then.

As you will be aware, Uber is a technology platform that connects passengers and professional private hire licensed drivers in real time, offering a low-cost, convenient and safe ride - all at the touch of a button. Founded in 2009 in San Francisco, Uber is now available in over 50 countries, including London, Manchester, Leeds, and Birmingham in the UK.

As part of their continued expansion Uber has recently applied for a Private Hire Operators Licence in Glasgow and it is their aim to engage with key opinion formers, through the correct channels, to discuss technology, consumer choice and safety issues.

Uber believes Glasgow is a city that is integral to their future success. They believe that by providing customers with more choice they can improve the customer experience in Glasgow's transport network. Uber are excited about the opportunity to contribute towards the growth of Glasgow as a key European city and look forward to working with you through this process. Over the coming months Uber want to continue to do more to create jobs and help reduce congestion and deliver cleaner, safer streets in the UK's major cities.

As you may be aware, Uber has attracted significant media comment since its launch. The most common concerns in the PHV market are safety and regulation.

Public safety is Uber's top priority. Thanks to Uber, passengers no longer have to hunt for a taxi, particularly late at night when some feel vulnerable. Importantly, users have access to their driver's photo, name, registration and rating as soon as they have booked, so that they can be sure they are getting in the right licensed car, with a licensed and insured driver. The system is also fully cashless, reducing the dangers of carrying cash, and increasing the transparency of the system.

Uber is fully compliant with all private hire and taxi legislation in the UK. This has been confirmed in London, their biggest market, following intense scrutiny of their business model and record keeping by TfL (including their largest ever compliance inspection with over 22,000 documents inspected).

The Scottish Parliament is currently examining the future of taxi and private hire vehicle regulation, through consideration of the Air Weapons and Licensing Bill. Uber feel that it is important that the Local Government and Regeneration Committee hears from the entirety of the taxi and private hire industry, especially as we enter a period of exciting growth in the UK. Andrew would therefore welcome the opportunity to discuss issues surrounding future regulation with you.

While Uber are of course starting with the official channels of the application process and have submitted a Response to the Bill's Committee, [REDACTED] also wanted to take this opportunity to introduce himself and the service. We would greatly appreciate the opportunity to brief you on safety and regulatory issues, and answer any other questions you may have regarding Uber's service, either now, or in the future. Should a meeting be of interest, please do not hesitate to call me on [REDACTED] or email me at [REDACTED]

Yours sincerely,  
[REDACTED]

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]  
E: [REDACTED]@scotland.gsi.gov.uk



Your ref:  
Our ref: 2015/0007693  
25 February 2015

Dear [REDACTED]

I am writing to acknowledge receipt of your recent correspondence to Nicola Sturgeon regarding an introduction and meeting with Uber.

As you will appreciate, Ministers' diaries are always very busy, but your kind invitation will receive careful consideration. Ministers aim to reply to you as soon as possible.

Yours sincerely,

[REDACTED]  
Ministerial Correspondence Unit



[REDACTED]

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**From:** [REDACTED] on behalf of First Minister  
**Sent:** 10 March 2015 16:51  
**To:** Ministerial Correspondence Unit  
**Subject:** FW: 2015/0007693

Copy of letter issued

[REDACTED]

**From:** [REDACTED]  
**Sent:** 10 March 2015 16:50  
**To:** [REDACTED]  
**Subject:** Re: 2015/0007693

Dear [REDACTED]

Thank you for your email of 18 February requesting a meeting, on behalf of [REDACTED] at Uber, to discuss Uber's plans for Glasgow on either 17 or 18 March.

Licensing comes under the remit of the Cabinet Secretary for Justice, Michael Matheson MSP. I understand that Mr Matheson has already responded to you and that a meeting has been arranged with the relevant policy official.

I hope that this meeting proves useful.

Kindest regards,

[REDACTED]

[REDACTED]



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**This message has been received from an external party and  
has been swept for the presence of computer viruses.**

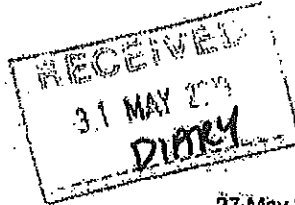
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Vertical line of scanning artifacts or noise on the right edge of the page.



93 George Street, Edinburgh, EH2 3ES

Rt Hon Nicola Sturgeon MSP  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG



27 May 2016

Dear Ms Sturgeon,

Congratulations on your re-election as First Minister of Scotland. I wanted to get in touch following the Scottish Government's launch of a consultation on taxi and private hire car licensing, and to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities. The recently launched consultation is a recognition that modern cities are changing fast, and that there is a real opportunity to make sure that technology is harnessed to make Scotland's cities safer, fairer and more liveable.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform. They are served by hundreds of Uber partner-drivers – self-employed individuals who are licensed by their local authority as private hire drivers and make money driving on the Uber platform. These partner-drivers take advantage of the unprecedented economic opportunity provided by Uber to support themselves and their families on their own terms.

We are creating economic opportunities for those who need it the most. In France, 22 per cent of Uber partners were unemployed prior to joining the app. Of these, 44 per cent had been jobless for at least a year. (We are hoping to undertake a similar economic study in Scotland soon).

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,



Ministerial Correspondence Unit

T: 0131-244 4000  
E: CorrespondenceUnit@gov.scot



[REDACTED]  
[REDACTED], Uber Scotland  
93 George Street  
EDINBURGH  
EH2 3ES

Your ref:  
Our ref: 2016/0017914  
7 June 2016

Dear [REDACTED]

Thank you for your invitation to First Minister Nicola Sturgeon received on 1 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]  
[REDACTED]  
Ministerial Correspondence Unit

U B E R

Uber London Limited  
Focuspoint  
21 Caledonian Road  
London  
N1 9GB

JUSTICE  
10 FEB 2015  
PRIVATE OFFICE

Mr Michael Matheson MSP  
Cabinet Secretary for Justice  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG

4 February 2015

Dear Mr Matheson MSP,

I have recently joined Uber [redacted] for UK and Ireland and wanted to take this opportunity to introduce myself request a meeting to discuss the Air Weapons and Licensing Bill currently being scrutinised in Committee.

Every single independent Uber partner-driver and their vehicle is licensed and regulated by the local regulator as a private hire or taxi driver. To that end, we have submitted licence applications in both Edinburgh and Glasgow and look forward to bringing significant investment to both cities.

As your predecessor, Kenny MacAskill MSP, said: "At the heart of our licensing proposals is our aim to support and encourage legitimate businesses whilst protecting public health and safety and empowering our communities". Public safety for both drivers and passengers is Uber's number one priority and we welcome the Scottish Government's willingness to reform the taxi and private hire markets but would appreciate the opportunity to discuss its contents in more detail.

We are have some specific about proposals to grant licensing authorities the power to refuse private hire car licences on grounds of overprovision. In our experience quotas are seldom in the best interest of consumers, drivers or cities. Their application effectively limits choice for passengers, guarantees that services are overpriced and does not allow different providers to compete on the basis of quality of service.

Uber is keen to explore the future of the private hire market in greater detail. We have applied for operators licences in Edinburgh and Glasgow and would appreciate the opportunity to meet you and further discuss these issues in person. Please do not hesitate to get in touch on either [redacted] or [redacted]

In the meantime, I have attached our full submission to the Committee for background.

Yours sincerely

[Redacted signature]

Uber

M.C.U.  
11 FEB 2015  
Received

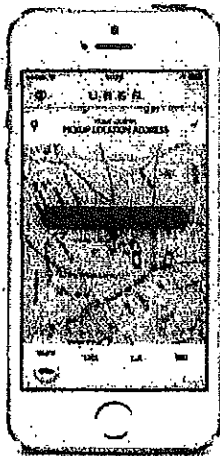


# U B E R

Local Government and  
Regeneration Committee  
Investigation into Air  
Weapons and Licensing  
(Scotland) Bill – Written  
Evidence from Uber

## Introduction to Uber

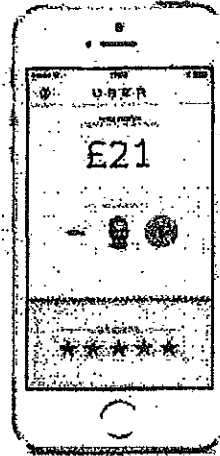
Uber is a smartphone app that allows customers to book a private hire vehicle or taxi at the touch of a button within a matter of minutes. Riders download the app from the iTunes, Android or Windows app store, create an account with their personal and credit card information, and then can see the nearest available drivers and their ETA to their desired pickup location.



**REQUEST**



**RIDE**



**RATE**

Uber launched in the UK in 2012 in London, and is now in Manchester and Leeds with plans to expand further in 2016. Uber is fully compliant with the private hire and taxi legislation in the UK and the safety of our passengers and drivers is our number one priority.

Uber brings a number of clear benefits to the UK market:

1. More choice for consumers and drivers;
2. Technology brings increased efficiency that allows lower fares - drivers can earn more by being more productive, while consumers pay less;
3. More flexibility for drivers to run their own businesses. That means they can work for Uber when they want and on a non-exclusive basis;
4. We equip drivers with real time data on demand, so they can make more money and serve our customers more effectively.

Our conviction is clearly shared by our hundreds of thousands of riders here in the UK who now take millions of trips with Uber every month. Over the coming months we want to continue to do more to create jobs and help reduce congestion and deliver cleaner, safer streets in the UK's major cities.

Passenger and driver safety is our first concern for Uber in every market in which we operate. To ensure we provide the safest and most reliable ride in town, Uber employs various mechanisms, which are catered to the city in which it operates.

### Rider safety

- **Professionally licensed:** In the UK, every Uber driver holds a private hire driver and vehicle license from the licensing authority (which includes an extended criminal records check). Uber itself are licensed private hire operators in our every jurisdiction we operate in and have formally applied in both Glasgow and Edinburgh.
- **Insurance:** No matter the Uber service (uberX, uberXL, UberEXEC, UberLUX, UberTAXI), from the moment a rider is picked up to the moment they are dropped off, their ride is covered by commercial liability insurance. Uber ensures each partner driver maintains the requisite cover.
- **Driver profile:** Safety starts before a passenger gets in the car. Once a rider has requested a ride, he or she is passed their driver's name, photo, registration and vehicle type, so they can be 100% sure they are getting in the right car, with the right driver, and both are licensed and insured.
- **No street hailing:** The Uber app pinpoints a rider's location, allowing for true door to door service, allowing riders to wait comfortably in their home, office, or other pick up location until their car has arrived.
- **Share a live map of progress:** Riders also have the option to "share their ETA" allowing family members or anyone of their choosing to follow their ride in real time to ensure a transparent and safe arrival.
- **Anonymous ratings:** After every trip, riders are asked to anonymously rate their driver on a scale of 1 to 5, adding trust and improved quality of service, and providing us with realtime feedback on driver performance. Drivers work hard to keep their ratings high and know that the Uber culture of accountability goes both ways (drivers rate riders too).

### Driver safety

- **Anonymous ratings:** Driver feedback is important too. Just as riders have the opportunity of anonymous rating, so do our partner drivers. We take a zero tolerance approach to any rider behaviour that makes drivers concerned for their own safety, their vehicle safety or is in any way abusive toward drivers or in violation of the terms of service.
- **No random pick-ups:** Before their first trip, Uber riders are required to create an account with their personal information. Rides can't be requested through the app, meaning drivers know who they are picking up in advance and there is a detailed record of every trip.
- **Fully cashless:** Fares are charged automatically to the rider's credit card so a driver never has the risk of carrying cash or fear of being robbed.

As the Committee heard in its hearing on 21<sup>st</sup> January 2015, Uber currently offers a range of five services to passengers in London. Firstly, uberX is the low-cost option for fast and reliable service. This option seats up to four people and the majority of these vehicles are Toyota Prius'. uberXL offers a larger service, seating up to 6 passengers in London, and up to 8 in Manchester. UberEXEC is the next level up, offering up to four people discreet executive quality. Beyond this, UberLUX is the high-end offering from Uber offering ultimate luxury and style. Crucially, each of these options involves a professional driver with a private-hire license and commercial insurance. Finally, understanding the critical role that black cabs play in the London market, Uber offers UberTAXI. This service allows customers to access this iconic, knowledgeable and versatile service through the use of an app.

Importantly, in contrast to the evidence the Committee received on the 21<sup>st</sup> January 2015, we are entirely transparent about the various options available to our customers.

In 2014, Uber's London operations underwent the largest ever compliance inspection by TfL with over 22,000 documents inspected and were found to be compliant with existing legislation. The use of

technology has helped to provide greater transparency and a greater incentive for the industry to assure its own compliance with the industry's regulations.

#### **Why Uber is submitting evidence**

In the UK, every single independent Uber partner-driver and their vehicle is licensed and regulated by the local regulator as a private hire or taxi driver. Therefore, we have a significant interest in the shaping of future taxi and private hire vehicle legislation.

Uber is committed to understanding and engaging on the key issues for taxi and private hire passengers in the UK, whilst also remaining in close contact with all relevant stakeholders as Uber develops its role in the taxi and private hire vehicle market.

We believe the Uber platform adds significant value to the transportation sector. The addition of our new technology and choice is contributing to the ongoing debates and questions regarding how best to shape regulation in the sector. We are keen to work with the Local Government and Regeneration Committee, Government and stakeholders to make sure that people in Scotland get the best value, most efficient and safest service they possibly can.

We believe to best plan for the future, it is imperative that the Committee hear from the entirety of the Taxi and Private Hire Vehicle industry, especially as we enter a period of exciting growth.

#### **Structure of response**

Our response to the Committee sets out our thoughts on the Bill's primary Taxi and Private Hire Vehicle issues, using the examples of Uber's existing business in the UK. The response is structured around two main questions from the online form:

**"What benefits should the licensing of taxis and private hire cars deliver for customers?"**

**"Do the changes made by sections 60 (overprovision of private hire car licences) and 61 (testing of private hire car drivers) of the Bill strike the right balance in terms of introducing greater consistency while maintaining justifiable differences?"**

This written document also addresses a number of points raised in the 21<sup>st</sup> January 2015 hearing. However, Uber will also be on hand throughout this process to help the Committee answer any questions it may have.

**"What benefits should the licensing of taxis and private hire cars deliver for customers?"**

Uber believes that the Scottish Government should use this Bill as an opportunity to begin to move the market towards a firmer long term footing, and ensure that consumer waiting times - especially at night - are kept to a safe, low level. In particular, the Committee should be encouraging:

1. Wider adoption of mobile internet technologies by all market players to improve the user experience and as the basis for more efficient operational management. This will enable a sustained high level of weekday service while ensuring drivers achieve the activity levels that they desire (whether they work fulltime or part-time);
2. Encourage the emergence of services that promise a larger pool of drivers and mobility options at times of peak demand. Here passengers, and in particular vulnerable ones, will be the main winners as faster pickups mean greater safety.

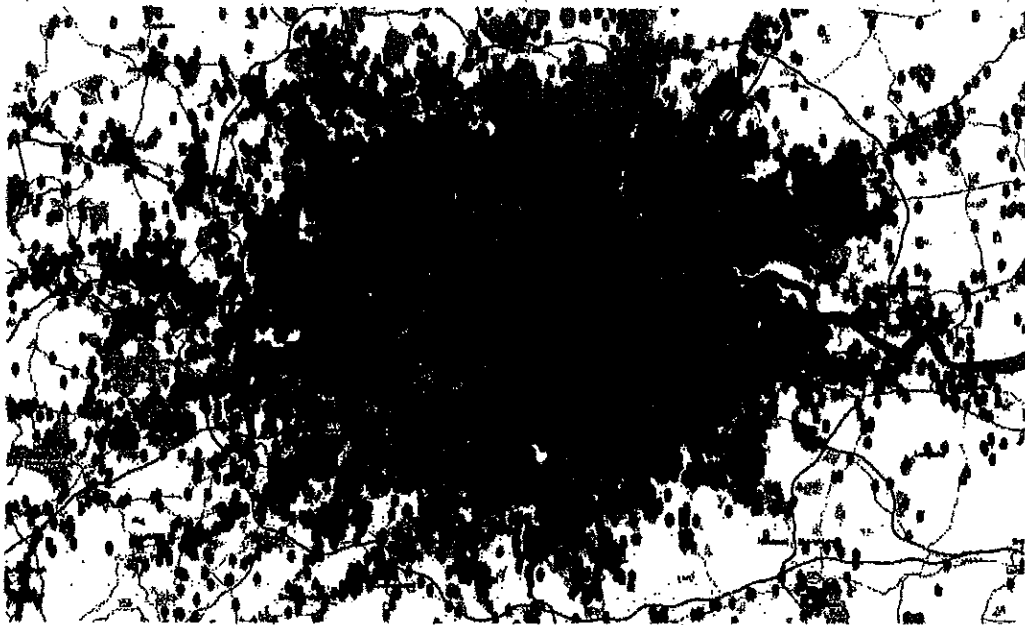
3. The emergence of pooling services with their attendant environmental, congestion and consumer benefits. Uber is at the forefront of all of these developments, and is of course ready and willing to assist the NTA as they work through the exciting new opportunities for consumers and for drivers.

Uber is complementary to public transportation, and offers an effective solution to the "last mile" problem, when the final destination is not near a bus / train / tube station.

Data collected indicates that Uber is a transportation solution that people want to use not only in the city centre, but also in more distant neighborhoods and the airport. Uber can also offer a mobility alternative to neighbourhoods that are currently underserved by transportation solutions.

With the necessary liquidity, Uber could position itself as a reliable and complementary addition to Scotland's mobility solutions (train, metro, bus, bicycle, etc.), thereby reducing the need to own a private vehicle.

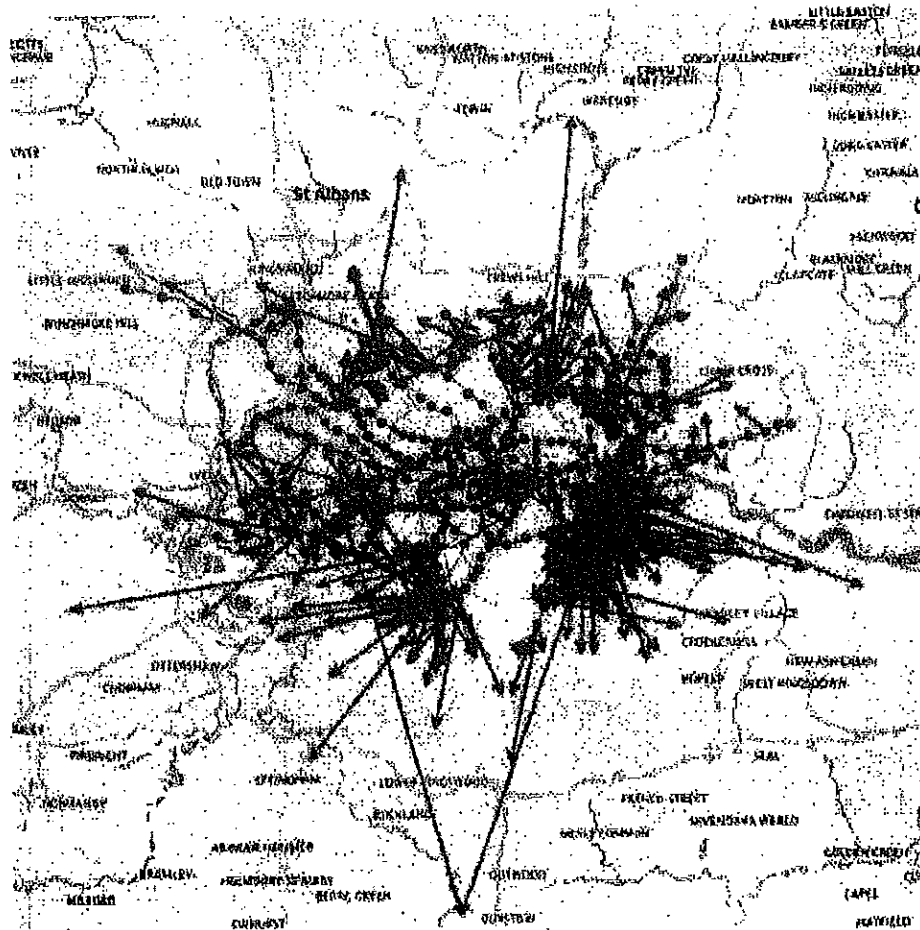
The map below shows the coverage of Uber journeys in London. 40% of these rides begin or end in areas of the city traditionally characterised as being 'underserved' by public transport. These trips may link families; customers with local businesses, nightlife, or entertainment options; make airport trips more affordable by cutting out the need to pay daily parking fees, and facilitate public transport access.



Map showing Uber trip coverage of London.

Uber provides consumers with a reliable option that complements existing public and private transportation options. Metro and light rail can provide frequent, speedy, and convenient service across an urban area, but they only go so far. Uber ensures that no matter when or where someone needs a ride home, they can get one.

Indeed, Uber helps solve this "last mile" problem in areas beyond the reach of existing mass transit networks, offering residents a reliable connection that feeds them into public transportation networks.



**A sample of Uber trips [blue arrows] originating at rail stations [red dots] in the greater London area]**

This promotes the use of the buses, trams, and other public transit options for those heading out for a night on the town by removing the calculation of whether the same public transport option will definitely be reliable or even operating for the return trip—particularly late at night. At the same time, these benefits also ensure public transit becomes a more viable alternative for commuters, resulting in fewer cars being driven into the core of London. This is more than merely intuitive or anecdotal. Uber's trip data for the last quarter of 2014 demonstrates that nearly three-quarters of Uber rides in London are "one-way trips," meaning that riders completed their start or return journey using another transportation option.

Across the world, the taxi and private hire market is becoming increasingly competitive and innovative as the distinctions between taxis and private hire blur. Rather than rely on an enforced monopoly, every company has to compete on price and the quality of its service. Uber has tested many different business models across the 54 countries we operate in. As described in the Introduction to Uber, London is a great example of this — Uber now offers a range of services through uberX, uberXL, UberEXEC, UberLUX and UberTAXI. Beyond our model, in London, Kabbee allows you to compare the prices from thousands of minicabs, whilst Hailo, ubuCabs or GetTaxi allow you to book a black cab

through your iPhone. Furthermore, the Addison Lee app allows you to book one of its 4,500 minicabs, whilst greentomato allows you to use a hybrid. All these technologies provide the potential for a significant expansion of the market, allowing many more people to be able to afford to use taxis regularly. As such, platforms such as Uber must be seen as additive, not abstractive, to a market where greater choice will benefit both the customers and the drivers.

**"Do the changes made by sections 60 (overprovision of private hire car licences) and 61 (testing of private hire car drivers) of the Bill strike the right balance in terms of introducing greater consistency while maintaining justifiable differences?"**

Proposals to grant licensing authorities the power to refuse private hire car licences on grounds of overprovision is potentially severely detrimental to the interests of consumers in Scotland. The concept of quotas of taxis in jurisdictions limits choice for passengers, effectively guarantees that services are over-priced and does not allow different providers to compete on the basis of quality of service.

Quotas have been criticised and discredited by every competent and unbiased authority that has examined the issue. In 2003, the Office of Fair Trading published the results of an inquiry into the regulation of taxis and minicabs in the country, its conclusions were:

- Quantity restrictions, where used by local authorities, should be removed;
- Quality and safety regulation should be proportionate to public policy goals, so as to avoid them becoming an implicit barrier to market entry;
- Price flexibility should be permitted, even while regulated fare caps remain necessary to protect vulnerable groups.

More recently, in 2007 the OECD undertook arguably the most thorough cross-country analysis of the history and impact of taxi regulation.<sup>1</sup> The key findings of the report were:

- Entry restrictions are unjustified: 'Restrictions on entry to the taxi industry constitute an unjustified restriction on competition. Regulatory capture frequently means that these restrictions lead to large transfers from consumers to producers, economic distortions, and associated deadweight losses.'
- Entry restrictions do not benefit drivers OR consumers: 'Although entry restrictions are often justified on equity grounds there is no evidence that drivers fare better in restricted markets. On the other hand, higher prices and lower availability disproportionately affect low-income consumers of taxi services.'
- Market reforms work: 'Increasing numbers of OECD countries have removed or loosened supply restrictions on taxis. The results of these reforms have been strongly positive, with reduced waiting times, increased consumer satisfaction and, in many cases, falling prices being observed.'
- Reforms should be carried out quickly: 'In highly restricted taxi markets, immediate implementation of an open entry policy is likely to be politically challenging. However, adopting staged approaches delays the achievement of reform benefits and poses major practical risks that reform will be stalled or reversed. Immediate reforms have been completed successfully in some highly restricted markets.'
- Supportive, innovation-friendly regulation is important: 'Removing entry restrictions does not imply removing quality based regulation. Indeed, supportive regulation is a precondition for fully achieving the potential benefits of adopting an open entry policy. That said, remaining regulatory arrangements must not unduly inhibit the development of innovative service offers and industry models.'

<sup>1</sup> OECD, Directorate for Financial and Enterprise Affairs, Competition Committee, Tax Services Regulation and Competition, 2007, Para 5.3, 5.3.1.

This vision of a 'Supportive Regulatory Environment' that is friendly to innovation has been set out by the OECD<sup>2</sup> in great detail. This environment focuses on removing unnecessary restrictions on competition while maintaining quality regulation in the following areas:

- No entry restrictions: entry restrictions constitute an unjustified restriction on competition;
- Positive conduct regulation: sanctions against refusals of short trips, "no shows" and other forms of poor driver behavior;
- Vehicle standards: age or testing regimes;
- Driver standards: typically... a "fit and proper person" test, designed to ensure passenger safety;
- Facilitating Innovation: "...for example, if price regulation is to be retained (see below) care must be taken to ensure that it does not inhibit the development of premium services or, on the other hand, of shared ride arrangements".

Not only does the concept of overprovision not deliver the intended benefits for consumers, it raises the barriers to entry for drivers, effectively preventing the sector from growing and creating jobs.

In January 2014, Edinburgh City Council released a transport analysis of the trends seen between the 2001 and the 2011 Census. Edinburgh has seen both a rising proportion of households who do not own a car, and a declining proportion of people who drive to work. Nearly 40% of households in Edinburgh do not own or have access to their own car or van – well above the Scottish average of 34% and exceeded only by Glasgow (51%) and Dundee (42%). The number of Edinburgh households without a car (over 89,000) is higher than at any time since the 1970s.<sup>3</sup>

Uber's technology and the possibility to get a car on demand has introduced an enormous efficiency on the market (where before, the supply was unable to meet the existing demand), allowing:

1. Drivers to complete more trips per hour and hence increasing their income.
2. Lowering the price for users.

Uber is a complementary transportation solution at a price point that enables regular usage. We have seen in other cities that POP has the potential to drastically reduce the role of private cars in cities, and thereby reduce urban pollution and congestion.

Services like Uber - and our competitors - also lay the groundwork for a future of much greater sharing of transportation within cities. Uber effectively optimises the utilisation of capital and resources - light transportation users who stop or reduce the use of a private car could reallocate their capital / resources previously dedicated to their private vehicle. But for further innovation to succeed, market liquidity is vital.

A move to allow for limitations to the number of licenses in different local authorities as per Section 60 of the Bill could be extremely damaging to both the growing number of consumers and the drivers involved. Rather, the Scottish Government should foster an environment which encourages choice and competition to the benefit of both passengers and drivers.

With this in mind, it is also our belief that Section 61 of the Bill is an unnecessary burden on private hire drivers, which has the potential to limit the choice and competition in the market. With the advent of technology, drivers are able to deliver an efficient service to their customer without the need to have passed a test. Whilst there will always be a place for the knowledge gained by a taxi driver, the option should be available to driver and passenger alike in a competitive market.

<sup>2</sup> OECD, Directorate for Financial and Enterprise Affairs, Competition Committee, Tax Services Regulation and Competition, 2007.

<sup>3</sup> See [http://www.edinburgh.gov.uk/download/downloads/id/3608/nib\\_no12014\\_-\\_census\\_2011\\_transport\\_and\\_travel\\_summary](http://www.edinburgh.gov.uk/download/downloads/id/3608/nib_no12014_-_census_2011_transport_and_travel_summary)



## 21<sup>st</sup> January 2015 Hearing and other notable points

### Safety

Whilst we stated the safety aspects of appropriate licensing earlier in this submission, we would like to repeat here that Uber is committed to the highest safety standards. We understand the fundamental importance of safety to our customers and drivers so we ensure that our technology goes above and beyond in terms of public safety.

Furthermore, we give passengers the opportunity to give honest feedback about the Uber driver taking them to their destination. Drivers that do not consistently keep our customers happy, foster an environment in which the customer feels safe, and get good ratings are removed from our service.

As a whole, technology is making us safer and deterring crime. In the 1990s, immobilisers, smart keys and vehicle tracking helped to deter vehicle theft.<sup>4</sup> Car crime fell from 4.3mn thefts in 1993 to fewer than 1.1mn in 2011.<sup>5</sup>

Today, new 'kill switches' or biometric protection such as the iPhone's TouchID can help to deter the new wave of smartphone theft – but much more important than property crime is the potential impact of tech on personal safety. One paper from 2012 found a strong negative correlation between mobile phones and violent crime in America.<sup>6</sup>

Uber's entry into the Chicago market saw crimes in taxi-cabs fall by 20%.<sup>7</sup> The persistent communication and opt-in GPS tracking offered by today's phones offer greater security and protection, while ensuring privacy is not breached without our consent.

Uber is also proven to reduce drink driving in cities. A new report conducted in partnership with Mothers Against Drunk Driving (MADD) reveals that when empowered with more transportation options like Uber, people are making better choices that save lives. In California, Uber's home state and largest market, drunk-driving crashes fell by 60 per month among drivers under 30 in the markets where Uber operates following the launch of uberX. That's an estimated total of 1,800 crashes prevented since July 2012.

Platforms like Uber lead to little incentive for taxi touting. Indeed, the Uber app automatically pinpoints your location to provide true door-to-door service meaning the customer can remain safe indoors until a driver arrives. Through the app, your driver profile (including his name, license plate number, photo, and rating) will appear upon request of a car, meaning the customer knows exactly who is picking them up. Furthermore, passengers are asked to provide feedback following their journey meaning Uber drivers are entirely accountable for their levels of service.

### Accessing quick, efficient services at the click of a button

With an increasingly connected world, passengers demand things to be faster, better and cheaper. At Uber, we believe that our app offers passengers this opportunity.

<sup>4</sup> Mobile Phones and Crime Deterrence: An Underappreciated Link, Jonathan Klick, John MacDonald, Thomas Statman, 2012, <http://www.safecity.eu/files/mobilephones.pdf>

<sup>5</sup> Fall in UK crime rate baffles experts, Alan Travis, The Guardian, 2013, <http://www.theguardian.com/uk/2013/jan/24/fall-uk-crime-rate-baffles-experts>

<sup>6</sup> Unfortunately, the data was not good enough to test the direction of causation.

<sup>7</sup> Uber's Impact on Taxi Crime in Chicago, 2014, <http://blog.uber.com/chicagotaxicrime>

Our riders not only like the convenience of having us at the touch of a button, but it also delivers for them the speed with which they are used to accessing other services such as online shopping with next day delivery, or instant film viewing online. Indeed, on average in central London, Uber's Estimated Time of Arrival (ETA) is just over three minutes.

We also offer value to our customers, who can have fantastic, affordable and easy ways to get places, simply on their phone. From low-cost to luxury cars we offer affordable choices for passengers with varying budgets and requirements.

#### **Fares and Payment Options**

Uber is a supply and demand service that provides a range of options based on a customer's travelling needs. In particular, Uber is proud to be opening up a private hire service to people who could not previously afford this through access to uberX. In an article for the London Evening Standard, Lucy Tobin wrote that: "The fact is, for those without a corporate expense account or a banker's salary, or who happen not to live in central London but still need to get home late, the new minicab apps are making it much cheaper and easier to do so". In extreme cases of peak demand, Uber's prices flux and react to the market and are fully transparent with the customer.

#### **Accessibility**

In his evidence, Dr Cooper raised the issue of accessibility for disabled passengers. Uber is constantly taking steps to increase broader disability mobility and is confident that our technology will prove a great benefit.

For example, we are ensuring that we offer a range of services that are accessible to all passengers in London; and the addition of the black taxi onto the Uber platform directly provides a wheelchair accessible vehicle option for Londoners. Moreover, the ability to access a black cab direct through the Uber app – rather than hailing in the street – is a safe and reliable option for wheelchair users.

Our technology has allowed us to tremendously increase mobility for our riders with disabilities, and we continue to work hard on features to accommodate all riders' needs. We use all available resources to make Uber the most user-friendly product to those with disabilities.

Notably, our VoiceOver iOS compatibility means that the Uber app provides a safe transportation option for the visually impaired community that is adaptable to their needs. From booking the ride, to selecting the vehicle and rating the driver – everything can be done using the iPhone's Siri function. Meanwhile, service animals are always welcome in all Uber vehicles.

Furthermore, for the deaf or hard of hearing, assistive technology such as visible and vibrating alerts can help users to navigate the Uber app. With various text prompts and visual features, audio is not needed for full functionality of the Uber app.

Importantly, whilst there was a discussion of monopolies in the hearing, in many cities, Uber has been shown to be additive to the taxi and private hire vehicle market, not abstractive. The choice and competition that our platform brings to the market is not therefore detrimental to the options that are already available for disabled passengers.

#### **Addressing environmental concerns**

Uber is also committed to doing its part for the environment and is having a positive impact. Uber already has over 5,000 hybrid vehicles on its platform in London, driving between 2,000 - 3,000 miles per month.

Also, as addressed above, due to more efficient booking systems, Uber drivers spend less time driving around with no passengers in the car, ensuring better asset utilisation. This is an area where new data will be collected as Uber develops its offering in London, and we are of course keen to keep the Committee updated on this.

#### **Conclusion**

Uber welcomes the opportunity to engage with the Local Government and Regeneration Committee's consultation into the Air Weapons and Licensing (Scotland) Bill.

Whilst the Bill itself is a wide-ranging piece of legislation, there are a number of issues relating to taxi and private hire provision in Scotland which are of direct concern to Uber. Notably, we call upon the Government to foster an environment that encourages choice and competition in the market in the interests of consumers and drivers.

Given the depth of discussion regarding Uber in previous oral sessions, we would appreciate the opportunity to provide more detail on our plans for Scotland in person before the Committee.

**29 January 2015**

**For further information, please contact:**

[REDACTED]

Ministerial Correspondence Unit



T: 0131-244 [REDACTED]  
E: [REDACTED]

[REDACTED]  
Uber London Ltd  
Focus Point  
21 Caledonian Road  
LONDON  
N1 9GB

Your ref:  
Our ref: 2015/0007056  
18 February 2015

Dear [REDACTED]

I am writing to acknowledge receipt of your recent letter to Michael Matheson regarding the Air Weapons & Licensing Bill.

A reply will be provided to you as soon as possible.

Yours sincerely,

[REDACTED]  
Ministerial Correspondence Unit

0013267

UBER

JUSTICE  
- 7 APR 2015  
PRIVATE OFFICE

Uber London Limited  
Focuspoint  
21 Caledonian Road  
London  
N1 9GB  
Phone: [REDACTED]  
E-Mail: [REDACTED]  
Web: www.uber.com/london

Mr Michael Matheson MSP  
Cabinet Secretary for Justice  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG

M.C.U.  
08 APR 2015  
Received

02 April 2015

Dear Mr Matheson MSP,

Further to my earlier correspondence I am writing to you as [REDACTED] for the smartphone app Uber. On 23<sup>rd</sup> March the Local Government and Regeneration Committee published its Stage 1 Report on the Air Weapons and Licensing (Scotland) BILL. The Report contains several conclusions regarding taxi and private hire vehicle (PHV) regulation. I would welcome the opportunity to meet with you in order to discuss these and update you on Uber's vision for transport in Scotland.

Uber currently operates in five cities in the UK. We have ambitious plans to bring more transport options to further cities across the UK. Excitingly Edinburgh Council recently granted Uber a license to operate in Scotland's capital. Uber Scotland will be arriving in the very near future.

Uber has a significant interest in and insight to offer the creation of new taxi and private hire legislation. The recently published Stage 1 Report contains a number of suggestions that we believe would have a negative impact on consumers, drivers, and the taxi and private hire industry:

**Paragraph 320**-While superficially attractive a higher degree of uniformity between taxi and private hire legislation would fail to appreciate the real differences between taxis and PHVs.

**Paragraph 321**-Insufficiently appreciates the benefits and impact of smartphone technology. Regulation needs to be supportive of innovation and new technologies. However the view of the Report would inhibit the development of new technologies and new innovative service offers to passengers.

**Paragraph 321**-Allowing fares to respond to changes in demand is an important way of reducing waiting times for passengers and ensuring during periods of high demand there is always an option for a reliable and safe method of transportation. This is especially important during the nighttime economy, where responsive systems like Uber make it easier for consumers to choose a safe, licensed driver. Uber is fully transparent with its users about the use of 'surge pricing'. This is a concept well established in the taxi tariff system in Scotland, but Uber's baseline price will be extremely competitive, our communication with potential customers far more transparent and users have the option to delay their journey and receive a notification when the price has returned to normal.

Paragraph 222-Harmonising taxi and PHVs overprovision tests would not benefit consumers. Accurate assessment of overprovision of PHVs is far more difficult than that of taxis. Harmonisation raises the prospect of quotas of PHVs. This would limit choice for passengers, effectively guarantee that services were overpriced, and prevent different providers competing on the basis of quality of service.

The idea overprovision runs contrary to Uber's success. The Improved - and crucially cheaper service - Uber offers has allowed more people to use taxis and PHVs. This has created jobs and allowed the industry to grow. The concept of overprovision locks passengers out of using taxis and PHVs, raises barriers to drivers, and effectively prevents the sector from growing.

Paragraph 323- With the advent of technology, drivers are able to deliver an efficient service to passengers without the need to have passed a knowledge test. There will always be a place for the knowledge gained by a taxi driver, but increasing the threshold by which people can become PHV drivers in this way has the potential to deter new drivers entering the industry.

We welcome the Report's recommendation for a wider review of the future of regulation in the industry and would dearly like to be able to explain our experience in the UK and elsewhere. If a meeting is of interest or should you have any questions, please let me know by email to: [REDACTED] or by phone on [REDACTED]

Yours sincerely

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

UK, Northern Ireland and Nordics

Uber

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]  
E: [REDACTED]@scotland.gsi.gov.uk



[REDACTED]  
Uber London Ltd, Focus Point  
21 Caledonian Road  
LONDON  
N1 9GB

Your ref:  
Our ref: 2015/0013267  
8 April 2015

Dear [REDACTED]

I am writing to acknowledge receipt of your recent letter to Michael Matheson regarding the Air Weapons and Licensing (Scotland) Bill.

A reply will be provided to you as soon as possible.

Yours sincerely,

[REDACTED]  
Ministerial Correspondence Unit

Rùnaire a' Chaibineit airson Ceartals  
Cabinet Secretary for Justice  
Micheal Matheson BPA  
Michael Matheson MSP

F/T: 0300 244 4000  
E: scottish.ministers@scotland.gsi.gov.uk

[REDACTED]  
Uber London Ltd, Focus Point  
21 Caledonian Road  
LONDON  
N1 9GB

Ar.faidhle/Our ref: 2015/0013267

30 April 2015

Dear [REDACTED]

Thank you for your letter of 2nd April to the Cabinet Secretary for Justice, Michael Matheson MSP, suggesting that you should meet with him to discuss the stage 1 report by the Local Government and Regeneration Committee on the Air Weapons and Licensing (Scotland) bill.

Once the Scottish Government has introduced a bill, it is then for the Scottish Parliament rather than the Scottish Government, to take it forward. For your assistance and to keep up to date, the following is a web link to the bill:

<http://www.scottish.parliament.uk/parliamentarybusiness/Bills/76383.aspx>

I can confirm on Thursday 23rd April, a debate was held in Parliament on the Stage 1 report by the Committee. Now that the general principles of the bill have been agreed, it will pass to Stage 2 for more detailed consideration by the Committee. This may give rise to further amendments to the bill by the Committee.

As the Bill is mid-scrutiny, it would be difficult for Mr Matheson to address the points you have raised. However he has requested that his policy officials be availed to discuss relevant matters with you. [REDACTED] has recently taken the policy lead for taxis and private hire cars and can be contacted on [REDACTED] and [REDACTED]

Kind regards

[REDACTED]  
[REDACTED]  
Taigh Naomh Anndrais, Rathad Regent, Dùn Èideann EH1 3DG  
St Andrew's House, Regent Road, Edinburgh EH1 3DG  
www.gov.scot



LEGACY 2014  
BY DOMINIC MCELROE  
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Diary



93 George Street, Edinburgh EH2 3ES

Michael Matheson MSP  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG

JUSTICE  
31 MAY 2016  
PRIVATE OFFICE

27 May 2016

Dear Mr Matheson,

Congratulations on your reappointment as Cabinet Secretary for Justice. I wanted to get in touch following the Scottish Government's launch of a consultation on taxi and private hire car licensing, and to take this opportunity to introduce you to Uber and our operations in Scotland.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

The recently launched consultation is a recognition that modern cities are changing fast, and that there is a real opportunity to make sure that technology is harnessed to make Scotland's cities safer, fairer and more liveable.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

[Redacted name], Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]  
E: CorrespondenceUnit@gov.scot



[REDACTED]  
Uber  
93 George Street  
EDINBURGH  
EH2 3ES

Our ref: 2016/0017232  
2 June 2016

Dear [REDACTED]

Thank you for your correspondence to Michael Matheson received on 2 June 2016.

Your correspondence has been passed to the relevant area for a response. The Scottish Government aims to respond to you within 20 working days. Where this is not possible, we will endeavour to keep you updated on the progress of your response.

Yours sincerely

[REDACTED]  
Ministerial Correspondence Unit

From: [REDACTED]  
Sent: 18 February 2015 12:15  
To: Brown KJ (Keith), MSP  
Subject: Introduction and Meeting with Uber

Dear Mr Brown MSP,

I am writing on behalf of [REDACTED] at Uber, to request a meeting with you in order to discuss the taxi and private hire vehicle industry and Uber's plans for Glasgow. [REDACTED] is planning on being in Edinburgh on the morning of 17 and 18 March, so it would be great if we could find a suitable time for you to meet then.

As you will be aware, Uber is a technology platform that connects passengers and professional private hire licensed drivers in real time, offering a low-cost, convenient and safe ride - all at the touch of a button. Founded in 2009 in San Francisco, Uber is now available in over 50 countries, including London, Manchester, Leeds, and Birmingham in the UK.

As part of their continued expansion Uber has recently applied for a Private Hire Operators Licence in Glasgow and it is their aim to engage with key opinion formers, through the correct channels, to discuss technology, consumer choice and safety issues.

Uber believes Glasgow is a city that is integral to their future success. They believe that by providing customers with more choice they can improve the customer experience in Glasgow's transport network. Uber are excited about the opportunity to contribute towards the growth of Glasgow as a key European city and look forward to working with you through this process. Over the coming months Uber want to continue to do more to create jobs and help reduce congestion and deliver cleaner, safer streets in the UK's major cities.

As you may be aware, Uber has attracted significant media comment since its launch. The most common concerns in the PHV market are safety and regulation.

Public safety is Uber's top priority. Thanks to Uber, passengers no longer have to hunt for a taxi, particularly late at night when some feel vulnerable. Importantly, users have access to their driver's photo, name, registration and rating as soon as they have booked, so that they can be sure they are getting in the right licensed car, with a

licensed and insured driver. The system is also fully cashless, reducing the dangers of carrying cash, and increasing the transparency of the system.

Uber is fully compliant with all private hire and taxi legislation in the UK. This has been confirmed in London, their biggest market, following intense scrutiny of their business model and record keeping by TfL (including their largest ever compliance inspection with over 22,000 documents inspected).

The Scottish Parliament is currently examining the future of taxi and private hire vehicle regulation, through consideration of the Air Weapons and Licensing Bill. Uber feel that is important that the Local Government and Regeneration Committee hears from the entirety of the taxi and private hire industry, especially as we enter a period of exciting growth in the UK. [REDACTED] would therefore welcome the opportunity to discuss issues surrounding future regulation with you.

While Uber are of course starting with the official channels of the application process and have submitted a Response to the Bill's Committee, [REDACTED] also wanted to take this opportunity to introduce himself and the service. We would greatly appreciate the opportunity to brief you on safety and regulatory issues, and answer any other questions you may have regarding Uber's service, either now, or in the future. Should a meeting be of interest, please do not hesitate to call me on [REDACTED] or email me at [REDACTED]

Yours sincerely,  
[REDACTED]

\*\*\*\*\*  
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This message has been received from an external party and has been swept for the presence of computer viruses.

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Ministerial Correspondence Unit

T: 0131-244 [REDACTED]

E: [REDACTED]



Your ref:  
Our ref: 2015/0007296  
20 February 2015

Dear [REDACTED]

I am writing to acknowledge receipt of your recent correspondence to Keith Brown regarding a meeting to discuss the taxi and private hire vehicle industry and Uber's plans for Glasgow.

As you will appreciate, Ministers' diaries are always very busy, but your kind invitation will receive careful consideration. Ministers aim to reply to you as soon as possible.

Yours sincerely,

[REDACTED]  
Ministerial Correspondence Unit

Rùnaire a' Chabineit airson Ceartais  
Cabinet Secretary for Justice  
Michael Matheson BPA  
Michael Matheson MSP

F/T: 0300 244 4000  
E: scottish.ministers@scotland.gsi.gov.uk



Email [REDACTED]



Ar fàidhle/Our ref: 2015/0007298

4 March 2015

Dear [REDACTED]

Thank you for your email to the Minister for Transport Keith Brown MSP, on 18 February, requesting a meeting, on behalf of [REDACTED] at Uber, to discuss Uber's plans for Glasgow on either 17<sup>th</sup> or 18<sup>th</sup> March.

As licensing comes under the remit of the Cabinet Secretary for Justice, Michael Matheson MSP, your letter has been passed to his office.

Unfortunately Mr Matheson is not free on this occasion. It may, however, be useful for you to meet with the relevant policy officials to discuss these matters. The policy lead in relation to taxis and private hire cars is [REDACTED], and he can be contacted on [REDACTED] or [REDACTED].

Kind regards

[REDACTED]

Talgh Naomh Anndra's, Rathad Regent, Dùn Èideann EH1 3DG  
St Andrew's House, Regent Road, Edinburgh EH1 3DG  
www.gov.scot



Diary



93 George Street  
Edinburgh EH2 3ES

**Humza Yousaf MSP**  
**The Scottish Parliament**  
**Edinburgh EH99 1SP**

RECEIVED  
31 MAY 2016  
man

19 May 2016

Dear Mr Yousaf,

Congratulations on your election as the MSP for Glasgow Pollok. It is a very exciting time in Scotland, and an important point in shaping its future.

Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities.

People in Scotland have already taken hundreds of thousands of trips on the Uber platform, and we are always looking for new ways make sure our service is as affordable, convenient and reliable as possible.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

As you begin a new term in Holyrood, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

[Redacted name], Uber Scotland

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]  
E: CorrespondenceUnit@gov.scot



[REDACTED]  
UBER  
93 George Street  
EDINBURGH  
EH2 3ES

Your ref:  
Our ref: 2016/0016794  
1 June 2016

Dear [REDACTED]

Thank you for your invitation to Humza Yousaf received on 1 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]  
Ministerial Correspondence Unit



Rùnaire a' Chalbneit airson Ceartais  
Cabinet Secretary for Justice  
Micheal Matheson BPA  
Michael Matheson MSP

F/T: 0300 244 4000  
E: scottish.ministers@gov.scot



Mr [REDACTED]

UBER  
93 George Street  
EDINBURGH  
EH2 3ES

Ar faidhle/Our ref: 2016/0016794

17 June 2016

Dear [REDACTED]

Thank you for the recent letters that you have written to the First Minister and Scottish Government Ministers seeking a meeting to discuss your business Uber.

Please note that the licensing of taxis and private hire cars under the Civic Government (Scotland) Act 1982 comes under the remit of the Cabinet Secretary for Justice, Michael Matheson. As such your letter has been passed to his Private Office and I have been asked to reply to you.

I am afraid that due to pressures on his diary, Mr Matheson is unable to meet with you at this time. However, officials from the Scottish Government Licensing Team would be happy to meet with you. If you would like to meet with officials, [REDACTED], can be contacted at: [REDACTED]

You may also wish to be aware that the Scottish Government is currently undertaking a consultation on the impact of modern technology on taxis and private hire cars. This consultation closes shortly and is available at <https://consult.scotland.gov.uk/licensing-unit/taxi-private-hire-modern-technology>

Yours sincerely,

[REDACTED]

Taigh Naomh Anndrais, Rathad Regent, Dùn Èideann EH1 3DG  
St Andrew's House, Regent Road, Edinburgh EH1 3DG  
[www.gov.scot](http://www.gov.scot)



Diary



93 George Street, Edinburgh EH2 3ES

Humza Yousaf MSP  
St. Andrew's House  
Regent Road  
Edinburgh  
EH1 3DG

MCLP

27 May 2016

Dear Mr Yousaf,

Congratulations on your appointment as Minister for Transport and Islands. I wanted to take this opportunity to introduce you to Uber and our operations in Scotland and give you some information on how we can help to grow Scotland's economy.

It's a very exciting time in Scotland, and an important point in shaping its future. Uber is now serving both Glasgow and Edinburgh, providing a new, reliable and affordable transport option and complementing the existing public transport infrastructure in both cities. Many of our users live in areas currently underserved by the transport network, with thousands of journeys booked through our app made by riders travelling to their final destination at the end of a train or bus journey.

Our technology means we are able to introduce new features that make people feel safer, whilst improved efficiency means we can give people more choice about how they get around. And as we grow, we will create new economic opportunities for hundreds of people in Scotland over the course of this year alone.

As you begin a new term in Government, we would welcome the opportunity to hear about your priorities and tell you more about Uber's operations in Scotland. We want to make the cities that we operate in safer and more liveable for all their residents, and would be delighted to work with you to make this a reality. I hope you don't mind if we follow this letter up in the next few days to arrange a meeting.

Regards,

[Redacted signature]

[Redacted name] Uber Scotland

RECEIVED  
03 JUN 2016

Ministerial Correspondence Unit

T: 0131-244 [REDACTED]  
E: CorrespondenceUnit@gov.scot



[REDACTED]  
[REDACTED] Uber Scotland  
93 George Street  
EDINBURGH  
EH2 3ES

Your ref:  
Our ref: 2016/0018587  
9 June 2016

Dear [REDACTED]

Thank you for your invitation to Humza Yousaf received on 9 June 2016.

Ministers aim to attend events, appropriate to Policy and where the Ministerial diary allows. Your kind invitation will receive careful consideration and we aim to reply within 20 working days.

Yours sincerely

[REDACTED]  
[REDACTED]  
[REDACTED]  
Ministerial Correspondence Unit

[Redacted]

[Redacted]

[Redacted]

From: [Redacted]

Sent: 23 November 2016 16:39

To: Yousaf H (Humza), MSP

[Redacted]

Subject: Uber / Scottish transport priorities

Dear Humza

Hope this finds you well. We've both been on the programme at a couple of events now, but timings have conspired against me managing to say hello in person!

I spent some time with Derek Mackay the other day, we had a really good discussion about transport and innovation and he reminded me that I should get in touch with you to fix up a time to meet. It would be really good to hear a bit more about your priorities and talk about how Uber can support your vision for Scotland. As well as our continued growth in Edinburgh and Glasgow I'd be keen to explore how we can bring new technology to assist in areas like congestion reduction, public transport integration, rural transport and mobility for older people.

If you have any time this side of the holidays then I'd be happy to get together, or if it's easier then we could look for a slot that works in January. What would suit you better?

All the best and look forward to hearing from you

[Redacted]

[Image removed by sender.]

[Redacted]

[Redacted] Scotland and the North East

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

\*\*\*\*\*  
\*

www.parliament.scot<<http://www.parliament.scot>> :  
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Public Engagement Unit



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: 0131-244 4000  
E: CorrespondenceUnit@gov.scot

[Redacted]

Your ref:  
Our ref: 2016/0039871  
29 November 2016

Dear [Redacted]

Thank you for your letter to Humza Yousaf regarding Uber / Scottish transport priorities received on 29 November 2016.

Your letter has been passed to the relevant office for response or appropriate action. The Scottish Government aims to respond to you within 20 working days. Where this is not possible, we will endeavour to keep you updated on the progress of your response.

Yours sincerely

[Redacted signature block]

Public Engagement Unit



Minister for Transport and the Islands  
Humza Yousaf MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: 0300 244 [REDACTED]  
E: scottish.ministers@gov.scot

[REDACTED]  
By e-mail to [REDACTED]

Our ref: 2016/0039871

7 December 2016

Dear [REDACTED]

Thank you for your e-mail of 23 November to Humza Yousaf, Minister for Transport and the Islands, requesting a meeting to discuss how Uber can support the Scottish Government's transport vision for Scotland. I have been asked to reply.

Subject to Parliamentary business, the Minister would be delighted to meet you in the New Year. Please contact [REDACTED], at [REDACTED] to confirm the arrangements.

**From:** [REDACTED]  
**Sent:** 19 April 2017 09:58  
**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

Hope you're well and had a good Easter weekend.

I'm looking forward to meeting the Minister at the Scottish Parliament tomorrow morning.

I thought it might be helpful to send a short suggested agenda over. If officials would like a quick call to discuss any briefing etc. then please do pass them my number.

====

1. Introductions
2. Uber in Scotland
  - Progress to date
  - Expansion in 2017
3. Future of mobility
  - Reducing reliance on car ownership
  - Public transport partnerships
  - Rural connectivity
4. Scottish government priorities
5. Next steps

====

Many thanks

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] | [uber.com](http://uber.com)

On 17 March 2017 at 14:38, [REDACTED] wrote:

Hi [REDACTED]

That's ok - I will note the change in my diary now.

Best



[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 17 March 2017 at 13:37, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

[REDACTED]

Apologies for any inconvenience this may cause, however Mr Yousaf has been asked to appear before the Rural Economy and Connectivity Committee on Wednesday 29<sup>th</sup> March. Committee has been known to run over schedule and I'm concerned he may not be out of the session in time to meet with you at the time agreed below.

I would prefer to offer a slot that is less likely to be affected by Parliamentary business. Would Thursday 20<sup>th</sup> April 09:30- 10:15, be suitable? Again, apologies for any inconvenience this may cause.

Kind regards

[REDACTED]

[REDACTED] Cabinet Secretary for Rural Economy and Connectivity

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Sent:** 16 March 2017 18:35

**To:** Minister for Transport and the Islands

**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

That's fine, thanks [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 16 March 2017 at 14:11, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

[REDACTED]

Apologies, I meant 11:45 not 12:00.

Kind regards

[REDACTED]

**From:** [REDACTED] Minister for Transport and the Islands  
**Sent:** 16 March 2017 13:57  
**To:** [REDACTED]  
**Subject:** RE: Letter the Minister for Transport and the Islands Private Office

[REDACTED]

The meeting will be held in Parliament.

I have had to move the meeting slightly, it will now start at 12:00, is this okay?

Kind regards

[REDACTED]

**From:** [REDACTED]  
**Sent:** 15 March 2017 15:40  
**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

That looks great, many thanks. Please could you also confirm venue?

Best

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 15 March 2017 at 15:27, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Hi [REDACTED]

I have held Wednesday 29 March in Mr Yousaf's diary for 11:30-12:00, does this suit?

Thanks,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 14 March 2017 16:24

**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

No problem, thanks for letting me know. How about:

- Wed 22nd after 4pm
- Thu 23rd anytime
- Mon 27th anytime
- Tue 28th after 11am
- Wed 29th anytime

?

Best

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]@uber.com | uber.com

On 14 March 2017 at 14:07, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Hi [REDACTED]

Due to Parliamentary business, Mr Yousaf is unable to undertake the meeting scheduled on 21<sup>st</sup> March at 15:00. Please accept my sincere apologies for any inconvenience this may cause.

I'll check the Minister's availability, if you would be so kind as to suggest an alternative date.

Kindest regards

[REDACTED]

[REDACTED] the Minister for Transport and the Islands

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Minister for Transport and the Islands

**Sent:** 22 February 2017 10:05

**To:** [REDACTED] Minister for Transport and the Islands

**Subject:** RE: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

I'm afraid the Minister has no flexibility on the 7<sup>th</sup> but 3pm on 21<sup>st</sup> March is still available so I will reschedule in the Minister's diary for then.

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED] to Humza Yousaf MSP  
Minister for Transport and Islands - The Scottish Government

All e-mails and attachments sent by a Ministerial Private Office to another official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the primary recipient. Private Offices do not keep official records of such e-mails or attachments. Thank you.

**From:** [REDACTED]  
**Sent:** 21 February 2017 16:42  
**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

Hope you're well. My turn to send apologies but I'm afraid my meeting with the Minister on 7 March is looking a bit difficult. Is there any chance we could move it to earlier that day (I need to be in Victoria Quay for 2pm) or later that afternoon (I could get back to the Parliament for 5:30pm)? Alternatively if the slot at 3pm on the 21st is still available then I can do that.

Thanks and apologies again

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 27 January 2017 at 15:29, [REDACTED] wrote:

No problem. Thank you! [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 27 January 2017 at 15:28, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

[REDACTED]

Perfect, I'll get that confirmed in the Minister's diary.

Apologies again for having to reschedule.

[REDACTED]

**From:** [REDACTED]  
**Sent:** 27 January 2017 15:25

**To:** Minister for Transport and the Islands

**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Thanks [REDACTED] much appreciated. Tuesday 7th at 16:15 looks good to me. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] @uber.com

On 27 January 2017 at 15:23, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Yes, of course. Alternatively, the Minister could do –

- 07 March at 16:15
- 08 March at 15:00
- 21 March at 15:00

[REDACTED]

[REDACTED]  
**Sent:** 27 January 2017 15:17

**To:** Minister for Transport and the Islands

**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]



I'm afraid I have speaking commitments on both those dates / times. Please could you send me some alternative options?

Best

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 27 January 2017 at 15:08, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Hi [REDACTED]

Apologies for having to do this but Mr Yousaf now needs to be in the Chamber for the Budget Bill meaning I'll have to rearrange your meeting of 02 February.

I'd be grateful if you could let me know if either of the following dates would suit you to reschedule

—

- Wednesday 22 February at 16:15
- Thursday 09 March at 16:00

Again, dates are subject to Parliamentary Business.

Best wishes,

[REDACTED]

[REDACTED]

[REDACTED] to Humza Yousaf MSP  
Minister for Transport and Islands - The Scottish Government

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**From:** [REDACTED]  
**Sent:** 24 January 2017 15:58

**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

No problem, I can accommodate that. Is the venue still the Scottish Parliament?

Best

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] uber.com

On 24 January 2017 at 15:34, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Dear [REDACTED]

Would it be possible to move next week's meeting by 15 minutes to start at 15:15 on 2<sup>nd</sup> February?

Kind regards,

[REDACTED]

[REDACTED]

[REDACTED] to Humza Yousaf MSP  
Minister for Transport and Islands - The Scottish Government

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**From:** [REDACTED]  
**Sent:** 31 December 2016 13:40

**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Many thanks [REDACTED] Happy New Year to you too. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 30 December 2016 at 11:54, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Hi [REDACTED]

Many thanks, this is confirmed in the Minister's diary, subject to parliamentary business.

All the best for new year.

[REDACTED]

[REDACTED] | Minister for Transport and Islands | Scottish Government | 5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Email: [transportminister@gov.scot](mailto:transportminister@gov.scot) | [www.gov.scot](http://www.gov.scot) | Twitter: @scotgov @transcotland

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**From:** [REDACTED]  
**Sent:** 14 December 2016 16:32

**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

Many thanks. Thursday 2 February at 15:00 works well for me, I shall look forward to seeing the Minister then.

Best

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | [uber.com](http://uber.com)

On 12 December 2016 at 16:20, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Dear [REDACTED]

Thank you for getting in touch. I can offer the following options for a meeting with the Transport Minister, though please do let me know if alternative dates are required:

- Wed 25 January – 16.00-16.30 – Scottish Parliament
- Thu 2 February – 15.00-15.30 – Scottish Parliament
- Wed 8 February – 12.00-12.30 – Scottish Parliament

Kind regards,

[REDACTED]

[REDACTED] | Minister for Transport and Islands | Scottish Government | 5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU

Email: [transportminister@gov.scot](mailto:transportminister@gov.scot) | [www.gov.scot](http://www.gov.scot) | Twitter: @scotgov @transcotland

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**From:** [REDACTED]  
**Sent:** 08 December 2016 16:34  
**To:** Minister for Transport and the Islands  
**Subject:** Re: Letter the Minister for Transport and the Islands Private Office

Hi [REDACTED]

Hope you're well. Just getting in touch to see if we can find a time that suits for the Minister to meet. Please let me know some dates / venues that would suit, or if it's easier then I'm happy to get on the phone quickly to compare diaries!

Many thanks

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] | uber.com

On 8 December 2016 at 14:37, <[transportminister@gov.scot](mailto:transportminister@gov.scot)> wrote:

Dear [REDACTED]

Please find the attached letter from the Minister for Transport and the Islands Private Office.

Kind regards

[REDACTED]

[REDACTED] to Humza Yousaf MSP  
Minister for Transport and the Islands

The Scottish Government

[REDACTED]

[REDACTED]

[REDACTED]