

TNC Driver Outreach and Engagement

Final Report

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City of Seattle

Mayor Jenny A. Durkan

Table of Contents

I. Executive Summary	3
II. Introduction	4
Background.....	4
Areas of Inquiry	5
Approach.....	5
Methods.....	6
III. Findings	7
Local Driver Practices & Demographics	7
Key Insights	8
IV. Conclusion.....	12
V. Appendix	14

I. Executive Summary

In November 2019, Seattle City Council unanimously passed Mayor Jenny Durkan’s Fare Share Plan, a package of legislation aimed at creating new worker protections and improving pay for individuals that drive for Transportation Network Companies (TNCs) like Uber and Lyft, as well as making local investments in affordable housing and transit. Through Fare Share, the City is responsible for the establishment of a minimum pay standard for Uber and Lyft drivers in Seattle that ensures they make *at least* the equivalent of the Seattle large employer minimum wage plus reasonable expenses.

As part of determining the specific minimum pay standard, policymakers sought to better understand the current working conditions of TNC drivers. To achieve that goal, the City conducted an extensive outreach effort to drivers with the intent of using the insights and information gleaned to inform future policy related to improving pay, compensating for expenses and benefits as well as to understand the potential impacts to drivers, customers, and the TNCs of any such policy. In particular, the City was keenly interested to hear what drivers value about their work, the challenges they face on the job, and the level of working time and expenses that contribute to their overall ability to achieve their financial goals.

Over four months, a workgroup representing six City departments worked together to connect with the driver community through a variety of methods including one-on-one driver interviews, roundtable discussions, focus groups, a telephone town hall, and an online survey. This report summarizes these efforts and highlights the following key themes that emerged from the outreach:

1. Drivers need higher, fairer pay
2. Driver flexibility is valued, but is not without constraint
3. Driver pay is inconsistent and unpredictable
4. Drivers need a safety net

Learnings from this engagement as well as findings from a City-commissioned academic TNC-driver wage study conducted by professors from The New School in New York City and The University of California, Berkeley will help guide the City’s pay standard legislation as well as inform rule-making and implementation practices for other components of the Fare Share legislation related to worker protections.

Since the City of Seattle began this work, in March of 2020 the global pandemic COVID-19 hit. Communities across the city, region and country were significantly impacted, which included TNC drivers who saw demand for business drop suddenly and dramatically. Uber stated in a May 2020 earnings call that rides had declined by approximately 80% across the country.¹ In response to the pandemic’s deleterious effects on those gig workers designated as “essential” workers, the Seattle City Council passed a temporary ordinance providing Paid Sick and Safe Time protections to drivers for online-based food delivery network companies and TNCs during the COVID-19 civil emergency. It is worth noting that all data and findings contained within this report pertain to pre-pandemic driver habits, demand for service, and work environment. .

¹ https://www.cnbc.com/2020/05/07/uber-uber-earnings-q1-2020.html?ck_subscriber_id=431244514

II. Introduction

Background

Seattle has a long history of innovative policy making to support workers across the economic spectrum—from pioneering the \$15 minimum wage for all hourly employees, to secure scheduling protections for retail and food service employees, and minimum wage protections for domestic workers. But because Uber and Lyft (referred to as Transportation Network Companies, or TNCs) classify drivers as independent contractors, these workers are not protected by Seattle’s labor standards or similar protections established by federal and state law. Put simply, the social safety net of workplace protections developed in the twentieth century is not available for these twenty-first century workers.

Absent these basic protections, many TNC drivers experience poor working conditions such as low pay rates, a lack of transparency, and constantly changing job requirements. Indeed, a 2018 study by the Economic Policy Institute found that drivers earn an average hourly wage of \$10.87—far below the current (2020) Seattle minimum wage for large employers of \$16.39—after accounting for expenses and employer-side payroll taxes.² Low pay is compounded by the difficulty drivers experience in calculating their expenses and thus their actual earnings.³ Further, recent research and statements from TNCs indicate that these trends are worsening as TNCs increase the commission they take from each ride.⁴ In April 2019, Uber stated in its Form S-1 filing that “we aim to reduce Driver incentives to improve our financial performance.”⁵

Accordingly, Mayor Jenny Durkan prioritized the development of a baseline of labor standard protections to ensure fair pay and fair treatment for TNC drivers. In September 2019, Mayor Durkan transmitted to the Seattle City Council her Fare Share plan, which included legislation that provided for new protections for TNC drivers. Mayor Durkan’s proposed Transportation Network Company Driver Minimum Compensation Ordinance declared the City’s policy to be the “establish[ment of] minimum labor standards for the benefit of TNC drivers, including, but not limited to a minimum compensation standard for TNC drivers that is comprised of at least the equivalent of the “hourly minimum wage” [for large employers] plus reasonable expenses.”⁶ Fare Share also included legislation to establish deactivation rights for drivers, create an impartial arbitration process to hear deactivation challenges, and fund a non-profit Driver Resolution Center (DRC) to represent drivers at arbitration hearings.⁷

In November 2019, City Council unanimously passed Mayor Durkan’s Fare Share legislation, creating new worker protections for drivers, authorizing a study to inform the setting of minimum compensation levels for drivers, and making local investments in affordable housing and transit. Specifically, SMC 14.31 requires the Executive to conduct an evaluation to determine a minimum compensation standard for

² <https://www.epi.org/files/pdf/145552.pdf>

³ See <https://lwp.georgetown.edu/wp-content/uploads/Uber-Workplace.pdf> (finding that “100% of drivers experienced difficulties with, or barriers to, calculating their actual compensation.”)

⁴ <https://www.jpmorganchase.com/corporate/institute/document/institute-ope-2018.pdf>;
<https://www.seattletimes.com/seattle-news/transportation/before-uber-ipo-and-driver-strike-union-analysis-criticizes-driver-pay/>

⁵ <https://www.sec.gov/Archives/edgar/data/1543151/000119312519103850/d647752ds1.htm> at 30.

⁶ Council Bill 119687.

⁷ SMC 14.32

TNC drivers.⁸ Further, the evaluation must “consider the best available sources of data”, including (among others) “TNC driver surveys or interviews,” “public forums,” or “stakeholder interviews.”⁹

To comply with the directives of the Transportation Network Company Driver Minimum Compensation Ordinance, the City utilized a two-pronged approach. First, the City engaged outside labor economists to analyze local data on driver working time, earnings, and expenses and propose a minimum compensation standard for TNC drivers in Seattle. Second, recognizing that a strictly quantitative analysis cannot capture the universe of relevant information, the City sought to hear and gather feedback from those most directly affected – the drivers – to better understand their experience and potential impacts of any policies related to improving driver pay, working conditions and access to benefits. The Mayor’s Office (MO) convened a workgroup comprised of staff from Finance & Administrative Services (FAS), the Department of Neighborhoods (DON), the Innovation & Performance Team (IP), the Office of Immigrant and Refugee Affairs (OIRA), and the Office of Labor Standards (OLS). This workgroup engaged in a robust mixed methods outreach effort over several months in late 2019 and early 2020.

Areas of Inquiry

The primary research question to answer was: How might the City of Seattle establish a minimum pay standard that reflects fair pay and treatment for TNC drivers?

Within this broader question, the workgroup also wanted to understand:

Values	Motivations	Needs	Challenges
<ul style="list-style-type: none"> ▪ What do drivers value most in their work? ▪ What does fair pay, and fair treatment mean to drivers? 	<ul style="list-style-type: none"> ▪ What motivates drivers to drive for Uber and/or Lyft? ▪ What does an average “good day” of driving entail? ▪ What driver habits afford greater opportunities for increased compensation? 	<ul style="list-style-type: none"> ▪ What do drivers want the Mayor and City Officials to know about their experience? ▪ What can the City do to improve driver earnings and working conditions? 	<ul style="list-style-type: none"> ▪ What, if anything, could improve the driver experience? ▪ What does an average “bad day” of driving entail? ▪ What barriers exist to earning fair compensation?

Approach

To understand drivers’ perspectives on these areas of inquiry, an equitable approach was designed that optimized the opportunity to participate while still gaining deep insights. The approach recognized that time is valuable to the Seattle TNC driver community - time spent not driving means time spent not earning money. Therefore, outreach methods centered on how best to hear from drivers without impacting their working time, particularly during peak earning hours.

⁸ SMC 14.31.060.A

⁹ SMC 14.31.060.B

Codified through the City's Race and Social Justice Initiative, the City has a commitment to eliminating racial disparities and achieving racial equity. As such, a race and social justice lens was applied to project design which led to accessibility and translation becoming critical focus points, particularly when it came to reaching populations traditionally underserved. The DON Community Liaison program was utilized to intercept and converse with drivers in-person, in-language, at places they often congregate during down time. Community Liaisons (CLs) deployed to conduct intercept surveys were familiar with where and when drivers of certain communities gathered as some of them had been drivers themselves, locations included local community centers, coffee shops, and designated airport parking lots. This linguistic and cultural connection allowed for greater access to driver communities that may have been missed in previous conversations about driver issues. The one-on-one, informal interview format recognized that online or other traditional survey methodologies tend to present barriers for immigrant and refugee individuals, especially recent arrivals and residents with limited-English proficiency. By utilizing the CLs and contracted translation services, both in-person and online surveys were available in eight languages including Simplified and Traditional Chinese, Spanish, Somali, Amharic, Oromo, Tigrinya, and Russian.

Additionally, guided by the expertise of the IP Team the approach leveraged human-centered design (HCD), which empowers those who are building products, services, policies, or experiences to design in a way that centers the core needs of people experiencing a problem. HCD engages residents and stakeholders to participate in the building process as co-creators, bringing their own ideas and solutions to how civic services, programs, and policies are developed. For this project that meant engaging drivers, the TNCs, and driver advocacy community organizations. For the former, the City strove to not simply speak *at* drivers, but rather listen to what these workers had to say about their experience and how they thought City policies could improve it. Engaging the TNCs and related driver community organizations recognized that any attempt to support the industry's workers without also hearing from the industry itself or the organizations that represent and advocate on behalf of the workers would be incomplete.

Methods

Five methods of engagement were used: intercept survey interviews, roundtable discussions, focus groups, a telephone town hall, and an online survey. Collectively these five engagement opportunities resulted in participation or responses from **10,447** Uber and Lyft drivers. Worth noting is that due to the City's decision to not collect identifying information in order to ensure driver privacy and anonymity, the precise number of unique drivers who participated cannot be precisely determined as there could be individuals who participated in more than one feedback opportunity. Below is a summary of how each method was implemented, as well as total participation rates:

Intercept interviews allowed us to engage on a more personal level with individual drivers in-language. Six CLs contracted by DON went to places where drivers naturally congregated and conducted 179 interviews in one-on-one in-person conversations. These conversations were conducted in eight languages (Somali, Russian, Tajik, Tigrinya, Mandarin, Amharic, Oromo, and Spanish) over the course of two weeks in December 2019. A full list of intercept survey questions can be found in the appendix of this report.

Roundtable discussions provided stakeholder organizations and the TNCs an avenue to organize drivers to share their unique perspectives with policymakers on key issues. Conducted by a neutral facilitator in English in January and February 2020, the five roundtables included 48 participants.

Focus groups enabled the City to speak to diverse groups of drivers at once, with the additional ability to observe candid driver-to-driver discussions and interplay on topics of interest. Two focus groups engaged 22 randomized participants in February 2020; both focus groups were conducted by a neutral facilitator in English.

The **telephone town hall** provided scale of reach, connecting with over 8,600 drivers during a 1.5-hour telephone town hall meeting led by Mayor Durkan. Participants were able to ask and have their questions answered live, with an additional 104 voice mail messages left for the City at the end of the town hall. Callers also participated in real-time survey questions during the call to help City staff further understand the experiences of participants. A full recording of the telephone town hall can be found on Mayor Durkan's Fare Share [website](#).

An **online survey** provided a virtual opportunity for drivers to provide feedback from anywhere, anytime. Over the course of two weeks in February 2020, 1,593 responses were received. The online survey was available in eight languages, including English, Spanish, Traditional and Simplified Chinese, Somali, Amharic, Tigrinya, and Oromo.

III. Findings

Local Driver Practices & Demographics

The greater Seattle region has over 33,000 drivers currently licensed to operate.¹⁰ Given that scale, a definitive overview of the local driver community cannot be provided. However, this was the reason a diverse engagement strategy was designed with a variety of touch points, so that those that were reached could provide valuable insights into understanding generalized local driver demographics and work habits.

Uber and Lyft assert that the typical TNC driver works on a flexible and part-time, very casual basis - less than 20 hours a week - and typically drives to supplement income from another job.¹¹ Local outreach efforts revealed that this is not the case for TNC drivers in Seattle. Through the telephone town hall and online survey, 40-50% of respondents reported that they work *more* than 32 hours per week. Further, the assertion that most drivers choose to do this work in addition to other jobs is not supported by our findings. In fact, two-thirds of TNC drivers that responded to the online survey said that driving for a TNC is their sole job.

According to telephone town hall and online survey data, 50-60% of respondents drive for both Uber and Lyft. In addition, qualitative data suggests that some drivers are not able to make enough money driving only for one company. Drivers also reported that in some cases working on both apps puts them in a more secure position to be able to maintain an income through an unexpected deactivation (when a TNC blocks the driver from being able to log on to the app) from one of the platforms.

¹⁰ Source: King County Records and Licensing Services

¹¹ See e.g. <https://www.uber.com/newsroom/celebrating-small-business-owners-driving-with-uber/> ("Being an Uber partner means [drivers] can focus their time on growing their business, while making extra income on their own schedule"); <https://www.lyft.com/blog/posts/why-i-lyft-to-pay-off-student-loans> (highlighting story from driver who drove in between shifts at another job).

Focus group, roundtable and online survey data shows that 60-70% of respondents self-identified as non-white underscoring the need to understand the unique needs and challenges of drivers within communities of color. In particular, the in-person, informal nature of the intercept interviews allowed for a deeper understanding of driver demographics and working conditions within communities of color. When drivers who participated in *intercept interviews* were asked to self-report their race, 97% identified as non-white, the majority of whom identified as Black (58%) or East African (27%). An overwhelming majority of drivers (93%) reported another language, other than English, as the primary language spoken at home, the highest among them being Amharic (27%), Oromo (24%), and Somali (24%). Many of the interviewed drivers expressed that driving for TNCs is the most accessible option to be able to provide for their family. This perception is underscored by the lower barriers to entry for TNC driving when compared to other types of work, which can be of particular importance for immigrant and refugee communities and those with limited English proficiency to gain flexible earning opportunities quickly. Some individuals stated that they began driving for TNCs after marked industry changes occurred when the introduction and subsequent meteoric rise of TNC companies like Uber and Lyft quickly eclipsed other transportation modes – such as taxis - in the local market.

Key Insights

Drivers Need Higher, Fairer Pay

Drivers overwhelmingly reported the need for greater pay as an area of improvement within their work. As many drivers work for TNCs to support themselves and their families, the ability to earn greater, more consistent pay is highly desired. Though reasons for needing greater pay varied, some commonalities emerged. Some of the greatest factors contributing to this inadequacy in pay are high costs and expenses drivers must incur when driving (i.e. gas, car maintenance), uncompensated travel time to/from rides, and other personal financial pressures (i.e. rent/housing costs, health insurance).

“Gross shows a lot of money [but] the expenses are almost half of it.”

(Source, 2/5/20 Focus Group)

Compensation does not adequately cover expenses

Because the TNCs classify drivers as independent contractors, drivers pay out-of-pocket for all expenses incurred while driving, including the provision of their own vehicle. Drivers view their expenses as high relative to their earnings, causing many to drive for longer hours (40-50% of drivers responded that they work more than 32 hours

“Getting paid more in line with gas prices would be helpful. Each time gas [sic] goes up, I get a pay cut!”
(Source, Online Survey)

per week) and for both Lyft and Uber (50-60% of respondents drive for both) in order to meet their monetary needs. Drivers reported accruing significant expenses on a daily and weekly basis, which has a significant impact on

“After deducting my cost for car maintenance and gas...I make less than minimum wage driving for Uber...”

(Source, Online Survey)

their total pay. The highest expenses reported by drivers included gas, car insurance, and car maintenance. In addition, many drivers must also pay for other personal expenses such as college tuition, rent/housing costs, and health insurance for themselves or their family. For those drivers for whom TNC work is their family's sole source of income, these business and personal expenses combined to make it even harder to earn a living wage.

Compensation does not adequately cover all time or miles driven

Drivers also reported the burden of travelling long distances for trips without being compensated for all time or miles driven. The standard per minute and per mile compensation rates for TNC drivers are only paid on miles driven and time with a passenger in the car. Therefore, the TNCs do not compensate drivers for time or miles incurred driving around or “circling” waiting for a ride request,

“Uber pool/Lyft pool. The way I look at it we put [in] more time on pools and we don't get pay [sic] enough. Seem[s] like more time, more work, and less money. Also the cost of living in [the] Seattle area is getting way too high and most of employee[s] get [a] little bit of [a] raise and we will love to see that as drivers too. We need some love.”

(Source Online Survey)

driving to the passenger pick-up point, or for “dead head time” – the return trip from a more remote or less populated passenger drop-off point back to higher-traffic areas without a passenger. This is burdensome because drivers are still spending time and incurring expenses due to additional mileage and wear-and-tear on their vehicles, yet are receiving no pay. Drivers specifically reported pay rates from shared or pooled rides as not being reflective of the additional mileage and time spent picking up/dropping off multiple passengers at once.

Driver Flexibility is Valued, but is not without Constraint

There is a perception amongst TNC drivers that their work is inherently flexible. Drivers report this flexibility results from not being considered formal employees of either Uber or Lyft which to them, means greater independence. This perception is highly valued amongst drivers (both part time *and* full time) because it allows them to log on and off the app whenever they choose. However, though drivers ostensibly have the flexibility to work the hours they want, this flexibility is constrained by the need to earn more money or maximize the time spent driving. Many of these restrictions, such as variability in market demand, are out of drivers' control. Attempting to overcome these restrictions and in turn, earn higher pay, results in drivers working longer hours and for multiple TNC app platforms, especially those whose families depend solely on their work.

Constraints on flexibility and independence

The 40%+ of drivers that work full time, lack full flexibility as they must work sufficient hours to make enough money to support themselves and their families. Further, the nature of TNC work limits flexibility. First and foremost, trip demand is not flexible - there are peak times that offer much greater opportunity for rides, outside of those peak times demand is lower and rides are less lucrative, oftentimes dramatically so. Accordingly, many drivers find themselves not actually being able to “work whenever they want” as they must schedule their work time to coincide with higher passenger demand. In addition to trip demand, drivers are also constrained in their ability to choose which trips they accept without potential repercussions. Drivers are mostly unaware of trip information like distance or location prior to accepting a ride and though drivers are able to cancel trips they are disincentivized to do so, as it may come with consequences such as deactivation from the app platform. These constraints create increased uncertainty and inconsistency in drivers' ability to plan their working hours or predict their earnings.

"We are independent but can't exercise our independence. We are forced to accept a call or get terminated. We can't choose what type of ride to accept. One way of [sic] the other they force us to do what they want"

(Source, Online Survey)

Divided opinions on increased regulation

When drivers were asked about their concerns regarding future pay policies and the implementation of a wage standard there is a bit of a divide. Though many drivers feel that policy intervention is needed, particularly as it relates to fairness in pay, they are worried about undesirable consequences such as being forced to become TNC employees and ultimately, losing their perceived independence. Concerns about employment status center around the anticipation of increased regulation and restrictions of working time by the TNCs. At the same time, other drivers noted that driver pay was low because the labor market was oversaturated and asserted that policies restricting the number of drivers on the TNC platforms—such as a driver cap—would improve driver pay.

Driver Pay is Inconsistent and Unpredictable

Though the TNCs do not classify drivers as employees, their ability to operate more autonomously is severely hindered by the lack of information they receive or have access to. This inaccessibility creates a barrier to success as drivers are unable to anticipate their earnings in advance, understand the breakdown of the fare for any given ride, anticipate or have a say in fare structure or commission changes, or gain insight into the reasoning behind certain deactivations from the driver application. Drivers desire increased transparency from TNCs to allow for more consistent, predictable pay and a more stable work experience.

Increased transparency is needed

There are many areas of the TNC ecosystem that drivers either feel confused by or are unaware of. Most problematic is their inability to predict their earnings for a given ride. The overall pay structure and its ever-changing, seemingly arbitrary nature was expressed as a major source of confusion including fees, TNC commission rates, and other taxes. Shared/pooled rides also presented unique complications as drivers are unaware of the breakdown in fare per passenger and drivers oftentimes assumed the total compensation was not worth the trip(s).

Additionally, drivers performing this work for one or more years reported a gradual decrease in their net pay over the years without understanding why. Not only is net pay lower than it used to be despite an overall increase in fare amounts paid by customers, opportunities for additional compensation or “bonuses” have decreased as well.

"The flexibility is great, but how many jobs do you ever go to that you don't know what you are going to be paid. We just don't know."

(Source, 2/4/20 Focus Group)

Drivers remembered when TNCs used to provide incentives that have, without notice or explanation, all but disappeared such as daily bonuses and increases to driver fare commissions while surge pricing was in effect. Particularly frustrating was the discontinuation of the surge pricing driver commission increase, as they know riders are being charged much higher fares while the driver’s share of that fare remains static.

This transparency theme was reinforced through the telephone town hall. Over 100 voice mail messages were received by the City following the call, many of them describing that they are never clear as to how much money the TNCs are taking from each fare for their own profit

Deactivations cause immediate and unexpected loss of income

Deactivations, or removal from the application platform by a TNC, can be a damaging process for drivers. During periods of suspension or deactivation drivers experience temporary or permanent loss of income. Some, to safeguard from deactivation, work for both Uber and Lyft platforms operating under the assumption that if they are deactivated from one, they can continue to earn through the other. While drivers understand deactivations are at times warranted, they are unaware of the specific rules and how the TNCs consider and weight rider feedback as compared to driver input. Additionally, drivers report that it can oftentimes be burdensome, confusing, or downright impossible to navigate the system to find out why they were deactivated and how or to whom they can dispute the action, leaving them feeling voiceless and without recourse. Fair and equitable treatment in the deactivation process is highly desired by drivers.

" A lot. For example, the way the [sic] deactivate drivers. Suddenly without warning. Then you are left with no income. That's what just happened to me last weekend. After driving for Lyft for over a year and half, I got an email around 4:30am last Friday that my driving record was under review, and the email specifically said that I would be given a few days to respond. When I immediately turned on my Lyft driver app to see if I could log on, I was already unable to log on. Just like that I don't have a job so now I'm panicking trying to find another job to keep up with my bills. That's how they treat people, loyal, 5-star drivers like me."

(Source, Online Survey)

Drivers need a safety net

Drivers feel they do not have a strong safety net. Due to the high risk of being deactivated from the platform and the risk of injury from being on the road more often, drivers desire some level of protection if faced with an event that leaves them unable to drive. Being off the app platform, even for a day, can be detrimental to these workers. Due to the fact that the TNCs classify drivers as independent contractors, drivers do not receive benefits that other, traditional employees have access to such as paid

sick leave, unemployment benefits, or worker's compensation - benefits that would guarantee some access to income during times when they cannot work. Any time away from driving proportionally results in increased financial hardship to drivers, especially for those whom driving is their sole job (two-thirds of drivers that responded to the online survey reported driving for a TNC as their only job).

Driving is risky

Drivers see their work as providing a safer, more reliable transportation service to the public and often enjoy the social nature of their job. However, they also understand the inherent risks and dangers involved. Many drivers expressed how taxing this job can be both physically and mentally.

"...because injury[s] can happen suddenly when a driver is unprepared; besides, because of injury a driver cannot do other jobs to earn income."

(Source, Intercept Interviews)

They graciously shared stories about personal injuries from accidents, anxieties surrounding deactivation, the stress of providing quality service in unsafe locations or conditions (such as when a rider is intoxicated), and the risk of – on any given day — not earning the pay they need to survive. These experiences all shared a common theme, a fear of unforeseen circumstances, risks, and negative consequences.

Access to benefits for driver coverage

It is very important for drivers to have medical coverage, car insurance coverage and fair payment. To have peace of mind on the road is very important. So if the Mayor and city officials can help us on this it would be great. Personally I really appreciate to start this conversation with [the] Mayor and city officials.

(Source, Online Survey)

In general, there is consensus amongst drivers that benefits available to other traditional employees would be of value, but only if the introduction of those benefits does not undermine their hourly pay or force them to become TNC employees. Though a small group of drivers expressed a desire to become TNC employees, the majority would prefer to keep their independent status but still acquire benefits. Drivers shared a desire in having benefits such as health insurance, worker's

compensation, unemployment insurance, retirement savings, and sick leave. When probed as to why these benefits were important to them, drivers overwhelmingly stated the need for better protection for them and their families, and guaranteed income in times when they are unable to drive or during periods of forced unemployment.

IV. Conclusion

In this analysis, we found shared themes across the TNC driver community that drivers want consistently fairer pay, more transparency into their working conditions, and access to a robust safety net. Drivers described their passion for being a part of Seattle's transportation fabric, and this report is in part a testament to the work they do every day to safely move people around Seattle and the region. To the drivers that shared their experiences, needs, and perspectives **thank you**, city policymaking will be better off as a result.

This report is not intended as a final and definitive statement on the perspectives of Uber and Lyft drivers, rather, a qualitative starting point for City policymakers to respond to the needs of current and future TNC drivers on an ongoing basis. Seattle's continued mobility innovations depend on a system that prioritizes residents' ability to have access to safe, reliable, healthy, affordable transportation options. However, it is imperative that as these options continue to grow and change that the workers who provide these services are treated and compensated fairly.

As cities across America grapple with the rights of TNC drivers, the hope is that this report shares valuable insights into the driver experience that may result in policies that are more inclusive and rooted in worker voice than ever before.

V. Appendix

Documentation

Appendix A: Questions from each outreach engagement

Appendix A.1: Intercept Interview Questions

Questions	Response Options
What is your current zip code?	Self-reported
How do you describe your race?	Self-reported
What language do you speak most often at home?	Self-reported
Do you work for Uber, Lyft, or both? To be clear, we are not referring to services like Uber Eats, only ridesharing services.	Self-reported
Approximately, how long have you worked for Uber and/or Lyft?	Self-reported
In the past week, how many hours were you logged into the Uber or Lyft app? You can view this information in the weekly summary under "time online".	Self-reported
What are your biggest expenses or costs driving for Uber or Lyft?	Self-reported
Is driving for Uber and/or Lyft the only work you do? If no, can you please explain the other work that you do?	Open-ended
Why do you drive for Lyft, Uber or both?	Open-ended
What, if anything, could improve your driving experience for Lyft or Uber? Please give specific examples or stories if possible.	Open-ended
The Mayor and City Officials will soon be developing policies aimed at improving driver compensation. What are the top one or two things you would want the Mayor and City Officials to know about your experience working as an Uber or Lyft driver as they are creating these policies?	Open-ended
The City is considering passing policies to provide benefits to Uber and Lyft drivers. Benefits can include sick leave - paid time off to go to the doctor or to care for a sick family member, workers comp - paid time to heal from a work-related injury, and unemployment insurance - compensation if you lose your job. Which, if any, of these benefits would be most important to you?	Open-ended
Can you tell me more about why the benefits you just described are most important to you?	Open-ended
Before we end, is there anything else you would like me to know?	Open-ended

Appendix A.2: Roundtable Questions

Questions	Response Options
On average, how many hours do you drive per week on a rideshare platform?	Self-reported
What do you value in your work as a driver?	Open-ended
What does an average good driving day look like for you?	Open-ended
What does an average bad driving day look like for you?	Open-ended
What does fare share mean to you?	Open-ended
What are your biggest expenses or costs driving for Uber or Lyft?	Open-ended
When calculating your net earnings, how do you factor in your expenses?	Open-ended
The Mayor and City Officials will soon be developing policies aimed at a new wage standard. What are the top one or two things you would want the Mayor and City Officials to know about your experience working as an Uber or Lyft driver as they are creating these policies?	Open-ended

Appendix A.3: Focus Group Questions

Questions	Response Options
On average, how many hours do you drive per week on a rideshare platform?	Self-reported
What do you value in your work as a driver?	Open-ended
What does an average good driving day look like for you?	Open-ended
What does an average bad driving day look like for you?	Open-ended
What does fare share mean to you?	Open-ended
What are your biggest expenses or costs driving for Uber or Lyft?	Open-ended
When calculating your net earnings, how do you factor in your expenses?	Open-ended

The Mayor and City Officials will soon be developing policies aimed at a new wage standard. What are the top one or two things you would want the Mayor and City Officials to know about your experience working as an Uber or Lyft driver as they are creating these policies?	Open-ended
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Appendix A.4: Telephone Town Hall Questions

Questions	Response Options
In the past week, how many hours were you logged into the Uber or Lyft app?	Less than 5 hours 5 to less than 10 10 to less than 20 20 to less than 32 32 hours or more
Which company do you work for?	Uber Lyft Both Another company not mentioned
What are your biggest expenses or costs driving for Uber or Lyft?	Rental or Lease payments Car payments for purchased vehicles Car insurance Gas Car maintenance (includes repairs, body work, oil changes, brakes, tires)
Which, if any, of the following benefits would be most important to you?	Health Insurance Paid hours to visit a doctor or care for a sick family member (Sick Leave) Paid time to heal from a work-related injury (Worker's compensation) Temporary compensation if you lose your job (Unemployment Insurance) Retirement savings

Appendix A.5: Online Survey Questions

Question	Answer
What is your current zip code	Self-reported

Race/Ethnicity <i>(Select all that apply)</i>	White or Caucasian African American or Black Hispanic, Latino/a, or Spanish origin Asian Hawaiian Native/Pacific Islander American Indian or Alaska Native Some Other Race, Ethnicity, or Origin or Combination of Races Other (please specify)
What languages do you speak most often at home? <i>(Select all that apply)</i>	English Spanish Cantonese / Mandarin Vietnamese Korean Somali Tagalog Cambodian Amharic Oromo Tigrinya Laotian Thai Russian Punjabi Hindi Other (please specify)
Which of the following categories does your age fall into?	21-24 25-34 35-44 45-54 55-64 65 or older
Do you identify as . . . <i>(please select all that apply)</i>	Male Female Gender non-binary or non-conforming Transgender Other gender identity (Please tell us: _____)
Do you currently work for Uber, Lyft or both?	Yes—I currently work for Uber, Lyft, or both No – I have worked for one or both companies in the past
Which company do you work for Uber, Lyft or both?	Uber

	<p>Lyft</p> <p>Both</p> <p>Other (please specify)</p>
<p>Approximately how long have you worked for Uber and/or Lyft?</p>	<p>Less than 3 months</p> <p>3 months to less than 6 months</p> <p>6 months to less than 1 year</p> <p>1 year to less than 2 years</p> <p>2 years to less than 3 years</p> <p>3 years to less than 4 years</p> <p>4 years to less than 5 years</p> <p>5 years or more</p>
<p>In the past week, how many hours were you logged into the Uber or Lyft app?</p>	<p>Less than 5 hours</p> <p>5 to less than 10 hours</p> <p>10 to less than 20 hours</p> <p>20 to less than 32 hours</p> <p>32 to less than 40 hours</p> <p>40 to less than 50 hours</p> <p>50 to less than 60 hours</p> <p>60 to less than 70 hours</p> <p>70 hours or more</p>
<p>What are your biggest expenses or costs driving for Uber or Lyft? <i>(Select all that apply)</i></p>	<p>Rental or Lease payments</p> <p>Car payments for purchased vehicles</p> <p>Car Insurance</p> <p>Gas</p> <p>Car Maintenance (includes repairs, body work, oil changes, brakes, tires)</p> <p>Car Wash/Cleaning/Detailing</p> <p>Equipment (includes cellphone, cell phone plan, dash camera)</p> <p>Other (please specify)</p>
<p>Is driving for Uber and/or Lyft the only work you do?</p>	<p>Yes</p> <p>No</p> <p>If no, please describe your other work</p>
<p>Do you drive for any other app-based companies such as food or service delivery?</p>	<p>Yes, one additional company</p> <p>Yes, two or more additional companies</p> <p>No</p>
<p>Why do you drive for Lyft, Uber or both? <i>(Select all that apply)</i></p>	<p>Primary income</p> <p>Flexible Schedule/Ability to be my own boss</p>

	<p>Previously worked for another transportation service (town car, taxi, limo, trucking)</p> <p>Extra Income</p> <p>Other (please specify)</p>
If applicable, why do you drive for two or more companies?	Open-ended
<p>In thinking about your experience driving for Uber or Lyft....</p> <p>What do you value in your work?</p> <p>What, if anything, could be improved?</p>	Open-ended
The City would like to understand, which, if any, of the following benefits would be most important to you? Please rank the following list	<p>Health Insurance;</p> <p>Paid hours to visit a doctor or care for a sick family member (Sick Leave);</p> <p>Paid time to heal from a work-related injury (Worker's compensation);</p> <p>Temporary compensation if you lose your job (Unemployment Insurance);</p> <p>Retirement savings</p> <p>Other (please specify)</p>
The Mayor and City Officials will soon be developing policies aimed at improving driver compensation. What are the top one or two things you would want the Mayor and City Officials to know about your experience working as an Uber or Lyft driver as they are creating these policies?	Open-ended