

Hill Lee

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**From:** [REDACTED]  
**Sent:** 08 December 2015 16:27  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Uber - David Plouffe

Additional briefing note for Leon's meeting on Thursday. You have also received a note from Natalia.

Thanks

Regards

[REDACTED]

[REDACTED]

Surface Transport Managing Director's Office, Transport for London, Palestra, 197 Blackfriars Road, Southwark, London SE1 8NJ  
| E: [REDACTED] | T: [REDACTED] | Int: [REDACTED] | M: [REDACTED]

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**From:** [REDACTED]  
**Sent:** 08 December 2015 16:09  
**To:** [REDACTED]  
**Cc:** Osborne Emma; Chapman Helen (TPH); Kennedy-Todd Silka  
**Subject:** RE: Uber - David Plouffe

Hi [REDACTED]

Short briefing now attached, approved by Peter.

Kind regards

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Monday, 30 November 2015 19:00

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**To:** Blake Peter: [REDACTED]  
**Cc:** Kennedy-Tod [REDACTED] apman Helen (TPH); Emmerson Garrett; [REDACTED]

**Subject:** FW: Uber - David Plouffe

Hi Peter and [REDACTED]

Leon will be meeting David Plouffe, Uber's Global Head of Strategy, on 10 December. Could you kindly provide a short briefing note with key lines to take as necessary by Tuesday 8 December?

Many thanks,

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 30 November 2015 18:51  
**To:** [REDACTED]  
**Cc:** [REDACTED] Emmerson Garrett  
**Subject:** RE: Uber - David Plouffe

Hi [REDACTED]

Just to confirm that Leon will be meeting with David Plouffe on Thursday 10<sup>th</sup> December at 4:30pm, Palestra.

Kind regards

[REDACTED]

[REDACTED] | Executive Assistant to Leon Daniels  
**Transport for London** | Surface Transport | Palestra |  
11th Floor - Zone R4 | 197 Blackfriars Road| Southwark|SE1 8NJ  
[REDACTED] | Tel: [REDACTED] | Auto: [REDACTED]



**From:** Andrew Byrne [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 19 November 2015 17:03  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Uber - David Plouffe

[REDACTED] - thank you for getting back to me swiftly.

David would be delighted to meet Leon - when is he free on the 9th and 10th?

Andrew

On 18 November 2015 at 11:48, [REDACTED] k> wrote:

Dear Andrew,

Thank you for your email. Unfortunately Mike has a very heavily committed diary until Christmas and so will be unable to meet with David on either the 09 or 10 December. However, Leon Daniels, MD of Surface Transport would be happy to meet with him and so I have copied in his PA, [REDACTED], to this email so that you can liaise directly with her.

Again, apologies we are unable to arrange a meeting with David and Mike at this time.

Many thanks

Kind Regards

[REDACTED]  
**PA to Commissioner's Office**

14th floor, Windsor House

42-50 Victoria Street

London, SW1H 0TL

**From:** Andrew Byrne [mailto:[REDACTED]]

**Sent:** 17 November 2015 13:01

**To:** Brown Mike (Commissioner)

**Subject:** Uber - David Plouffe

Commissioner,

Congratulations again on relatively recent appointment.

I wanted to let you know that David Plouffe - Uber's Global Head of Strategy, is in London on 9th and 10th of December. With so much happening in the London private hire market we would really appreciate the opportunity to introduce the business and explore how we can work together.

We would absolutely be flexible on those days and work around your schedule.

Of course, very happy to discuss.

Andrew

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**Andrew Byrne**  
Public Policy UKIN

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**Andrew Byrne**  
Public Policy UKIN

m: [REDACTED] | e: [REDACTED] | w: [www.uber.com](http://www.uber.com)

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**From:** De Estevan-Ubeda Natalia (ST)  
**Sent:** 02 December 2015 11:02  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Briefing\_NEU\_LD\_DavidPlouffe101215

[REDACTED]

As requested, UBER brief for Leon's meeting. Have added an appendix with background info on David Plouffe. which Leon may want to read.  
Let me know if this is ok or if you need changes.  
Thank you

Natalia

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**From:** [REDACTED]  
**Sent:** 13 January 2016 11:31  
**To:** [REDACTED]  
**Cc:** Chapman Helen (TPH); [REDACTED]  
**Subject:** David Plouffe / TfL Meeting 10/12/15

Hi [REDACTED]

This is a note following a meeting between David Plouffe, Leon and Garrett.

Please can you upload to TOLA as a record of this meeting.

Regards,

[REDACTED] | Surface Government Relations Manager  
[Surface Transport](#) | Managing Directors Office | TfL

PALESTRA | Zone 1 | R | 197 Blackfriars Road | London SE1 8NJ

[REDACTED] | Auto [REDACTED]  
[REDACTED]