

From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#); [Blake Peter](#)
Subject: Change in contact details
Date: 21 August 2015 23:09:51

Dear Leon, Garrett, Peter,

Just to advise you that my direct contact number has changed. You can reach me directly on [REDACTED] should you need to, otherwise the other number will be answered by someone in my team. Please do not share this direct number externally.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Cc: [Andrew Byrne](#)
Subject: Congestion Research
Date: 16 May 2016 16:24:04
Attachments: [London Congestion Trends May2016.pdf](#)

Leon and Garrett,

I wanted to drop you a line regarding some research we have collaborated with INRIX on the subject of congestion in London. Tomorrow INRIX plan to publish in-depth study of the causes of traffic congestion in London between 2012 and 2015. This follows the annual INRIX Traffic Scorecard that they released a month ago now.

Headline conclusions as follows:

1. Traffic congestion in London has risen noticeably since 2012, with journey times in Central London increasing by 12% annually.
2. Car traffic, including taxis and private hire vehicles (PHVs), is decreasing in Central London and the Congestion Charge Zone; meaning these vehicles are not causing the rise in congestion.
3. Travel demand on London's roads is flat or decreasing in Central London; increased use of public transport and other modes may explain why traffic volumes haven't risen.
4. Substantial planned roadworks in London, having increased by 362% since 2012, and an overall 7.7% rise of light goods vehicles (LGVs) are major causes of congestion.

Uber has worked with INRIX on the report and allowed the consultancy access to some of our data in London to facilitate their analysis. A full copy of the report is attached to this email.

INRIX will present the findings of the report to a group of interested parties at an event hosted by London First tomorrow morning. Garrett, I believe you are down to attend? If so, I will see you there.

INRIX have put a strict embargo of 2pm tomorrow on the report, so I would really appreciate it if you were able to treat the doc as confidential until that point.

Thanks very much and very happy to discuss further or facilitate a dedicated session with INRIX and the team too.

Jo



[Jo Bertram](#)

Regional General Manager - UK, Ireland & Nordics

 | [uber.com](#)

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Delayed response - in all day meetings Re: Uber / Taxis
Date: 29 September 2015 23:14:15

I am in all day meetings so my response will be a little slower than normal. For any urgent queries, please call or text me.

Many thanks!

Jo

--



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



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From: [Uber Support](#)
To: [Daniels Leon](#)
Subject: Feedback about your support interaction with Julian M.
Date: 28 October 2016 04:04:37



Hi Leon,

Thanks for reaching out to Uber Support for help with your recent issue:
Help Accessing Your Uber Account

Feedback from your support interaction is important to help us improve your experience in the future.
To let us know how we did, please fill out this survey to let us know if we solved your problem:

<https://docs.google.com/a/uber.com/forms/d/e/1FAIpQLSdNPUBTpGBzNn2kEy3AFYClwdwBd1HvyC8CEoWOPcypFctirw/viewform?entry.1710199930&entry.931458655=201032432>

We look forward to hearing from you. Thanks.

This email is a service from Uber.

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Blake Peter](#)
Cc: [Andrew Byrne](#); [Alex Cappy](#); [Will Almond](#)
Subject: Follow-up from yesterday's meeting
Date: 03 March 2015 16:46:44

Dear Leon and Peter,

Thanks for meeting with us yesterday - good to see you as always. We are looking forward to working together to see how we can best streamline the PCO licensing process and deliver you high-quality, pre-screened applications.

In terms of next steps coming out of our meeting, I believe we discussed the following:

- Alex/Peter schedule meeting for deep dive on PCO application process with the relevant people
- Peter to make PCO license application form available to operators, either via a downloadable version or hard copies
- Andy to share data on Uber's impact on touting (will take us a little while to gather that data)
- Peter to share average time for DBS completion
- Peter to look into correlation between PCO driver incidents and embassy sponsorship

Anything I missed? I'll let Alex and Peter connect separately to schedule the next meeting.

Let us know if there's anything else you need from us in the meanwhile!

Many thanks,

Jo 



Jo Bertram

Regional General Manager - UKI & Nordics



| e:  | w: www.uber.com



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From: [Jo Bertram](#)
To: [Hendy Peter \(TfL\)](#); [Daniels Leon](#)
Cc: [Andrew Byrne](#)
Subject: Follow-up to meeting earlier this week
Date: 24 January 2015 01:45:36

Dear Sir Peter, Leon,

Many thanks again for an interesting and useful meeting earlier in the week.

Teresa has already followed up with the board notes you referred to, and I have also provided her with Travis' contact details as requested should you need them.

Leon - it would be great if we can get a time in to have a follow-up discussion about licensing with you and whoever from your team would be appropriate. Please let me know who I should liaise with to set this up.

Regards,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics



| e:



| w:

www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Fwd: Important update from Uber
Date: 06 March 2015 12:52:25

FYI - email sent to drivers active on the Uber platform in London below.



Jo Bertram

Regional General Manager - UKI & Nordics

[REDACTED] | e: [REDACTED] | w: www.uber.com



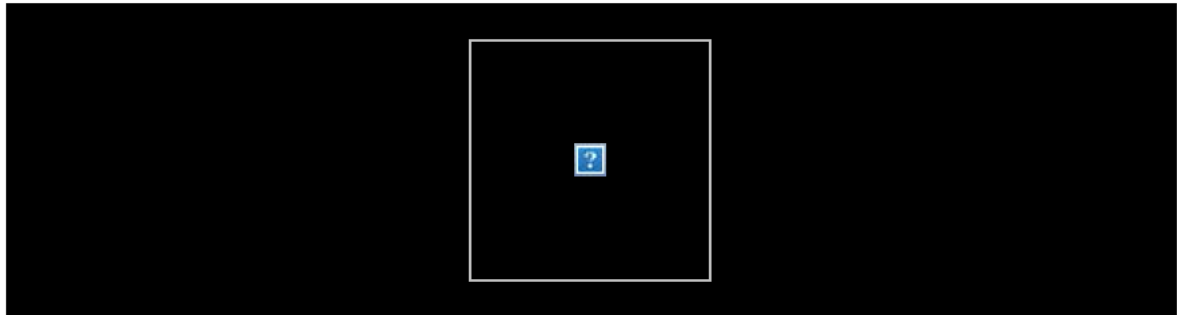
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From: **Uber London** <partnerslondon@uber.com>

Date: Thu, Mar 5, 2015 at 6:58 PM

Subject: Important update from Uber

To: [REDACTED]



Hello,

We have been made aware that there is a person in London who has approached Uber partners and attempted to provoke them. He has made claims that Uber London is in some way illegal - this is not true. We would like to take this opportunity to reassure you that Uber is 100% legal and compliant with all TfL requirements, as was confirmed in the letter that TfL sent all PCO-licenced drivers last summer.

While we do not believe there is cause for concern, we wanted to be sure you were aware of the situation. If you are approached by this person or feel threatened in any way, we would advise you to:

- Remain calm and do not respond or retaliate in any way
- Lock your doors, move on and call the police when you are able to
- If you have a passenger in the car, reassure them and take them to their destination as usual
- Take note of all the details and let us know at partnerslondon@uber.com

Rest assured we are looking into this matter and have reported it to the correct authorities. Whilst this may well have been a relatively minor incident, your safety is

our number one priority, so please stay vigilant.

As ever we are here if you have any questions -

The Uber Team

Uber BV International | [Unsubscribe](#) | [View Online](#)
Vijzelstraat 68-78, 1017 HL Amsterdam

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Fwd: Invitation: Uber & Transport Committee
Date: 17 June 2015 10:28:14

FYI - please see below our invitation to the Transport Committee to visit our operations here in London.

Regards,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

[redacted] | e: [redacted] | w: www.uber.com



----- Forwarded message -----

From: **Andrew Byrne** <[redacted]>
Date: Wed, Jun 17, 2015 at 10:18 AM
Subject: Invitation: Uber & Transport Committee
To: [redacted] [@london.gov.uk](mailto:[redacted]@london.gov.uk)
Cc: Alan Clarke <[redacted]>

Good morning Dale,

Ahead of the next session of the Transport Committee on 8 July, I am writing to formally invite you and the members of your Committee to visit Uber's London office to learn more about how we operate here in London and what we're doing to improve transport for Londoners, today, and in the future. We'd also be delighted to answer any questions you may have.

We'd love to have the opportunity to tell you and your Committee more about how we're doing this, how we'll deliver more for consumers in London in the future – and how we work with regulators like Transport for London to achieve this.

In particular, we'd value the opportunity to invite you for a discussion with senior members of our team about our business model, the systems we use to implement it and how we comply with each and every TfL regulation. Following this, we'd be delighted if you'd join us for a tour of the office, followed by the chance to talk to some of the drivers who utilise our platform.

We share the Committee's ambition for a future-proof regulatory system for London's taxi and private hire industries. This is clearly an important time for defining the future of transport in London.

We believe that consumers are best served when business, regulators and politicians work together in their best interests – and it is with this in mind that we extend this invitation. I sincerely hope you will be able to accept and look forward to working with you to confirm the logistics.

Thanks very much,

Andrew

--



Andrew Byrne
Public Policy UKIN

m: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Fwd: LONDON -- letter of 20 June 2014
Date: 23 June 2014 04:04:48
Attachments: [LONDON TfL letter 20 Jun 14.pdf](#)

FYI - in case you have not yet seen this letter outlining our position regarding the Excel insurance question.

Regards,

Jo



Jo Bertram

General Manager - UK & Ireland

p: [REDACTED] | e: [REDACTED] | w: www.uber.com



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From: **Zac de Kievit** <[REDACTED]>
Date: Fri, Jun 20, 2014 at 2:59 AM
Subject: LONDON -- letter of 20 June 2014
To: Carter Howard <HowardCarter@tfl.gov.uk>
Cc: Hayward Siwan <[REDACTED]> Emmerson Garrett
<GarrettEmmerson@tfl.gov.uk>, Jo Bertram <[REDACTED]>

Howard

See attached letter.

Zac

Zac de Kievit
Legal Director - International Operations
Uber International B.V. | M: [REDACTED]

From: [Jo Bertram](#)
To: [Daniels Leon](#); [Blake Peter](#); [Emmerson Garrett](#)
Subject: Fwd: Private Hire Regulations Review: Uber Submission 23.12
Date: 23 December 2015 14:58:34
Attachments: [Uber Regs Review Submission 23.12.pdf](#)

Dear Leon, Garrett, Peter,

FYI - please see below our response to the consultation, also submitted through the consultations email address.

As Andy has stated below, we would be very happy to discuss this further.

Best wishes for a happy Christmas!

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



----- Forwarded message -----

From: **Andrew Byrne** <[REDACTED]>
Date: 23 December 2015 at 14:25
Subject: Private Hire Regulations Review: Uber Submission 23.12
To: consultations <consultations@tfl.gov.uk>

Thank you for giving us the opportunity to respond to the private hire regulations review.

Please find Uber London Limited's response attached. We would be delighted to discuss the document in greater detail.

Have a great Christmas.

Andrew

--



Andrew Byrne

Public Policy UKIN

m: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Fwd: Private Hire Regulations Review: Uber Submission 25.02
Date: 25 February 2016 09:48:22
Attachments: [Uber TfL Consultation Response 25.02.pdf](#)

FYI regarding our submission.



Jo Bertram
Regional General Manager - UK, Ireland & Nordics
[REDACTED] | [uber.com](#)

----- Forwarded message -----

From: **Andrew Byrne** <[REDACTED]>
Date: 25 February 2016 at 07:56
Subject: Private Hire Regulations Review: Uber Submission 25.02
To: consultations <consultations@tfl.gov.uk>

Thank you for giving us the opportunity to respond to the third stage of the private hire regulations review

Please find Uber London Limited's response attached. We would be delighted to discuss the document in greater detail

Thank you
Andrew



Andrew Byrne
Head of Public Policy UKI
[REDACTED] | [uber.com](#)

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From: Jo Bertram
To: Daniels Leon; Emmerson Garrett
Subject: Fwd: Taxi and Private Hire Regulations Review
Date: 23 March 2016 15:57:13
Attachments: image001.png

FYI below

----- Forwarded message -----

From: Matthew Wilson <[REDACTED]>
Date: Wed, 23 Mar 2016 at 10:14 AM
Subject: Fwd: Taxi and Private Hire Regulations Review
To: <HowardCarter@tfl.gov.uk>
Cc: Jo Bertram <[REDACTED]>

Dear Howard

I hope you are well and looking forward to the Easter break.

We note that the TfL Board has resolved to take forward the majority of the remaining proposals to amend current PHV regulation in London, including to introduce requirements for drivers to demonstrate a certain standard of English and for passengers to be able to speak to a real person in the event of issues with a journey. As you know, Uber has a number of concerns with some of these proposals which we have set out in some detail in our response to both the consultation and the subsequent RIA. Until such time as TfL has provided more detail on the precise nature and extent of these various proposals it is not possible for us to comment further on them at this stage.

We should therefore be grateful to know when we are likely to see the relevant draft regulations, and exactly how input will be sought from Uber and other stakeholders into their development. The intention to engage with stakeholders, including Uber, on the implementation of the approved measures is something which has been reiterated to us throughout the process to date. We will be glad to provide input. The team here will also contact Peter Blake in respect of this. Clearly until we know precisely what the new proposals look like, it is appropriate for us to reserve our position in relation to their proportionality and legality.

We look forward to hearing from you.

Best regards

Matthew



Matthew Wilson
Legal Director, UK, Ireland and Nordics
[REDACTED] | uber.com

----- Forwarded message -----

From: TfL Consultations <Consultations@tfl.gov.uk>
Date: 18 March 2016 at 19:18
Subject: Taxi and Private Hire Regulations Review
To:

Dear Stakeholder,

In September 2015, we invited your comments on our proposals for changes to private hire regulations and in January this year we published an Integrated Impact Assessment of these proposals and invited further comments.

We have now published the findings and these are available at tfl.gov.uk/tph/private-hire-proposals and tfl.gov.uk/tph/private-hire-proposals-iiia.

We made recommendations to the TfL Board for changes to the regulations, informed by the results of these consultation. The Board considered the recommendations on 17 March and approved changes to the regulations. Details are available on this [press release](#).

The full list of proposals approved by the Board is as follows. :

- Operators must have the facility to provide a booking confirmation to passengers containing the photo ID and details of the vehicle being used to discharge the booking where passengers are able to receive that information

- Operators will be required to provide specified information to TfL at specified intervals including details of all drivers and vehicles registered with them
- Operators must record the main destination for each booking before the journey commences
- Operators to retain all records for a period of 12 months
- TfL to control the names under which operators offer private hire services to the public
- Private hire drivers to be required to demonstrate a certain standard of English
- Individual licence applicants to provide National Insurance numbers to TfL
- A driver's private hire vehicle licence to be considered for revocation if their private hire driver's licence is revoked
- TfL will liaise with the Home Office on introducing DBS checks on private hire operator staff that have face to face contact with the public
- TfL to stop accepting payment for licence fees by postal order and cheque
- Drivers to carry or display a copy of insurance details at all times
- Introduce new operator licence fee structure to better reflect operator licensing costs based on operator size. The specific revisions to the licence fee structure will be consulted on separately
- Amendment of regulations to give TfL the power to control advertising displayed inside, from, or on the outside of a private hire vehicle
- Operators will be required to notify TfL before changing their operating model
- Operators must ensure that customers can speak to a real person in the event of a problem with their journey
- Private hire operators must provide an estimated fare prior to the commencement of the journey
- Hire and reward insurance will be required at the point of vehicle licensing, and for it to remain in place for the duration of the licence
- Working with the Department for Transport to develop guidance on ridesharing

A decision has been deferred on proposal six, which stated that TfL will no longer issue licence variations to private hire operator licenses to add a late-night or temporary event operating centres. More work will be undertaken on this point.

We will now work closely with the private hire industry to ensure that the revised regulations are implemented in a timely and appropriate manner.

Yours faithfully,



Luke Howard

Consultation Specialist

Transport for London

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~

Jo Bertram
Regional General Manager - UKI & Nordics, Uber
e: [REDACTED] |w: www.uber.com

~ ~ ~

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Fwd: Uber London Fact Sheet
Date: 21 November 2016 19:42:45
Attachments: [Uber London- 2016 Fact Sheet.pdf](#)

FYI



Jo Bertram
Regional General Manager - Northern Europe
[redacted] | [uber.com](#)

----- Forwarded message -----

From: Tom Elvidge <[redacted]>
Date: 17 November 2016 at 12:51
Subject: Uber London Fact Sheet
To: "Chapman Helen (TPH)" <[redacted]> Blake Peter <[redacted]>
Cc: Jo Bertram <[redacted]> Andrew Byrne <[redacted]>

Dear Helen, Peter,

As we approach the end of 2016 we thought it would be useful to also share a more general update on some of the things we have been working on this year that might be of interest to TfL - please see the attached reference document. We wanted to make sure we provide you with a holistic view on what we've been doing in case you are unaware of any of these initiatives.

Please feel free to share with anyone within TfL to whom this may be useful. Separately, we would welcome any feedback you have on this and any of the specific initiatives. We're very happy to use this as the basis to understand any further priorities and how we might be able to support or address those.

Regards,
Tom



Tom Elvidge
General Manager - London
[redacted] | [uber.com](#)



Tom Elvidge
General Manager - London
[redacted] | [uber.com](#)

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Fwd: Uber Partner-Drivers at Heathrow Airport
Date: 11 January 2016 09:28:12

FYI



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



----- Forwarded message -----

From: **Tom Elvidge** <[REDACTED]>
Date: Mon, Jan 11, 2016 at 9:17 AM
Subject: Uber Partner-Drivers at Heathrow Airport
To: "Chapman Helen (TPH)" <[REDACTED]>
Cc: Jo Bertram <[REDACTED]> Matthew Wilson <[REDACTED]>

Dear Helen,

I wanted to drop you a line with regard to the recent press coverage regarding Uber partner-drivers located near to Heathrow Airport between trips. Whilst we are still gathering the full facts on the specifics mentioned, the situation described in the articles is clearly completely unacceptable. We were already aware of many of the issues and have been working hard to rectify them. I thought it might be helpful for us to keep you abreast of the situation and current plans too.

As a starting point, we have ensured that any partner-drivers located in the area around Oaks Road, Stanwell - where the reports originated and many of the issues were concentrated - will not be sent dispatches from Uber, and therefore those that are waiting in the area will be asked to move on. This means any private hire drivers there using Uber will leave. We put this measure in place yesterday morning and it has already improved the situation significantly.

We understand of course that this is not a long-term solution, and have been working for some months with Heathrow Airport to set up a designated on-site parking facility for all private hire drivers, including those unrelated to Uber. We are working with the Airport to do this as fast as possible and will keep you updated on progress.

From a meeting we held with Heathrow just last week this may not be in place until the summer. In the meantime we are exploring other options for wait and rest facilities around the airport site. We hope to have such a solution in-place expeditiously, and that this will continue to resolve the considerable stress placed on surrounding neighbourhoods by private hire drivers from all operators.

We have set-up a dedicated link for Heathrow residents to report any further problems: t.uber.com/lhr_offence. This will allow us to react fast and respond directly to every reported incident. If it would be helpful, please feel free to pass this on to anyone questioning the situation on your side.

If you have any other questions or would like more information please don't hesitate to get in touch.

Regards,
Tom

--



Tom Elvidge

General Manager - London

p [REDACTED] | e: [REDACTED] | w: www.uber.com



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To: 'Jo Bertram'

Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED] Tom Elvidge

Subject: RE: UberPOOL - follow-up material

Jo,

Thank you for the note.

We are reviewing the material provided and I expect to be in a position to respond to you in the next few days.

In terms of previous correspondence and time taken to address this issue, I made clear at our recent meeting that the information provided by yourselves had, up until that point, been insufficient to allow TfL, as the regulator, to take a view on your proposals. You will appreciate that as the regulator TfL needs to be satisfied that any licensed operators intending to provide private hire services, whatever the relevant statutory regime, will be doing so lawfully before they are provided.

I will be in contact again in the near future and would reiterate that we do not expect you to launch UberPOOL until we are satisfied it will be operated lawfully.

Kind regards

Peter

From: Jo Bertram [[mailto:\[REDACTED\]](#)]

Sent: 12 October 2015 09:58

To: Blake Peter

Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED] Tom Elvidge

Subject: Re: UberPOOL - follow-up material

Dear Peter,

Just following up on the below - have you been able to complete your review of the materials please?

As I mentioned previously, we are planning to launch the service within the coming weeks and would be very grateful if you could clearly outline any concerns you may have with this model (if any).

Correspondence with TfL on this matter began in April this year so there has been ample time for any issues to be raised and addressed.

Many thanks,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Tue, Oct 6, 2015 at 4:15 PM, Blake Peter <[REDACTED]> wrote:

Jo,

We are working through the paper and will respond when we have completed our review.

Kind regards

Peter

From: Jo Bertram [mailto:[REDACTED]]

Sent: 05 October 2015 19:45

To: Blake Peter

Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED]

Subject: Re: UberPOOL - follow-up material

Hi Peter,

Did you have a chance to review the information we sent over? Did you have any other questions we can help with?

Many thanks,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Mon, Sep 28, 2015 at 5:57 PM, Blake Peter <[REDACTED]> wrote:

Jo,

Thank you for the information.

Thank you also for letting us know your intentions in relation to the proposed launch of

UberPOOL in London. However we do not expect you to launch UberPOOL until we are satisfied it will be operated lawfully. You will appreciate that TfL, as regulator, needs to be satisfied that any licensed operators intending to provide private hire services, whatever the relevant statutory regime, will be doing so lawfully before they are provided.

We will respond further once we have reviewed the information provided.

Kind regards

Peter

From: Jo Bertram [mailto: [REDACTED]]
Sent: Saturday, September 26, 2015 09:20 AM
To: Blake Peter; Chapman Helen (TPH)
Cc: Andrew Byrne < [REDACTED] > Matthew Wilson < [REDACTED] > Will Almond < [REDACTED] >
Subject: UberPOOL - follow-up material

Dear Peter and Helen,

Thank you for your time last week and the opportunity to present uberPOOL to you in person. As promised, please find attached a document explaining, step-by-step, how uberPOOL will work in London. The information in this document is commercially sensitive and we kindly request that it is not disclosed more widely, inside or outside of TfL.

We appreciate that this has been an iterative process and are grateful for your cooperation and input. We believe that all of the questions that you have asked about uberPOOL have now been answered.

Being transparent, our aim is to launch uberPOOL in London in the very near future, and likely within the next month (again, this information is commercially sensitive and should not be shared further). Our understanding is that, provided we are in compliance with the terms of our operating licence and the relevant legislation, there is no barrier to launching uberPOOL.

Kind regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Fwd: UberPOOL - follow-up material
Date: 04 November 2015 22:09:57
Attachments: [image005.png](#)
[image002.png](#)
[image004.png](#)
[image001.png](#)
[15_11_04 TfL POOL Letter.pdf](#)

FYI



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



----- Forwarded message -----

From: Jo Bertram <[REDACTED]>
Date: Wed, Nov 4, 2015 at 10:08 PM
Subject: Re: UberPOOL - follow-up material
To: Blake Peter <[REDACTED]>
Cc: "Chapman Helen (TPH)" <[REDACTED]>
<[REDACTED]> <[REDACTED]> <[REDACTED]>
<[REDACTED]> Tom Elvidge
<[REDACTED]>

Dear Peter,

Thanks very much for your email. Please find attached our response.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Tue, Nov 3, 2015 at 10:31 AM, Blake Peter <[REDACTED]> wrote:

Jo,

Many thanks for your letter. Please find attached our response.

Kind regards

Peter

From: Jo Bertram [mailto: [REDACTED]]
Sent: 27 October 2015 23:13
To: Blake Peter
Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED] Tom Elvidge
Subject: Re: UberPOOL - follow-up material

Dear Peter,

Many thanks for your letter from Friday Oct 23rd. Please find attached a response that addresses each of the points you raised in term.

Many thanks,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Fri, Oct 23, 2015 at 9:37 AM, Blake Peter <[REDACTED]> wrote:

Jo,

Further to my email, please find attached a letter following our meeting last month.

Kind regards

Peter

From: Orr Graham **On Behalf Of** Blake Peter
Sent: 14 October 2015 18:50
To: 'Jo Bertram'
Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED] Tom Elvidge
Subject: RE: UberPOOL - follow-up material

Jo,

Thank you for the note.

We are reviewing the material provided and I expect to be in a position to respond to you in the next few days.

In terms of previous correspondence and time taken to address this issue, I made clear at our recent meeting that the information provided by yourselves had, up until that point, been insufficient to allow TfL, as the regulator, to take a view on your proposals. You will appreciate that as the regulator TfL needs to be satisfied that any licensed operators intending to provide private hire services, whatever the relevant statutory regime, will be doing so lawfully before they are provided.

I will be in contact again in the near future and would reiterate that we do not expect you to launch UberPOOL until we are satisfied it will be operated lawfully.

Kind regards

Peter

From: Jo Bertram [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 12 October 2015 09:58
To: Blake Peter
Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED] Tom Elvidge
Subject: Re: UberPOOL - follow-up material

Dear Peter,

Just following up on the below - have you been able to complete your review of the materials please?

As I mentioned previously, we are planning to launch the service within the coming weeks and would be very grateful if you could clearly outline any concerns you may have with this model (if any).

Correspondence with TfL on this matter began in April this year so there has been ample time for any issues to be raised and addressed.

Many thanks,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Tue, Oct 6, 2015 at 4:15 PM, Blake Peter <[REDACTED]> wrote:

Jo,

We are working through the paper and will respond when we have completed our review.

Kind regards

Peter

From: Jo Bertram [mailto: [REDACTED]]

Sent: 05 October 2015 19:45

To: Blake Peter

Cc: Chapman Helen (TPH); [REDACTED] [REDACTED] [REDACTED]

Subject: Re: UberPOOL - follow-up material

Hi Peter,

Did you have a chance to review the information we sent over? Did you have any other questions we can help with?

Many thanks,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Mon, Sep 28, 2015 at 5:57 PM, Blake Peter <[REDACTED]> wrote:

Jo,

Thank you for the information.

Thank you also for letting us know your intentions in relation to the proposed launch of UberPOOL in London. However we do not expect you to launch UberPOOL until we are satisfied it will be operated lawfully. You will appreciate that TfL, as regulator, needs to be satisfied that any licensed operators intending to provide private hire services, whatever the relevant statutory regime, will be doing so lawfully before they are provided.

We will respond further once we have reviewed the information provided.

Kind regards

Peter

From: Jo Bertram [mailto: [REDACTED]]
Sent: Saturday, September 26, 2015 09:20 AM
To: Blake Peter; Chapman Helen (TPH)
Cc: Andrew Byrne < [REDACTED] > Matthew Wilson < [REDACTED] > Will Almond
< [REDACTED] >
Subject: UberPOOL - follow-up material

Dear Peter and Helen,

Thank you for your time last week and the opportunity to present uberPOOL to you in person. As promised, please find attached a document explaining, step-by-step, how uberPOOL will work in London. The information in this document is commercially sensitive and we kindly request that it is not disclosed more widely, inside or outside of TfL.

We appreciate that this has been an iterative process and are grateful for your cooperation and input. We believe that all of the questions that you have asked about uberPOOL have now been answered.

Being transparent, our aim is to launch uberPOOL in London in the very near future, and likely within the next month (again, this information is commercially sensitive and should not be shared further). Our understanding is that, provided we are in compliance with the terms of our operating licence and the relevant legislation, there is no barrier to launching uberPOOL.

Kind regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Fwd: UberPOOL Launch This Friday
Date: 30 November 2015 14:08:43

FYI

—
Sent from [Mailbox](#)

----- Forwarded message -----

From: Tom Elvidge <[REDACTED]>
Date: Mon, Nov 30, 2015 at 6:05 AM
Subject: Fwd: UberPOOL Launch This Friday
To: "[Jo Bertram](#)" <[REDACTED]>

----- Forwarded message -----

From: Tom Elvidge <[REDACTED]>
Date: Mon, Nov 30, 2015 at 12:42 PM
Subject: UberPOOL Launch This Friday
To: Blake Peter <[REDACTED]>
Cc: Matthew Wilson <[REDACTED]>

Dear Peter,

Very good to meet you on Thursday, thanks again for taking your time.

I wanted to let you know that we are today announcing the launch of POOL which will go live on Friday at 4pm. There will likely be some press around it this afternoon so I wanted to make you aware ahead of that. If you have any questions at all do let me know.

Also - in regard to our conversation on Thursday, as discussed we won't make any operational changes until we have discussed further.

Best regards,
Tom

Tom Elvidge | [REDACTED] | [REDACTED]

--



Tom Elvidge

General Manager - London

p [REDACTED] | e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Fwd: Uber's dynamic pricing during the tube strike
Date: 09 July 2015 21:23:17

FYI



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



----- Forwarded message -----

From: **Jo Bertram** <[REDACTED]>
Date: Thu, Jul 9, 2015 at 9:22 PM
Subject: Uber's dynamic pricing during the tube strike
To: "Bell Matt (EOS)" <[REDACTED]>, "Llewellyn Cliff (TPH)" <[REDACTED]>, "Smithers Paul (TPH)" <[REDACTED]>

Hi Matt, Cliff, Paul,

In advance of the inevitable questions following the media coverage today regarding the tube strike, we've posted this article to explain our dynamic (surge) pricing model, and why it has enabled Uber to provide a car at reasonable and transparent cost throughout the tube strike, while many other taxi and private hire services have been unavailable.

<http://newsroom.uber.com/london/2015/07/tube-strike/>

I hope this answers any questions, but let me know if you need any more information!

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Letter from [REDACTED] Pidgeon
Date: 18 June 2015 15:32:53
Attachments: [Letter to Boris Johnson - Uber Insurance.pdf](#)

Please see the attached letter which is the cause of our concern.

Regards,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

[REDACTED]

| e:

[REDACTED]

| w:

www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Margaret Hodge letter and article
Date: 04 August 2014 10:39:08
Attachments: [Hodge letter to Boris Johnson.pdf](#)

Dear Leon,

Attached is the letter we understand was sent to Boris by Margaret Hodge for your reference.

Below is a recent Forbes article on the issue outlining some of the flaws in the arguments raised.

<http://www.forbes.com/sites/timworstall/2014/08/02/margaret-lady-hodge-still-deosnt-understand-uber-or-corporate-taxation/>

Thanks,

Jo



Jo Bertram

General Manager - UK & Ireland

p: [REDACTED] | e: [REDACTED] | w: www.uber.com



From: [Andrew Byrne](#)
To: [Brown Mike \(MD\)](#)
Cc: [Daniels Leon](#); [Jo Bertram](#)
Subject: Meeting with David Plouffe
Date: 07 July 2015 18:01:51

Mr Brown,

Following our letter of 30 June, I wanted to take this opportunity to let you know that David Plouffe, Chief Adviser and Board Member at Uber, is in London from Wednesday evening until Friday morning.

I appreciate this is a very last minute invitation, but wondered whether you would be available to meet David on Thursday or Friday?

David was Barack Obama's campaign manager for his 2008 presidential campaign, and in 2011 was appointed as Senior Adviser to the President. He can provide you with a briefing on Uber, our operations in London and our plans for the future and answer any questions you may have.

Apologies for the late notice. I'm afraid it only became clear that David was coming to London this morning.

Yours sincerely,

Andrew

--



Andrew Byrne

Public Policy UKIN

m: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Andrew Byrne](#); [REDACTED] (ST); [Hawley Anthea](#)
Subject: Monday's meeting with Uber
Date: 26 February 2015 13:38:41
Attachments: [Uber - TfL 02.03.pdf](#)

Dear Leon,

Please find attached a proposed agenda and a couple of slides around what we would like to discuss in our meeting on Monday morning.

It would be great if you are able to bring along whoever is responsible for or knows in depth the PCO licensing process, so we can talk about how we might be able to work together on that.

From our side I will be accompanied by Andy Byrne, who you have met, plus a couple of our driver operations team who know this process in depth.

We have not included the discussion about proportionality in this proposed agenda - we're happy to discuss that as well, but assumed that it might be better handled as a separate discussion.

Many thanks and we look forward to meeting on Monday.

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

[REDACTED]

| e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Blake Peter](#)
Cc: [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Re: [TIME SENSITIVE]: Uber Operator License Variation
Date: 21 August 2015 14:10:50

Dear Peter,

Graham has confirmed this morning that our license variation has been approved. He has also said that he is happy for us to operate from the new office from Monday while the license is in the post (given that we are unable to pick it up in person today as we suggested). This is therefore our intention unless you advise us before the end of day today of any objections to this plan.

Many thanks for your help.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



On Thu, Aug 20, 2015 at 5:43 PM, Blake Peter <[REDACTED]> wrote:
Jo,

Please be assured we will confirm our decision on this soonest.

Kind regards

Peter

From: Jo Bertram [mailto:[REDACTED]]
Sent: Thursday, August 20, 2015 05:21 PM
To: Blake Peter
Cc: Daniels Leon; Emmerson Garrett
Subject: Re: [TIME SENSITIVE]: Uber Operator License Variation

Peter,

Many thanks. Graham has also emailed me back to say that he can confirm the decision tomorrow morning. Is there any way we could get a final decision first thing tomorrow morning given that we have already had to change moving arrangements due to the delay and continue to incur mounting costs.

I would also be grateful if you could identify any areas of concern which are causing this delay right away, so that we can already start to address them even overnight. My understanding from the site inspection team was that everything was in order and that this is typically a very quick process. Our original application nearly a month ago specified a move date of Monday, and I have been assured by several members of TfL

throughout the process that there is no reason why this should not go ahead very smoothly.

Many thanks for your help in this matter.

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



On Thu, Aug 20, 2015 at 3:27 PM, Blake Peter <[REDACTED]> wrote:
Jo,

Thank you for your email.

You will have a final decision within 24hrs.

I hope this is helpful but please come back if otherwise.

Kind regards

Peter

From: Jo Bertram [mailto:[REDACTED]]
Sent: Thursday, August 20, 2015 03:11 PM
To: Daniels Leon; Blake Peter; Emmerson Garrett
Subject: [TIME SENSITIVE]: Uber Operator License Variation

Dear Leon, Garrett, Peter,

Apologies for escalating this to your attention, however, we are unable to get a clear answer from the licensing team regarding our license variation for our move to our new offices in Aldgate East. This uncertainty as to status and timelines is now incurring significant costs in terms of our move.

Timeline

- **Since June** - several discussions with various members of the Compliance and Enforcement team for the last 2-3 months on how best to manage the variation to comply with all our requirements
- **28 July** - submitted variation request, including our proposed move date of August 24th. Followed up frequently to ensure payment was received and Licensing team confirmed everything was in order. Scheduled site inspection for the earliest possible opportunity once the building was handed over to us and was assured this would be in plenty of time for the move
- **12 August** - site inspection. Assured by the site inspection team that everything was in order and these are normally processed quickly and there should be no issue with the proposed move date.

Despite twice daily calls and emails to the Licensing Team over the last week, no-one has been able to give me a timeframe or next steps for this variation to be processed. In fact no-one has answered the Licensing Team's landline number for the last 2 days,

and I have been unable to reach Helen or Graham, except for a brief conversation with Graham this morning where he promised to advise further in a couple of hours, and clarified that there was nothing outstanding on our side.

Please could you advise on how best we can proceed here? Please could you ask someone to at least inform us of the current status, and likely timelines for the variation grant? At this stage we are having to make decisions immediately on the move planning, which as I am sure you can imagine, is a major and costly undertaking.

Many thanks for your help in this matter.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



----- Forwarded message -----

From: **Jo Bertram** <[REDACTED]>
Date: Wed, Aug 19, 2015 at 6:04 PM
Subject: Uber Operator License Variation
To: "Chapman Helen (TPH)" <[REDACTED]> Robinson Graham
<[REDACTED]>

Dear Helen, Graham,

I wanted to check the status of our application for a licence variation relating to our forthcoming change of address, which we submitted on 28th July, with a proposed move date of 24th August.

I have been liaising with a member of your team since the site inspection team confirmed on Wednesday last week that they were content with the new site. Yet we are still to receive a meaningful progress update or anticipated timeline for the variation.

As you may be aware, we have on multiple occasions been reassured by senior staff members at Transport for London that the application for a variation of this type is a swift process designed to prevent harm to the running of the applicant's business, and therefore the timelines should be more than sufficient for the variation processing.

It is now imperative that we receive notification of the status of our application as soon as possible; lack of this visibility or further delay will entail the activation of contingency plans at significant financial cost to the business.

I would appreciate a swift reply and very happy to discuss over the phone should you have further questions.

Many thanks for your help in this matter.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [\[REDACTED\]](#)
Cc: [Derek S. Lyon](#)
Subject: Re: Cancelled booking
Date: 14 October 2015 22:49:01

Dear [REDACTED]

Really sorry for the frustrating experience. I actually got the engineers to investigate this overnight last night and it turns out there was a small bug which caused you not to be notified of the cancellation as normal. Thanks to you flagging this it has now been promptly resolved.

Regards,

Jo

Sent from [Mailbox](#)

On Wed, Oct 14, 2015 at 7 44 AM, [REDACTED] wrote

Thanks, Jo.
The booking just disappeared from the screen suddenly.
Regards
[REDACTED]

On 13 Oct 2015, at 23 53, Jo Bertram <[\[REDACTED\]](#)> wrote





Dear [REDACTED]

Thanks for raising the issue. Looking into this, it looks like the driver cancelled the trip on this occasion, 6.5 mins after he had started making his way towards you. Drivers do have the ability to cancel the trip on rare occasions, e.g. if for some reason they realise that they are not going to be able to get to you on time maybe due to road diversions, or an issue with the car. Looking at this one, he was still a long way from you when he cancelled, so I would assume that there was some delay or diversion which caused this. We do monitor driver cancellation rates and reasons to make sure that these are being used appropriately. The system then advises you that the driver unfortunately had to cancel, and will either automatically look for another available driver for you, or you can simply request again. At that time of the morning I would very much expect you to be able to get a car in under 5 minutes.

Please do let me know if you experience any other unexpected issues, and I will ask one of the team to look into this to make sure everything is working as expected.

Regards,

Jo

 Jo Bertram
Regional General Manager - UKI & Nordics
 [\[REDACTED\]](#) |  [www.uber.com](#)


On Tue, Oct 13, 2015 at 9 48 AM, [REDACTED] <[\[REDACTED\]](#)> wrote

Hi, Jo
I ordered an UBER car today just after 0800 at [REDACTED] and I got a driver called [REDACTED] - mysteriously the vehicle got stuck 6 minutes away and then the whole thing appeared to be unilaterally cancelled. So I got a taxi! Is this common?
Regards
[REDACTED]

[REDACTED]

[REDACTED]


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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Hudson Teresa](#)
Subject: Re: FW: MIGHT YOU HAVE SOME IDEAS ON HOW TO SOLVE THIS ?
Date: 09 December 2014 11:33:19

I'll reach out now and put them in touch with someone in my team who can discuss this. Christmas Day is typically actually fairly quiet for us compared to the other days before and after so could be workable.

Thanks a lot!

Jo

Jo Bertram
Regional General Manager - UK, Ireland & Nordics
Uber


On Tue, Dec 9, 2014 at 11:30 AM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Jo

See below, Anything you can do?

We are running a charity auction for KidsCo ourselves as well.

Regards

Leon

Leon Daniels | Managing Director

11th Floor - Zone R4| 197 Blackfriars Road|Southwark|SE1 8NJ
leondaniels@tfl.gov.uk | [REDACTED] | Auto: [REDACTED]

<image001.jpg>

From: Hendy Peter (TfL)
Sent: 03 December 2014 18:32
To: [REDACTED]; Daniels Leon
Cc: [REDACTED] uk; Hudson Teresa
Subject: Re: MIGHT YOU HAVE SOME IDEAS ON HOW TO SOLVE THIS ?

Charlotte,
We'll have a think.
Peter

From: Charlotte Good [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Wednesday, December 03, 2014 04:00 PM
To: Hendy Peter (TfL)
Cc: Kaitlin Kubinsky <[REDACTED]>
Subject: MIGHT YOU HAVE SOME IDEAS ON HOW TO SOLVE THIS ?

P, hope all well with you. Christmas has full on started here at KidsCo and we are beyond stretched in all ways.

We have a transport issue for Christmas Day - in brief, we need to arrange transport for

4000 young people and family members from different parts of London (mainly in the south east) to/from The Oval where we are hosting their Christmas Day party - games, disco, full on Christmas lunch, etc.

Last year we paid Addison Lee for the entire day's travel, but they are unable to help us in full this year (they are doing approx 300 journeys but we need an additional 1000 approx); so we are now at a bit of a loss as to where to turn. We are trying Uber and Hailo but it is difficult to get an actual person; do you have any thoughts? Contacts? Logistics Specialist? We need to be thinking outside the box at this stage.

Anything you can do to guide/help/introduce would be much appreciated - Kaitlin, copied above, is our Head of Department and would welcome any thoughts you or your colleagues might have.

Charlotte B Good

Child Poverty Busting Programme

KIDSCOMPANY

T: [REDACTED] EXT [REDACTED]

<https://www.youtube.com/watch?v=vcMZPgAbWbg>

www.kidsco.org.uk

www.facebook.com/kidscompany

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*Text '**KIDS HELP**' to 70700 to make an instant **£5** donation or go to our Just Giving*

page: <https://www.justgiving.com/Kids-Company-Christmas-2014>

For volunteering opportunities please email christmasvolunteer@kidsco.org.uk

*£5 SMS will be billed to your mobile account. We receive the full £5.00 donation from each text, regardless of your network. Standard operator charges apply for sending your text. For more info, call 0845 644 6838.

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Emmerson Garrett](#); [Blake Peter](#); [Taylor Lisa](#); [Andrew Byrne](#)
Subject: Re: Fw: Tweet about pre-booking
Date: 10 May 2015 10:19:31

Dear Leon,

Apologies for this, I had not seen this one.

I fully agree that this is not appropriate language to be using, and our training materials and guidelines are very clear on this. I will investigate right away and make sure we take the appropriate measures to correct this. It is likely a well-intentioned new member of the team trying to use the language of the customer, but will make sure it doesn't happen again.

Regards,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics

 | e:  | w: www.uber.com



On Sun, May 10, 2015 at 8:32 AM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Sorry - hadn't entirely finished before sending.

Since "pre-booking" is the rationale behind PHVs it really is unwise to deny you do it in this way. I accept that the phrase used is the one by the customer but is now being used to complain that we are allowing something we shouldn't.

I am not really very impressed having to try and explain long-term prebooking vs short term prebooking.

Leon

From: Daniels Leon <LeonDaniels@tfl.gov.uk> ♦
Sent: Sunday, 10 May 2015 08:16
To: Jo Bertram
Cc: Emmerson Garrett; Blake Peter; Taylor Lisa
Subject: Tweet about pre-booking

Jo. I am getting a ton of tweets, insulting as usual, about this message from your customer service to a client.

If you are monitoring it then you'll know the words "no prebooking" are being exploited. I wonder if you agree that might be helpful to use different terminology?

Thanks

Leon

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From: Jo Bertram
To: [REDACTED]
Cc: [REDACTED]; Haywood Swan
Subject: Re: FW: Your Wednesday evening trip with Uber
Date: 03 December 2015 00:25:33
Attachments: map_7786428-ac38-9901-8032-c95af7b6c24c.png

Dear [REDACTED]

Really sorry to hear that you had such a negative experience. I see our customer support team is already looking into the feedback you provided in app, and they will give you a call as you requested tomorrow morning.



I have just checked the driver's documents and can confirm that he received his Private Hire Vehicle Driver's License from TfL on 14th September 2015. This was his first private hire license judging by the issue number. We have checked both his driver and vehicle license on the TfL license checker and both remain valid. We can of course provide the details to TfL should they wish to investigate this. The driver has only just joined the Uber platform a few days ago, so this may have been one of the first trips of his private hire experience.

Nonetheless, this doesn't sound like it is living up to the quality standards we expect on the Uber platform, so I'll make sure this is immediately investigated and reviewed and the appropriate actions taken.

Many thanks for bringing this to our attention.

Regards,

Jo

 Jo Bertram
Regional General Manager - UK & Nordics
[REDACTED] | www.uber.com


On Wed, Dec 2, 2015 at 3:55 PM, [REDACTED] wrote:

This was awful!

I doubt the driver has passed a test; nor could he understand simple English instructions!

So hesitant it took 6/7 minutes to get out of Soho. My judgement would be he has not passed a test and is certainly unfit to drive in London.

Regards


[REDACTED]


Sent from my Windows Phone


From: [REDACTED]
Sent: 02/12/2015 23:48
To: [REDACTED]
Subject: Fwd: Your Wednesday evening trip with Uber


Begin forwarded message:

From: Uber Receipts <receipts.london@uber.com>
Date: 2 December 2015 at 23:17:41 GMT
To: [REDACTED]
Subject: Your Wednesday evening trip with Uber


 2 DECEMBER 2015


£17.60 


Thanks for choosing Uber 






FARE BREAKDOWN


| | |
|--|---------------|
| Base Fare | 2.50 |
| Distance | 3.36 |
| Time | 2.94 |
| Normal Fare | £8.80 |
| Surge x2.0 | 8.80 |
| Subtotal | £17.60 |
| CHARGED | £17.60 |
| <input checked="" type="checkbox"/> Personal  | |


 CAR
uberX



 MILES
2.69

 TRIP TIME
00:19:38

 You rode with 

RATE YOUR DRIVER 

 **Uber Support**
Contact us with questions about your trip.
Leave something behind? [Track it down.](#)

 **Give £10, Get £10**
Share code: as4b1 

Fare does not include fees that may be charged by your bank. Please contact your bank directly for inquiries.

.....
[REDACTED]
[REDACTED]

[REDACTED]

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Cc: [Andrew Byrne](#); [Tom Elvidge](#); [Matthew Wilson](#)
Subject: Re: Insurance
Date: 16 February 2016 16:16:29

Hi all,

Just wanted to follow up regarding whether the below would be of interest at some point?

Regards,

Jo



Jo Bertram
Regional General Manager - UK, Ireland & Nordics
[REDACTED] | [uber.com](#)

On Wed, Feb 10, 2016 at 8:33 PM, Jo Bertram <[REDACTED]> wrote:

Dear Leon, Garrett,

I hope you are well

We're aware that TfL is doing further work on the insurance/indemnity issue for operators, following on from the original proposal of fleet insurance. We obviously share TfL's objective of having every possible certainty that every private hire driver on the roads are covered by appropriate hire and reward insurance. Insurance is also an incredibly complex industry, especially in conjunction with innovative business models like ours, and we have done a lot of work with our own in-house insurance experts to explore options in this regard. I wondered if it might be useful to have one of them join a discussion with you to share some of their findings and expertise on some of the issues in question?

I would be happy to set this up if so

Regards,

Jo



Jo Bertram
Regional General Manager - UK, Ireland & Nordics
[REDACTED] | [uber.com](#)

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From: [Matthew Wilson](#)
To: [Carter Howard](#)
Cc: [Jo Bertram](#); [Daniels Leon](#); [Emmerson Garrett](#)
Subject: Re: LTDA advert
Date: 25 April 2016 21:01:53
Attachments: [Letterrel.TDAAdvert - with enclosure.pdf](#)

Dear Howard

Apologies, please see attached copy of the letter with the enclosure.

Best

Matt



[Matthew Wilson](#)

Legal Director, UK, Ireland and Nordics

[REDACTED] | [REDACTED] | uber.com

On Mon, Apr 25, 2016 at 7:19 PM, Matthew Wilson <[REDACTED]> wrote:

Dear Howard

Hope you are well. Please see the attached letter regarding some advertising from the LTDA that we have become aware of.

Best

Matt



[Matthew Wilson](#)

Legal Director, UK, Ireland and Nordics

[REDACTED] | [REDACTED] | uber.com

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From: [Jo Bertram](#)
To: [Blake Peter](#)
Cc: [Daniels Leon](#); [Emmerson Garrett](#); [Carter Howard](#); [Matthew Wilson](#); [Andrew Byrne](#); [Zac de Kievit](#)
Subject: Re: Private hire consultation & Uber representation
Date: 25 September 2015 14:37:08

Dear Peter,

Thank you for coming back to me and for confirming next week's regulation review meeting. It would be great if you would be so kind as to let us know who might be attending from TfL and industry too? We look forward to discussing the issues in detail with you then.

Of course, the PHV regulations review was a small - though perhaps the most pressing part - of our earlier note and the letter sent to the Mayor. We retain concerns over Uber's formal representation in TfL's decision making process and would appreciate the opportunity to discuss these issues with you, Leon and Garrett in the near future.

We would also like to discuss with you how we can work together to make sure the interactions between us and yourselves at all levels work as effectively as possible.

Very happy to discuss in greater detail. Have a great weekend.

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



On Wed, Sep 23, 2015 at 12:15 PM, Blake Peter <[REDACTED]> wrote:

Dear Jo

Thank you for your email to Leon and Garrett who have asked I reply on their behalf.

As you will know, I have invited you or a member of your company to a meeting next Monday to discuss the emerging proposals of the Private Hire Regulations Review and it has subsequently been confirmed Andrew Byrne will be attending the meeting.

We look forward to seeing Andrew on Monday.

Kind regards

Peter Blake

Director of Service Operations

Surface Transport

From: Jo Bertram [mailto:[REDACTED]]
Sent: 11 September 2015 14:38
To: Daniels Leon; Emmerson Garrett

Cc: Blake Peter; Carter Howard; Matthew Wilson; Andrew Byrne; Zac de Kievit
Subject: Private hire consultation & Uber representation

Dear Leon, Garrett,

We are now very clearly the largest private hire operator in the Capital, representing the interests of well over 20,000 partner-drivers and the choice of more than 1 million Londoners. We recognise that our size and popularity with consumers rightly make us the subject of closer than usual scrutiny from yourselves, the press and politicians.

We now interact with TfL on a near-daily basis across a number of different issues at a number of different levels. We want to make sure that you both are fully aware of the scale and depth of our co-operation with your organisation and how we can make sure that our efforts are properly recognised.

But, as we have discussed with you before, we remain concerned that our voice in the debate over the future of taxi and private hire in the capital does not match that of those who may shout louder and display greater hostility.

We have spoken before regarding the lack of representation our business receives with regards to the Mayor, TfL Board and within trade meetings between the regulator and other operators. We would like to revisit this issue now.

Furthermore, recent press and social media speculation (e.g. [here](#) and [here](#)) on the outcome of the Private Hire Regulations review has made us more concerned than ever that our views are underrepresented and that policy is being made by others in the industry who have been explicit about their desire to see Uber fail and end the livelihoods of the 20,000 people that rely on the Uber platform.

We share your conviction that private hire regulations in London need to be updated to reflect the changing nature of the city in the 21st century. We have supported TfL's engagement with the industry during the recent review and, indeed, well over 1,000 Uber partner-drivers responded to the consultation. I would be extremely disappointed to learn that others - and not even participants in the private hire market - have received privileged information regarding the outcome of the consultation.

I would appreciate a meeting with you to discuss these matters at your earliest possible convenience. We have also instructed Hogan Lovells to make contact with the Mayor on our behalf regarding these issues.

I look forward to hearing from you.
Regards,
Jo



Jo Bertram
Regional General Manager - UKI & Nordics

e: [REDACTED] | w: www.uber.com



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From: Tom Elvidge
To: Smith Jaquelyn; Emmerson Garrett; Daniels Leon
Cc: Chapman Helen (TPH); Jo Bertram; Blake Peter
Subject: Re: Topographical Assessment Process
Date: 23 September 2016 20:24:42

Dear Jackie,

I understand that you are working on the clarifications but it is now three weeks since the letter was received and we have no clarity on the important points raised. I am therefore escalating this issue within TfL and to that end I have copied Leon Daniels and Garrett Emmerson and we would be grateful if you could respond to this.

The process for application for centres to apply for new accreditation has been significantly delayed. We were informed centres would originally be invited to apply from 1st July 2016, but this was delayed to 26th August 2016 - eight weeks later. Meanwhile the date for expiry of existing accreditation centres has not changed from 26 September. The commencement date of 1 October 2016 for the new test seems untenable on the basis that the new test and process has still to be finalised. Consequently there will be a gap of at least two weeks when topographical assessment centres (even if accredited) might be unable to complete assessments.

To that end, please could you confirm the following as soon as possible:

- 1. The revised date for the commencement of the new topographical assessment process now that 1 October 2016 is not going to be met;**
- 2. That existing accredited centres will continue to be accredited and able to issue certificates on the current basis until such time that the new process begins.**

I would be very grateful if you could confirm this point at the earliest, and look forward to your complete response too.

Regards,
Tom

On 23 September 2016 at 10:21, Smith Jaquelyn <[REDACTED]> wrote:

Dear Tom

Sorry I wasn't able to get back to you yesterday as I had hoped. Please be assured that we are working through all clarifications as quickly as possible and we hope to be able to come back to you at the earliest possible opportunity next week.

Kind regards

Jackie

Jackie Smith | Head of Driver Assessment | London Taxi & Private Hire

[REDACTED] | Transport for London | 3rd Floor (3Y4/5)|230, Blackfriars Rd. London | SE1 8NW.

T [REDACTED] | auto: [REDACTED] | mobile: [REDACTED]



From: Smith Jaquelyn
Sent: 22 September 2016 10:05
To: 'Tom Elvidge'
Cc: Chapman Helen (TPH); Jo Bertram
Subject: RE: Topographical Assessment Process

Dear Tom

I am away from the office most of today at meetings but I'll endeavour to come back to you towards the end of the day with an update on when you can expect the full response.

Regards,

Jackie

From: Tom Elvidge [mailto:]
Sent: 20 September 2016 20:00
To: Smith Jaquelyn
Cc: Chapman Helen (TPH); Jo Bertram
Subject: Re: Topographical Assessment Process

Dear Jackie,

I understand from our exchange last week that you are looking into this, but could you please let me know when you will be able to provide a response? The forthcoming changes are now imminent and it has been over two weeks since our initial letter. I would appreciate a response at the earliest.

Regards,

Tom

On 16 September 2016 at 10:33, Smith Jaquelyn < > wrote:

Dear Tom

We'll look into this and provide a response as soon as possible. I've also picked up a similar query from Max Lines at your topographical centre and we'll deal with both yours and his query in one response.

Regards

Jackie

From: Tom Elvidge [mailto:]
Sent: 15 September 2016 18:41

To: Smith Jaquelyn
Cc: Chapman Helen (TPH); Jo Bertram
Subject: Re: Topographical Assessment Process

Thanks Jackie.

In the meantime, it would be helpful if you could inform us of proposed date that topographic test certificates will be valid for after the end of the existing accreditation. Given there is a significant time between applicants taking the test and when TfL issue private hire licences - and many applicants incur significant financial cost to take the test - it would be unfair for there to be an expiration date on their certificates. I would be very grateful if you could confirm this point at the earliest, and look forward to your complete response too.

Regards,

Tom

On 15 September 2016 at 16:28, Smith Jaquelyn < > wrote:

Dear Tom,

Please be assured that we are working through the clarification points raised and aim to get a response to you as soon as possible.

Kind regards,

Jackie

From: Tom Elvidge [mailto:]

Sent: 14 September 2016 09:08
To: Smith Jaquelyn
Cc: Chapman Helen (TPH); Jo Bertram
Subject: Re: Topographical Assessment Process

Dear Jackie/Helen,

Could you let me know when we can expect a response to our letter dated September 2nd please? As referenced in the letter, and covered in our meeting last week Helen, we have significant concerns with the proposed changes and would appreciate a response clarifying the points raised at the earliest opportunity.

Best regards,

Tom

On 9 September 2016 at 09:59, Smith Jaquelyn <[REDACTED]> wrote:

Dear Tom,

I just wanted to update you on the clarification process – we have received a number of clarification questions and we are working through them as quickly as possible.

Please be assured that we have reviewed the clarification questions you have raised in full and while we endeavour to reply to clarifications in five days, we will need more time to provide a comprehensive response.

I aim to respond in full as early as possible next week.

Kind regards,

Jackie

Jackie Smith | Head of Driver Assessment | London Taxi & Private Hire

[REDACTED] | Transport for London | 3rd Floor (3Y4/5)|230, Blackfriars Rd. London | SE1 8NW.

T [REDACTED] | auto: [REDACTED] | mobile: [REDACTED]



From: Tom Elvidge [mailto:[REDACTED]]
Sent: 02 September 2016 20:21
To: Smith Jaquelyn
Cc: Chapman Helen (TPH); Jo Bertram
Subject: Topographical Assessment Process

Dear Jackie,

Please find the attached letter in regard to the Topographical Assessment Process. I would be grateful if you could confirm receipt.

Best regards,

Tom

--

Tom Elvidge
General Manager - London



██████████ | ██████████ | [uber.com](#)

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Tom Elvidge
General Manager - London



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Tom Elvidge
General Manager - London



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Tom Elvidge
General Manager - London



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Tom Elvidge
General Manager - London

██████████ | ██████████ | [uber.com](#)

From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [REDACTED] [@transportfocus.org.uk](mailto:[REDACTED]@transportfocus.org.uk); [Andrew Byrne](#)
Subject: Re: Transport Focus
Date: 22 February 2016 13:25:26

Thanks for the introduction Leon.

Just wanted to check the email address here - looks like an email for someone else to Anthony?

Anthony - good to meet you. Would be happy to arrange some time to meet. I'm copying Andy Byrne, who is our Head of Public Policy for the UK & Ireland, and I would suggest should join any discussion.

Many thanks,

Jo



Jo Bertram
Regional General Manager - UK, Ireland & Nordics
[REDACTED] | uber.com

On Sun, Feb 21, 2016 at 9:45 AM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Jo

Can I introduce you to Anthony Smith, Chief Executive, Transport Focus, which is the major independent transport user watchdog, and good friends of ours. It is a non-departmental Government body, sponsored by DfT.

Transport Focus spans road, rail and bus. Apart from a particular responsibility within rail, it is not a home for disaffected users, but undertakes significant research and data collection to help inform Government and policy makers in key decision areas. A responsibility for users of the Strategic Road Network was added just under a year ago.

I sat next to Anthony at a dinner recently and he expressed a strong wish to establish contact with you on the grounds that it would be hugely useful to have an open channel and to understand more about what you do. He clearly understands that increased personal mobility is rolling down the road at some speed and traditional 'mass transit' in many areas is ready to be redefined.

I told the commercial bus sector this very firmly at a conference a couple of weeks ago..

So, thereby introduced, I leave it to you (both) to make contact.

Best regards

Leon

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Emmerson Garrett](#); [Taylor Lisa](#)
Subject: Re: Tweet from Uber
Date: 03 June 2015 23:08:54

Thanks! 140 characters is tough but will work with the team to further clarify.

—
Sent from [Mailbox](#)

On Wed, Jun 3, 2015 at 10:50 AM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Jo

See this tweeted reply.

I think open to criticism (and has been; sent to me).

Could you deal please

Leon

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Taylor Lisa](#); [Mark MacGann](#); [Hawley Anthea](#)
Subject: Re: Uber London update
Date: 12 October 2014 21:20:19

Dear [REDACTED]

It will likely just be Mark and myself. Many thanks for setting up the meeting!

Kind regards,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Wed, Oct 8, 2014 at 8:01 AM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Dear Jo

Thank you so much for confirming, I have set it as firm now in Leon's Calendar, alongside Leon will be Garrett Emmerson, Chief Operating Officer of Surface Transport and Peter Blake, our Director of Service Operations.

Please do let me know whether to expect anybody other than Mark and yourself.

We look forward to seeing you on the 28th Oct at 2.30pm.

Warm regards

[REDACTED]

[REDACTED]

Executive Officer to MD, Surface Transport

Transport for London

11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext [REDACTED] Email : [REDACTED]

From: Jo Bertram [mailto:[REDACTED]]
Sent: 07 October 2014 21:43

To: [REDACTED] (ST)

Cc: Daniels Leon; Taylor Lisa; Mark MacGann; Hawley Anthea

Subject: Re: Uber London update

Dear [REDACTED]

The 28th would suit perfectly, many thanks. I've blocked it in our calendars.

Regards,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Tue, Oct 7, 2014 at 9:40 AM, [REDACTED] (ST) <[REDACTED]> wrote:

Dear Jo,

With regards to scheduling a meeting I can happy to work with you to find a suitable date.

I am currently able to offer 28th October at 2.30pm to host a meeting here in Palestra, by any small miracle does this suit?

If not I will continue to look at diaries to find other options, in the meantime if you could let me know if you have any dates which would suit you best.

Warm regards

[REDACTED]

[REDACTED]

Executive Officer to MD, Surface Transport

Transport for London

11th Floor - Zone R4, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] Ext [REDACTED] Email : [REDACTED]

From: Jo Bertram [mailto:[REDACTED]]

Sent: 06 October 2014 20:43

To: Daniels Leon

Cc: Carter Howard; Emmerson Garrett; Mark MacGann

Subject: Re: Uber London update

Dear Leon,

Thanks for your quick response. I understand the points you raise and appreciate your candour.

We would welcome the opportunity to open up a long-term dialogue on these issues and others. Can we propose a meeting at your convenience to address the points you raise, potentially in the second half of this week if your schedule permits? I am copying Mark MacGann, our new Head of Public Policy for EMEA, who I would like to introduce to you at this meeting. Is there an assistant I could liaise with on scheduling?

Many thanks,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Sun, Oct 5, 2014 at 5:29 PM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:
Jo

Thanks for this.

Firstly I need to say that whilst your CEO's visit to London was well known the fact that it took place without any invitation to meet with the Commissioner has not been received well here.

Secondly it is clear the opportunity to announce a ride share product was carefully timed to coincide with his visit. This is the second time an initiative has been a surprise to us. We are deluged by questions and I daresay we will shortly devise a response.

You tell us you welcome TfL's progressive and pro-customer attitude

Meanwhile our international colleagues tell us they are persistently wrong-footed by your behaviour which in turn sets the tone for subsequent reaction.

Without impinging on your rights to conduct your business as you choose I should say that your early engagement with us cannot be anything less than helpful.

By early engagement, however we mean earlier than on receipt of press enquiries following your public pronouncements. Yet again this is where we are.

I think you were suggesting a meeting. Of course we will do this.

Please do know however that meaningful constructive dialogue involves both parties. I look forward to discussing this with you directly.

Leon

From: Jo Bertram [mailto: [REDACTED]]
Sent: Sunday, October 05, 2014 03:54 PM
To: Daniels Leon; Emmerson Garrett
Subject: Uber London update

Dear Leon, Garrett,

I hope you're both well. I wanted to reach out to you both following our CEO, Travis Kalanick's visit to London at the end of last week.

As you may be aware from the press coverage, Travis gave a visionary talk at the Institute of Directors conference on Friday afternoon, sharing some of Uber's blue sky thinking on how to reduce the congestion and traffic in cities of the future - he framed the talk around how we could get 1 million cars off the road in London in the next few years. He also announced our intent to launch our UberPOOL product in London later this year, as a way that we can already start making better use of the cars on the Uber platform.

Have you had any press enquiries off the back of this? If so, please let me know if we can be of any assistance or if there is information you require.

More importantly, I believe we share TfL's objectives for this industry, in terms of public safety, transparency, accessibility and reduced congestion and emissions, and can usefully add to the dialogue around transportation options in London. We would love to meet with you at your convenience to discuss our UberPOOL product, as well as some of the research we've been doing about improving cities' transportation infrastructure. Could we set something up in the next couple of weeks please?

Many thanks,

Jo

Jo Bertram
Regional General Manager - UKI & Nordics
p: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Carter Howard](#); [Emmerson Garrett](#); [Mark MacGann](#)
Subject: Re: Uber London update
Date: 07 October 2014 22:05:53
Attachments: [TK Vision For Future of London - v8.pdf](#)

Dear Leon,

Further to my email yesterday, I have attached here for your reference the video of Travis' talk at the IOD now it is available and the accompanying slides. I thought it might be of interest, in case some of the press articles did not provide a full representation of this.

<https://vimeo.com/108236214>

Password is: [REDACTED]

We can discuss the issues discussed when we meet.

Regards,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Mon, Oct 6, 2014 at 8:43 PM, Jo Bertram <[REDACTED]> wrote:

Dear Leon,

Thanks for your quick response. I understand the points you raise and appreciate your candour.

We would welcome the opportunity to open up a long-term dialogue on these issues and others. Can we propose a meeting at your convenience to address the points you raise, potentially in the second half of this week if your schedule permits? I am copying Mark MacGann, our new Head of Public Policy for EMEA, who I would like to introduce to you at this meeting. Is there an assistant I could liaise with on scheduling?

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Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

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Jo

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Please do know however that meaningful constructive dialogue involves both parties. I look forward to discussing this with you directly.

Leon

From: Jo Bertram [mailto:[REDACTED]]
Sent: Sunday, October 05, 2014 03:54 PM

To: Daniels Leon; Emmerson Garrett
Subject: Uber London update

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As you may be aware from the press coverage, Travis gave a visionary talk at the Institute of Directors conference on Friday afternoon, sharing some of Uber's blue sky thinking on how to reduce the congestion and traffic in cities of the future - he framed the talk around how we could get 1 million cars off the road in London in the next few years. He also announced our intent to launch our UberPOOL product in London later this year, as a way that we can already start making better use of the cars on the Uber platform.

Have you had any press enquiries off the back of this? If so, please let me know if we can be of any assistance or if there is information you require.

More importantly, I believe we share TfL's objectives for this industry, in terms of public safety, transparency, accessibility and reduced congestion and emissions, and can usefully add to the dialogue around transportation options in London. We would love to meet with you at your convenience to discuss our UberPOOL product, as well as some of the research we've been doing about improving cities' transportation infrastructure. Could we set something up in the next couple of weeks please?

Many thanks,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Cc: [Emmerson Garrett](#); [Mark MacGann](#)
Subject: Re: Uber London update
Date: 13 October 2014 14:32:12

Dear Leon, Garrett,

In the spirit of establishing greater forward-looking dialogue, we did want to make you aware that we are planning to launch an additional service line on our current offering here in London. This will be a larger vehicle type, to accommodate groups of >4 people (i.e. MPVs), and will be called UberXL. Other than the vehicle type, it will work exactly the same as our other private hire services, in terms of bookings, dispatch system, documentation etc.

We are still working out some of the details, e.g. launch date (likely sometime next week), pricing etc. but I wanted to give you visibility as early as possible, particularly as this will likely come ahead of our meeting on the 28th. Harry Porter from our Press & Communications team has already reached out to the TfL Press Office, and is trying to set up time to brief them this week in case of any enquiries.

Please do let me know if you have any questions or require any additional information - I would be happy to discuss at your convenience. I would appreciate it if you would keep this information confidential externally for now prior to any commercial announcement.

Many thanks,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Mon, Oct 6, 2014 at 8:43 PM, Jo Bertram <[REDACTED]> wrote:

Dear Leon,

Thanks for your quick response. I understand the points you raise and appreciate your candour.

We would welcome the opportunity to open up a long-term dialogue on these issues and others. Can we propose a meeting at your convenience to address the points you raise, potentially in the second half of this week if your schedule permits? I am copying Mark MacGann, our new Head of Public Policy for EMEA, who I would like to introduce to you at this meeting. Is there an assistant I could liaise with on scheduling?

Many thanks,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Sun, Oct 5, 2014 at 5:29 PM, Daniels Leon <LeonDaniels@tfl.gov.uk> wrote:

Jo

Thanks for this.

Firstly I need to say that whilst your CEO's visit to London was well known the fact that it took place without any invitation to meet with the Commissioner has not been received well here.

Secondly it is clear the opportunity to announce a ride share product was carefully timed to coincide with his visit. This is the second time an initiative has been a surprise to us. We are deluged by questions and I daresay we will shortly devise a response.

You tell us you welcome TfL's progressive and pro-customer attitude

Meanwhile our international colleagues tell us they are persistently wrong-footed by your behaviour which in turn sets the tone for subsequent reaction.

Without impinging on your rights to conduct your business as you choose I should say that your early engagement with us cannot be anything less than helpful.

By early engagement, however we mean earlier than on receipt of press enquiries following your public pronouncements. Yet again this is where we are.

I think you were suggesting a meeting. Of course we will do this.

Please do know however that meaningful constructive dialogue involves both parties.

I look forward to discussing this with you directly.

Leon

From: Jo Bertram [mailto: [REDACTED]]
Sent: Sunday, October 05, 2014 03:54 PM
To: Daniels Leon; Emmerson Garrett
Subject: Uber London update

Dear Leon, Garrett,

I hope you're both well. I wanted to reach out to you both following our CEO, Travis Kalanick's visit to London at the end of last week.

As you may be aware from the press coverage, Travis gave a visionary talk at the Institute of Directors conference on Friday afternoon, sharing some of Uber's blue sky thinking on how to reduce the congestion and traffic in cities of the future - he framed the talk around how we could get 1 million cars off the road in London in the next few years. He also announced our intent to launch our UberPOOL product in London later this year, as a way that we can already start making better use of the cars on the Uber platform.

Have you had any press enquiries off the back of this? If so, please let me know if we can be of any assistance or if there is information you require.

More importantly, I believe we share TfL's objectives for this industry, in terms of public safety, transparency, accessibility and reduced congestion and emissions, and can usefully add to the dialogue around transportation options in London. We would love to meet with you at your convenience to discuss our UberPOOL product, as well as some of the research we've been doing about improving cities' transportation infrastructure. Could we set something up in the next couple of weeks please?

Many thanks,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Chapman Helen \(TPH\)](#)
Cc: [Emmerson Garrett](#); [Daniels Leon](#); [Blake Peter](#); [Andrew Byrne](#)
Subject: Re: uberPOOL in London - about to launch
Date: 10 June 2015 20:13:39

Dear Helen,

Thank you for the additional questions. First and foremost, I would like to reiterate that we have not yet confirmed a timeline for the launch of the UberPOOL service in London.

Our legal advice is that the manner in which we anticipate launching and operating the service would be fully compliant with the current regulatory regime imposed on companies such as Uber, as are the services which we currently operate in London and across the United Kingdom.

Uber would welcome the opportunity to present the UberPOOL service to TfL in the coming weeks, in order to respond to any questions you and your colleagues may have. We would subsequently provide written clarification on all of the points raised.

Kind regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
[redacted] | e: [redacted] | w: www.uber.com
[redacted] [redacted] [redacted]

On Thu, Jun 4, 2015 at 10:56 AM, Chapman Helen (TPH) <[redacted]> wrote:

Dear Jo,

Thank you for your email with further information on UberPOOL.

My reason for writing is for you to establish that UberPOOL complies with legal requirements for advance booking of hire cars at separate fares and the information you have provided is of some assistance in this regard.

However, I still have a number of outstanding concerns, particularly relating to how legal requirements will be discharged and public safety considerations. I am sure you will be aware that additional requirements apply where PHV's are booked by more than one separate fare paying passenger compared to those that apply in the case of exclusive hirings. There are also different practical issues to consider where a minicab is shared by a group of separate fare paying passengers. I would be grateful for your response on the following:

- 1 The steps that Uber London Ltd. will take to confirm that vehicles are appropriately insured to be used for shared services;
- 2 How shared bookings will be recorded and, how you will be able to confirm who was travelling with whom and when after the event;
- 3 Whether your model allows for one passenger to book a shared hire after another sharing passenger has started their journey. If it does, please justify this by reference to the relevant provisions of section 11 of the Transport Act 1985;
- 4 When passengers are consenting to share and pay separate fares, whether they will be able to see any information relating to other prospective sharers (e.g. photograph, customer data such as sex or age, pick up/destination etc.). Please confirm whether passengers will be able to accept or reject other prospective sharers;
- 5 What plans you have to implement any safety measures for shared services in addition to those already in place for exclusive hires. For example, will drivers be provided with training on delivering shared services and, if so, what training? We would appreciate having sight of the relevant materials.
- 6 What amendments you will make to your terms and conditions of service to cover shared services in London. Please provide us with a draft.

I note that you have not confirmed a proposed timeframe for the launch of UberPOOL although you state that this will be in the relatively near future.

You will understand the need for TfL, as the industry regulator, to properly understand the detail of how new services are delivered, before they are delivered. Please therefore confirm a specific timeframe for the proposed launch of UberPOOL in London. TfL does not expect UberPOOL services to be launched until we are satisfied they meet legal requirements.

I look forward to a response within seven days.

Regards,

Helen

From: Jo Bertram [mailto:[redacted]]
Sent: 04 May 2015 15:43
To: Chapman Helen (TPH)
Cc: Emmerson Garrett; Daniels Leon; Blake Peter; Andrew Byrne
Subject: Re: uberPOOL in London - about to launch

Dear Helen,

Thanks for your email. My apologies for the slow response - as you know we have been occupied by our annual TfL inspection last week.

In response to your questions, I can confirm the following:

- uberPOOL will be a variant of one of our existing private hire services in London, uberX, using the same vehicles. As such it will be operated by Uber London Limited with our Private Hire Operator License, and in exactly the same manner as our existing services.

- Bookings will be accepted by Uber London Limited, in exactly the same way as all our other private hire services. This question was examined at length by TfL last year, so I would refer you to the extensive correspondence from that time, and the confirmation by Howard Carter that we are operating in accordance with the private hire legislation in London.

- Regarding the taximeter question, again, I will refer you to the extensive correspondence with TfL last year on this issue, and the letter sent to the taxi and private hire trade confirming that in TfL's view, an app on the driver's smartphone does not constitute a taximeter for the purposes of section 11 of the act. We share TfL's view here. As I'm sure you are aware, a High Court case is in progress to bring binding clarity on this issue.

- Part 1 of the Transport Act 1985 requires that:

(a) *all the passengers carried on the occasion in question booked their journeys in advance.*

All journeys booked on the Uber platform are booked in advance in accordance with the private hire legislation.

(b) *each of them consented, when booking his journey, to sharing the use of the vehicle on that occasion with others on the basis that a separate fare would be payable by each passenger for his own journey.*

As outlined in the presentation, uberPOOL will be offered in the customer app as a separate service to our standard uberX service, with a clear description of what is being booked. Each customer will therefore be clearly consenting on each occasion to using a shared service.

- We do not as yet have a confirmed launch timeframe, my email was merely a courtesy email to provide additional information. The phrase "about to launch" was not in my original email subject, but looks like an assumption made by TfL.

I hope this addresses your questions. I would ask that you kindly keep this information as confidential due to its commercial sensitivity.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics

p [REDACTED] | e [REDACTED] | w: www.uber.com



On Thu, Apr 23, 2015 at 9:41 PM, Chapman Helen (TPH) <[REDACTED]> wrote:

Dear Jo

Thank you for your email and for keeping us updated with your plans for uberPOOL. I'm responding directly as the General Manager for London Taxi & Private Hire.

The slide set you have provided helpfully sets out at a high level how the proposed operating model for uberPOOL could work in London.

However, I would be grateful for a detailed written explanation of how the proposed model will work including who will accept private hire bookings, how those bookings will be accepted and where they will be accepted, in accordance with sections 2 and 4 of the Private Hire Vehicles (London) Act 1998. If devices are used by drivers in relation to the calculation of fares, please say how it is that you say the taximeter prohibition in section 11 of that Act doesn't apply. I would also be grateful for clarification as to how you say the ride sharing aspect of the model complies with the provisions of Part 1 of the Transport Act 1985 that provide for this.

Please also confirm when you anticipate wanting to launch UberPOOL. You will appreciate that we need to be satisfied that your new service will be operating in accordance with private hire legislation before it is launched, even if these are matters that we may have explored previously in relation to the provision of services by Uber London Limited.

I look forward to your response within seven days.

Kind regards

Helen Chapman

General Manager

London Taxi & Private Hire | Transport for London

T [REDACTED] (auto [REDACTED]) | M: [REDACTED] | E [REDACTED]

4th Floor, Palestra | 197 Blackfriars Road | London | SE1 8NJ

For up to date news and information regarding London Taxi and Private Hire matters follow us on Twitter - @tfltpH

From: Jo Bertram [mailto:[REDACTED]]

Sent: 21 April 2015 14:45

To: Daniels Leon; Emmerson Garrett; Blake Peter

Cc: Andrew Byrne

Subject: uberPOOL in London

Leon, Garrett and Peter,

I'm sure you remember our discussions following Travis' speech in London in October regarding the launch of our licensed, pooling product uberPOOL.

As we explained then, beta testing of the product in San Francisco, New York and Paris has been ongoing for some time We have now launched in a number of other American cities and we expect London will follow in the relatively near future

We have put together a short slide set that explains some of the mechanics of how the system will operate for you reference, including the request process etc I hope you find it useful

Regards,

Jo

[photo]

Jo Bertram

Regional General Manager - UKI & Nordics

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#); [Blake Peter](#)
Cc: [Andrew Byrne](#); [Mark MacGann](#)
Subject: Response to Sir Peter Hendy
Date: 02 December 2014 19:35:27
Attachments: [Sir Peter Hendy.pdf](#)

Dear Garrett, Leon, Peter,

Garrett - thanks for the call yesterday. Please find below and attached our response to the letter received yesterday evening from Sir Peter Hendy, which I hope addresses the areas of concern.

Please do reach out with any other questions. Our press team is also on hand should there be anything they can assist your press office with in relation to this or other matters - I think they are already in contact.

Regards,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

----- Forwarded message -----

From: **Jo Bertram** <[REDACTED]>
Date: Tue, Dec 2, 2014 at 7:27 PM
Subject: Re: Letter from Sir Peter Hendy CBE, Commissioner of Transport for London
To: "Tagg Ella (ST)" <[REDACTED]>
Cc: Branks Kirsten <[REDACTED]>, Hudson Teresa <[REDACTED]>

Dear Ella,

Please find attached response to Sir Peter Hendy - please could you pass on to him? We will also send a hard copy by post.

Regards,

Jo

Jo Bertram

Regional General Manager - UKI & Nordics

p: [REDACTED] | e: [REDACTED] | w: www.uber.com

On Mon, Dec 1, 2014 at 5:27 PM, Tagg Ella (ST) <[REDACTED]> wrote:

Dear Jo,

Please find attached letter from Sir Peter Hendy.

A hard copy will follow in the post.

Many thanks
Kind Regards
Ella

Ella Tagg
PA to Commissioner's Office
14th floor, Windsor House
42-50 Victoria Street
London, SW1H 0TL
Tel: [REDACTED] /Ext [REDACTED]
Email: [REDACTED]

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From: [Jo Bertram](#)
To: [Daniels Leon](#)
Subject: Today's hearing
Date: 25 February 2015 17:57:55

Hi Leon,

Great to read the TfL press release with the mention of the Taxi and Private Hire Terms of Reference Group and the over the counter application service - both very welcome measures.

However, we're still reeling slightly from apparently being described by Victoria Borwick AM as the "face of Satan"(!). While understanding the thrust of the questions the Commissioner received on this, we were also rather surprised by the London Assembly press release below stating on the record the Commissioner's "dislike" for Uber?!

Look forward to meeting on Monday on the other topics.

Jo

London Assembly - Assembly wants more action from TfL

Wed, 25 February 2015

At a packed meeting in the Chamber at City Hall today, Transport for London (TfL) Commissioner, Sir Peter Hendy formally responded to the hard-hitting London Assembly Transport Committee Report 'Future Proof', into Taxi and Private Hire services.

- * In response to the report, TfL has announced new measures including £600,000 investment to increase the number of taxi ranks by 20 per cent within 5 years.
- * The Commissioner was questioned about an over-arching vision for the taxi and private hire trades, which TfL has agreed to develop.
- * The issue of Uber was also raised and remained unresolved. The Commissioner believes the trades must move with the times and keep pace with technological advances – but he also commented about his dislike for the company.

Hendy Q &

██████████ Pidgeon AM, Chair of the London Assembly Transport Committee said;

"First, I'd like to thank the huge numbers of London Taxi and Private Hire drivers who attended the meeting at City Hall today. The Chamber was full and many drivers were left standing outside in the rain. This emphasised to us how important these issues are to the trade and strengthened our resolve to continue to push TfL to provide a better service for the industry."

"The ranks action plan is a good start, if not a little flimsy - but we would like to see all our recommendations taken forward by TfL – we need more than lip service. TfL needs to put the passenger first and there is clearly a lot more work to do."

View the webinar here.

Notes for Editors:

1. Read 'Future Proof' here.
2. ██████████ Pidgeon AM, Chair of the Transport Committee, is available for interview – see contact details below.
3. London Assembly Transport Committee.
4. As well as investigating issues that matter to Londoners, the London Assembly acts as a check and a balance on the Mayor.

For media enquiries, please contact Alison Bell on ██████████. For out of hours media enquiries, call [020 7983 4000](tel:02079834000) and ask for the London Assembly duty press officer. Non-media enquiries should be directed to the Public Liaison Unit

on [020 7983 4100](tel:02079834100).



Jo Bertram

Regional General Manager - UKI & Nordics



| e: bertram.jo@uber.com | w: www.uber.com



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From: [Andrew Byrne](#)
To: [Hendy Peter \(TfL\)](#)
Cc: [Jo Bertram](#); [Daniels Leon](#)
Subject: Uber letter to [REDACTED] Pidgeon
Date: 01 May 2015 10:47:50
Attachments: [CPReply.pdf](#)

Sir Peter,

In the last two weeks we have noticed [REDACTED] Pidgeon's letter to you regarding our operations in London circulating on social media.

We have sent our own response directly to Ms Pidgeon. A copy of which is attached here for your reference. We have informed the recipient that we intended to supply you with a copy too.

Please let me know if you have any questions.
Andrew

--



Andrew Byrne
Public Policy UKIN

m: [REDACTED] | e: [REDACTED] | w: www.uber.com

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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#); [Blake Peter](#)
Cc: [Andrew Byrne](#)
Subject: uberPOOL in London
Date: 21 April 2015 14:46:46
Attachments: [Tfl UberPool presentation \(1\).pdf](#)

Leon, Garrett and Peter,

I'm sure you remember our discussions following Travis' speech in London in October regarding the launch of our licensed, pooling product uberPOOL.

As we explained then, beta testing of the product in San Francisco, New York and Paris has been ongoing for some time. We have now launched in a number of other American cities and we expect London will follow in the relatively near future.

We have put together a short slide set that explains some of the mechanics of how the system will operate for you reference, including the request process etc. I hope you find it useful.

Regards,

Jo



Jo Bertram

Regional General Manager - UKI & Nordics



| e: [\[redacted\]](#) | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#)
Cc: [Andrew Byrne](#)
Subject: Uber's Landline Phone Number
Date: 08 July 2015 15:32:59

Dear Leon, Garrett,

Just wanted to update you on developments from our side following the GLA session today.

Since the Uber landline number was provided this morning, we have had hundreds of nuisance calls. Many simply hang up, but many others have been extremely rude and disruptive to my team. This is causing an unsustainable burden on our operations, and is compromising the real purpose of the line, because legitimate callers are no longer able to get through.

I am also concerned about the privacy and security of the individuals in my team, as many of the callers are trying to get names and recordings. I expect you are aware, given the press coverage over the weekend, of the harassment I personally have been getting on social media from cabbies (which I assume TfL are investigating). I am unwilling to subject other members of my team to this type of abuse.

We have therefore put up a holding message temporarily directly people to send any questions via email. I wanted to make you aware in case you get questions.

Regards,

Jo



Jo Bertram
Regional General Manager - UKI & Nordics
e: [REDACTED] | w: www.uber.com



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From: [Jo Bertram](#)
To: [Daniels Leon](#); [Emmerson Garrett](#); [Blake Peter](#)
Cc: [Andrew Byrne](#); [Tom Elvidge](#)
Subject: Update from Uber London
Date: 18 February 2016 09:10:21
Attachments: [Uber London H2 2015 Fact Sheet 15.02.16 Final.pdf](#)

Dear Leon, Garrett, Peter,

As we reflect on last year, we thought it would be useful to share a more general update on some of the things that we have been working on that might be of interest to TfL - please see attached for your reference.

While we've obviously engaged with various members of TfL on a range of different topics last year, we would also like to make sure we provide you with a more comprehensive and holistic view on what we've been doing in London that you may not be aware of.

Please note that this is not to be shared externally, but you should feel free to share with anyone within TfL that is involved with Uber if this is useful.

We would love any feedback on whether this is useful, and on any of the specific initiatives. We would also love to use this as a basis for ongoing discussion, so that we can understand any further priorities or concerns that you as the regulator have, and how we might be able to support or address those.

Regards,

Jo



[Jo Bertram](#)
Regional General Manager - UK, Ireland & Nordics
[REDACTED] | [uber.com](#)

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