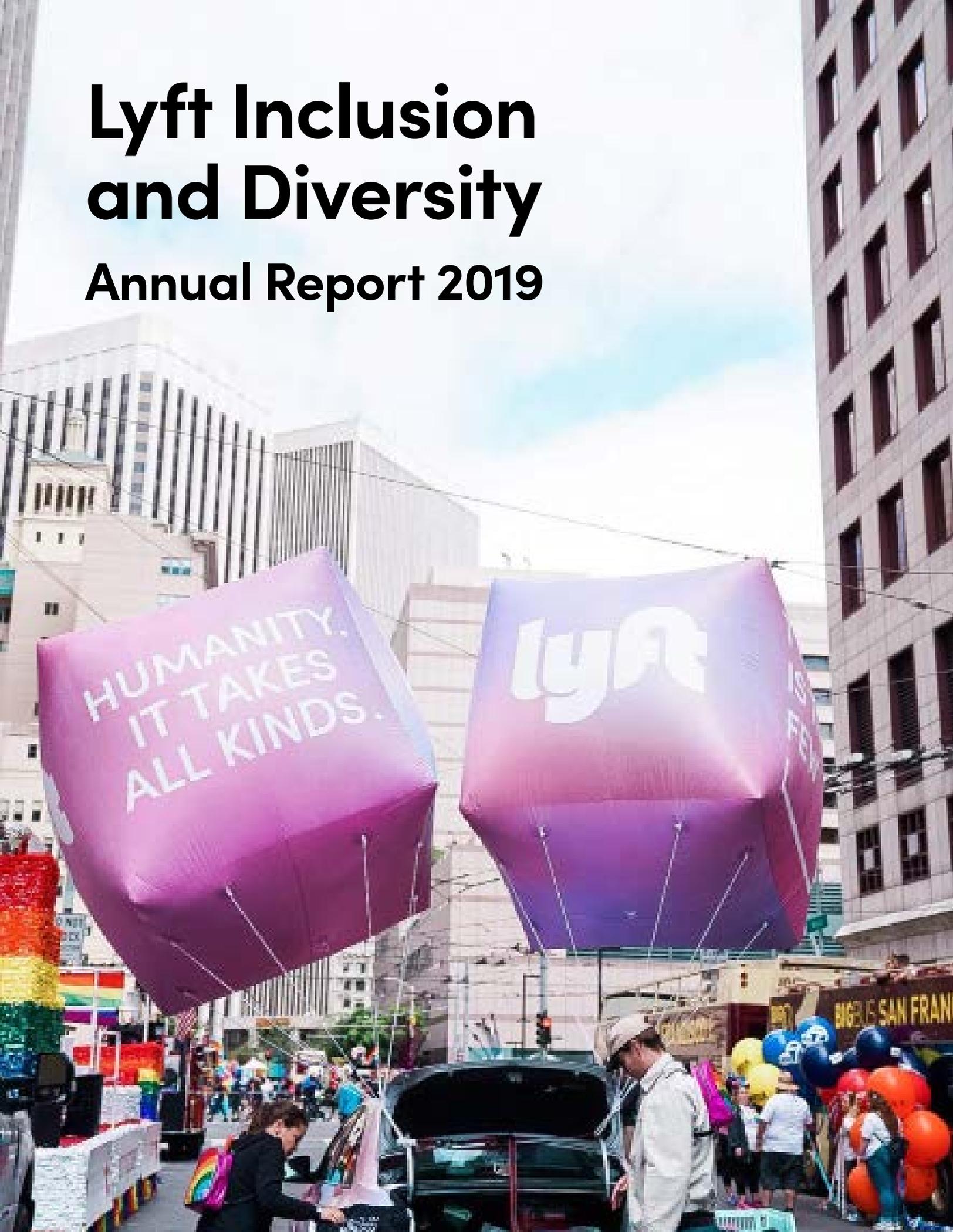


Lyft Inclusion and Diversity Annual Report 2019



At Lyft, our mission is to improve people's lives with the world's best transportation. To deliver on our mission, we need to:

- Attract the best, most diverse talent that represents the breadth of communities we serve.
- Leverage the unique skills, perspectives, and cultural competence of our workforce to inform our products, services, and our driver and rider experiences.
- Create an environment where everyone feels valued and is treated fairly.



"Inclusion and Diversity are at the core of Lyft's principles. To build the world's best transportation, our internal team should reflect the people we're building it for. We have more work to do to get there, but as an industry leader, I believe it is my responsibility to continue raising the bar for myself and the rest of Lyft so we can better serve our riders, drivers and the communities we operate in."

- Logan Green, CEO

The tech industry is known for its bias to **action**—moving fast and jumping to execution mode. Sometimes we move so fast that we omit to build the solid foundation necessary **before** launching sustainable strategies.

I firmly believe we at Lyft should take a more deliberate approach when it comes to inclusion and diversity efforts. We will take the necessary time to assess current talent processes and programs, hire the right talent, develop a holistic strategy, and then launch into action.

When I accepted this role 10 months ago, I made a commitment that I would not take short-cuts while moving fast. And yes—building a foundation of any type is not always glamorous or newsworthy, but it is essential when you are building and scaling a transformational company-wide strategy.

We invite you to learn more about Lyft’s approach to Inclusion and Diversity, beginning with our four strategic pillars:



*Monica Poindexter,
Head of Inclusion and Diversity*

Workplace | Workforce | Marketplace | Accountability



Workplace

- Build an inclusive culture
- Establish thoughtful policies to ensure an equitable environment
- Build impact-driven Employee Resource Groups



Workforce

- Continue execution on hiring goals and establish retention goals
- Ensure managers and leaders are equitably developing and advancing diverse talent



Marketplace

- Become a trusted brand with drivers, riders, diverse talent, and the communities we serve
- Continue taking further action toward our goal of making Lyft the safest form of transportation for everyone
- Partner with organizations and conferences to bring in the best, most diverse talent



Accountability

- Build accountability metrics to deliver on our development commitments and hiring goals
- Collaborate with executives and people managers to execute Inclusion and Diversity (I&D) action plans
- Communicate status, assess impact and iterate as needed

Workplace

Cultivating an inclusive culture is central to our workplace ethos. That means establishing and putting into practice thoughtful policies designed to ensure an equitable environment for all. It also means dedicating resources towards impact-driven Employee Resource Groups (ERGs) to encourage everyone to live out Lyft's core values: be yourself, uplift others, and make it happen. From our Gender Identity & Affirmation Policy to our community celebration of Black History Month, some of Lyft's most important ideas have emerged from our ERGs.



Workplace Policies

Here at Lyft, we know creating equitable workplace policies and practices that amplify our values is important. It matters for potential talent, for candidates in our interview process, for current team members who show up daily to give us their best, and for people who historically have not gotten their fair share in our society.



Workplace Policies Highlight: Pay Equity Audit and Structured Interviews

In order to attract and retain the best talent, we strive to be a company that is trusted to provide fair and equitable pay for all of our team members.

- Starting in 2018, we committed to annual, third-party audits to ensure our pay practices are sound and fair across lines of race and gender. This year, the audit of nearly 4,700 US team members found no statistically significant pay disparities that were not driven by legitimate business reasons, such as location and skills.
- We follow a structured interview process to reduce the amount of subjectivity in leveling and hiring decisions.

While these efforts represent a strong foundation, we recognize that there is always more Lyft can do to look across all of our processes and practices to combat gender and racial wage gaps in our broader society.

To learn about our pay equity analysis and efforts, be sure to check out [this Lyft blog post](#) from our Chief People Officer, Emily Nishi.

Employee Resource Groups

As Lyft strives to be a leader in creating a welcoming environment for all team members, the insight gained from our **Employee Resource Groups (ERGs)** is critical in shaping the direction, mission, and vision for a company built on inclusion and connectivity.

As spaces for community, networking, mentorship, and education, ERGs are active stewards of Lyft's mission. We appreciate the insights and context they bring, which Lyft might otherwise lack, as we make key decisions and policies.



Lyft Out Employee Resource Group Highlight: Pride 2019

Now and then, we get to put great work out into the world. This year's Pride month marks one of those moments that matter, and also represents a series of Lyft firsts. It's the first time:

- A rideshare network offered gender/pronoun options
- A rideshare network offered name changing to support transgender and non-binary drivers
- We created a fully integrated international Pride campaign
- We dedicated space on [Lyft.com](https://www.lyft.com) to showcase our ongoing commitment to LGBTQIA+ equality and inclusion
- We created a sharable, thoughtful, truthful [film](#), *Two is Too Few*, reminding us that people should no longer have to define their gender by ticking one of only two boxes

This year's campaign makes us proud to see Lyft take seriously its responsibility to use our voices and resources to uplift the LGBTQIA+ communities.



Workforce

Inclusion and diversity are pivotal elements in our workforce narrative. We continue to drive meaningful change by building, assessing, and evolving our goals for hiring and retention. We engage early and often with leadership to track equitable hiring, development, and advancement across our diverse talent pool. Since our last Diversity report, our workforce has experienced rapid growth, and we see both gains and losses in our representation. It's clear that making sustained progress will require consistent strategies to retain, hire, develop, and advance our talent.



Key Highlights in Representation

From 2018 to 2019, our efforts to increase representation have begun to show positive outcomes for Latinx in Tech Leadership (+1.4 percentage points), Women in Leadership (+3.9 pp), and Women in Tech Leadership (+4.8 pp). We're excited to see these upward trends, and as we look to 2020, we plan to apply our learnings to support increased representation for our Black/African-American team members (-1.2 pp) in overall representation and in leadership roles (-1.2 pp). We'll tackle this from a hiring standpoint as well as double down on our retention and development plans. Over the same period, we also saw growth in our Asian population (+3.4 pp) and a decline of our White population (-2.5 pp).

	Ethnicity						Gender	
	American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander	Asian	Black or African American	Hispanic or Latinx	Two or more races	White	Female	Male
Overall	0.7%	26.3%	9.0%	9.6%	4.5%	49.9%	39.7%	60.3%
Tech	0.4%	47.0%	2.6%	5.2%	3.0%	41.8%	22.8%	77.2%
Business	1.0%	20.4%	7.6%	8.0%	5.0%	58.0%	57.3%	42.7%
Operations	0.9%	8.2%	17.6%	16.1%	5.6%	51.6%	42.4%	57.6%
Leadership	0%	22.1%	4.8%	2.7%	1.4%	69.0%	36.7%	63.3%
Tech Leadership	0%	27.2%	0%	3.3%	2.1%	67.4%	16.3%	83.7%

1. Data is from September 2019.
2. Leadership data includes director-level and above.
3. Tech org includes the following functions: Software Engineering, Hardware Engineering, Product, Science, Data Security and Privacy, Design, and Technical Program Management.
4. Business org includes the following functions: Business Development, Communications, Exec Leadership Support, Exec Leadership Team, Finance, Global Supply Management, Growth Marketing, IT, Legal, Marketing, Office, People, Program & Project Management, Public Policy, Risk Solutions, Sales, Talent Acquisition
5. Data points have been rounded to the nearest tenth of a percentage point.
6. Ethnicity refers to EEO-1 categories. While these categorizations can be limiting, we're using them for reporting purposes because they comply with US government requirements. See our [EEO-1 report](#) for more information.

What we're doing to close the gaps:



Forging Strategic Partnerships in Black, Latinx, and Women Communities

In a continued effort to close the gaps in our workforce representation, Lyft is expanding its strategic partnerships with Historically Black Colleges and Universities, the Congressional Black and Hispanic Caucuses, Girls Who Code, Techqueria, the Latin Community Foundation, and several other organizations in 2020.

A Closer Look into our Techqueria Partnership

Lyft partners with [Techqueria](#), a nonprofit that serves the largest community of Latinx in Tech, to provide their constituents with the resources, information, and support to attain and thrive in a career in Tech.

In 2019, we piloted an effort in Seattle to bring a dynamic panel of Latinx leaders in Tech for a discussion focused on breaking through career and progression barriers. The audience learned practical skills to give them an edge for landing their first promotion or stepping up into more senior roles.

We're excited about the start of this partnership and look forward to scaling future events together across our various markets.

A Closer Look into our HBCU Strategy

We kicked off our investment in HBCUs in 2018 with a [pledge](#) to help level the playing field when it comes to university recruitment and offer a clear path toward employment with Lyft.

- Over the past nine months, we've solidified partnerships with eight HBCUs: [Fisk University](#), [Howard University](#), [Hampton University](#), [Morehouse College](#), [Morgan State University](#), [North Carolina A&T State University](#), [Spelman College](#), and [Tennessee State University](#). Our goal is to work closely with these schools as we build out our technical internships, new graduate programs, and apprenticeships.
- We also want to invest in the development of HBCU students so they continue to access career-building opportunities. This includes supporting attendance at the NSBE conference, leading a "Tech Trek" tour in Silicon Valley, and offering scholarships to Pre-College Computer Science Programs.



Setting Hiring Goals and Action Plans

2019 was a big year for setting up our infrastructure to better support our leaders and business units. This year alone, we've quadrupled the size of our Inclusion and Diversity team to collaborate more closely with our People Business Partners as we integrate our strategy into our talent processes, educate our leaders, and understand the needs of our workforce.

One of our first action items was to set and roll out hiring goals, with a key focus on hiring more tech talent to close the gaps we see in our workforce demographics. The goal is for:

- All Executive Leadership Team members to have goals for hiring candidates to help close the gaps.
- All people managers to engage, retain, and develop talent from Lyff's target communities that are within their leadership pipeline by demonstrating support and ensuring that each employee has a development plan.
- All recruiters to have goals for hiring candidates who identify as Black/African American, Latinx/Hispanic, and/or Women.

In Tech, we also map diversity conferences, events, and sourcing strategies to hiring opportunities. We host curated events across the country so that Lyff's senior leaders can engage with talent that we pool from our university, sourcing, and diversity outreach.

And to make sure we're on track, the Diversity and Staffing teams regularly meet with Lyff's tech leaders to review progress against strategy and hiring goals.



Marketplace

It's not enough to just look inward. We're taking action to become a trusted brand in every interaction with drivers, riders, our own talent, and the communities we serve. We're taking further action toward our goal of making Lyft the safest form of transportation for everyone.. And we're partnering with forward-looking organizations and conferences to achieve that goal with the best, most diverse talent.

"A huge part of the Lyft experience is offline. It's in the backseat of a car, it's on a scooter, it's at the wheel. It's absolutely critical that our teams are comprised of people who think beyond the pixel—who come from **different experiences and backgrounds and walks of life—to ensure that our product works well for the entire community and we **deliver on our mission.**"**

-Katie Dill, VP of Design



Striving to be the trusted brand for *drivers*: Language Learning Tools in Partnership with Duolingo

In June 2019, Lyft launched a pilot program designed to give drivers the tools they need to communicate whether they're inside or outside of the car. Through partnerships with [Duolingo](#) and the [National Immigration Forum](#), Lyft drivers gained access to free language learning tools and the opportunity to earn an English proficiency certification. The program launched in the following locations: Houston, Chicago, Miami, New York City, New Jersey, and Seattle. Read more about these efforts [here](#).

Lyft is a stepping stone to improving people's lives on and off the road. Our hope is that this small step can help drivers better connect with our riders — and continue to seek more educational opportunities to boost their performance as drivers!

Striving to be the trusted brand for *riders*: Transportation for Those in Need

Tens of millions of people rely on Lyft to get them where they need to go. But it's not just everyday rides that make a difference. Transportation becomes critical in times of acute need, like during a natural disaster or crisis.

In those instances, Lyft can be an essential lifeline. From hurricanes in [Florida](#) and [the Carolinas](#) to [wildfires in California](#), Lyft has offered free rides to shelters and hospitals. We also provide transportation to first responders such as [World Central Kitchen](#) who work with recovery efforts. After the tragic mass shooting in Las Vegas, [Lyft offered](#) rides to blood donation centers.

In addition to responding to disasters, we believe that everyone needs to have a way to get where they're going. We provide tens of thousands of rides for everyday needs, including getting individuals to medical appointments, job interviews, or to the grocery store in food-insecure areas. Read more about these efforts [here](#).



NFB president Mark Riccobono and Lisamaria Martinez taking an Autonomous Vehicle Ride.

Striving to be the trusted brand in Communities: Promoting Inclusion and Progressing Accessibility

Lyft has partnered with the [National Federation of the Blind \(NFB\)](#) since 2017 to expand transportation options for those who are blind or low-vision.

In July 2019, Lyft and the NFB partnered on a self-driving demonstration in Las Vegas that gave blind and low-vision participants the opportunity to experience Lyft's autonomous vehicle pilot firsthand with partner company Aptiv. Working alongside San Francisco's Lighthouse for the Blind and Visually Impaired's Media and Accessible Design Lab, we created Braille guides for riders showing a map of the self-driving route as well as a diagram of the vehicle.

This partnership is impactful for:

Riders: We've been able to make improvements to our platform that provide greater transportation independence for our blind and visually impaired riders, who can rely on Lyft to safely access community, healthcare, employment, and other aspects central to everyday life.

Drivers: We continue to educate drivers on riders' rights and needs to provide the 5-star quality of service that we aim to promote with inclusive and accessible riding experiences for all.

Lyft continues to build strong partnerships with other accessibility-focused organizations, including the National Down Syndrome Society, National Association of the Deaf, and National Council on Aging.

Accountability

Accountability is the bridge between making our commitments and seeing them come to fruition. We've baked accountability metrics into our process, holding ourselves to our promise to deliver on our development commitments and hiring goals. This extends upwards and outwards in collaboration with Executives and People Managers to execute on I&D action plans. We regularly communicate status, measure impact, and thoughtfully iterate with tangible results in mind.



“Given the work our Public Policy team does to support our drivers, establish partnerships with affinity groups, and **build positive working relationships with government officials in communities across the country, it is extremely important we **set an example** within the company. This is why our hiring practices include the “Rooney Rule” for both race and gender — and why our team members are encouraged to take on leadership positions on various Employee Resource Groups.”**



-Anthony Foxx, Lyft Chief Policy Officer and former U.S. Secretary of Transportation under President Barack Obama

The Rooney Rule for Director Roles and Above

The Rooney Rule originated in the NFL as a policy that successfully created opportunities for diverse candidates to be identified, interviewed, and ultimately hired. In an effort to address the gaps we see in our leadership roles and overall workforce, we follow the Rooney Rule for all of our Director-level and higher roles. This means that before we make an offer on a Director+ role, we have already ensured that we considered at least one candidate from our target groups at the on-site interview stage. Those target groups currently include Women, Black, or Hispanic/Latinx talent.

Holistic Action Plans

This year, we focused on setting the foundation for every Lyft executive to have a holistic I&D action plan going into 2020. To keep our leaders and people managers accountable, we expect everyone to deliver on some key outcomes:

Leaders

- **Establish** Inclusion & Diversity goals as part of our 2020 Business and People plans.
- **Ensure** diverse talent have development plans that accelerate their readiness every performance cycle.
- **Create** opportunities for others to speak about the importance of strategies and activities underway to remove barriers.
- **Identify** and address barriers to the development and advancement of diverse talent in the leadership pipeline.

All People Managers

- Engage, retain, and develop diverse talent within leadership pipeline by demonstrating support and ensuring development plans are in place.

Another key part of accountability is to **assess and communicate** both our progress, and our shortcomings. The I&D team will:

- Regularly review workforce demographics with the Executive Leadership Team.
- Measure progress and impact of Rooney Rule compliance and diversity goals.
- Continually solicit feedback and iterate as needed to produce better outcomes.

Closing Statement

We hope this report provides an overview of our holistic approach to build, embed, and scale our Inclusion and Diversity strategy. It reflects the hard work and commitment of many Lyft team members who work everyday to make this organization better for ALL!

Increasing our workforce diversity is one critical measure that we need to continue to make progress in. We also know that our commitment to driving impact can't just be measured by workforce numbers alone. Lyft team members are diligently working to continually improve and ensure that our products, services, and workplace meet the diverse needs of our riders, drivers, and team members.

Looking ahead, in partnership with our Executive Leadership Team, we will kick off 2020 by communicating our multi-year strategic initiatives, goals, and action plans. We will continue building and scaling our I&D blueprint across Lyft, establishing and cultivating new and existing strategic partnerships and driving new efforts within the business. We will also continue to amplify our diversity sourcing and recruiting strategies to ensure we are building a pipeline of diverse talent for hiring opportunities – while holding our leaders accountable for increasing diversity in their teams.

We will continue raising the bar for Inclusion and Diversity with emphasis on our strategic pillars – **Workplace, Workforce, Marketplace, and Accountability** – so we are considered the best and most trusted transportation network for riders, drivers, and the communities we serve.