BOW-TIE DIAGRAM

NIGH GOLDENBERG RASO & VAUGHN

RISK OWNER	Dom Taylor/ Bec Nyst

LAST UPDATED:	Nov 2021

RISK STATEMENT:	Vehicle Collision

CONTRIBUTING FACTORS	
1	Human error / lapses / distraction by driver or third party e.g. mobile phone use whilst driving, not driving to conditions
2	Non-compliance with road rules by driver or third party e.g. speeding
3	Fatigue / not fit to drive e.g. impairment, medical condition, D&A use
4	Vehicle fault - particularly related to braking or steering issues
5	Environmental Factors - road and weather conditions that make it more difficult to achieve safe outcomes
6	Unauthorised / unlicenced driver driving
7	Unauthorised vehicle on the platform
8	Unsafe pick-up / drop-off locations
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EXISTING PREVENTATIVE CONTROLS

EVENT

Vehicle loss of control

EXISTING MITIGATING CONTROLS

POSSIBLE IMPACTS	
1	Safety impact - Fatal vehicle incident with potentially multiple fatalities
2	Safety impact - Traffic accident where serious injuries are sustained / pyschological - post traumatic stress
3	Safety impact - Near miss - vehicle out of control but no injuries
4	Reputation impact - Adverse media coverage and brand damage - response doesn't meeting commnity expectations
5	Financial impact - penalties/ insurance premium impacts
6	Regulatory/ legal impact - Legal proceedings
7	People impact - Loss of ability to work for Earners
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SEVERITY	5
LIKELIHOOD	2
RRR	**10**

Maximum risk outcome	
FATALITIES	**2+**
US$M	**$2m**

EXISTING PREVENTATIVE CONTROLS		LINK TO CAUSES	EFFECTIVENESS	CONTROL OWNER
1	Driver screenings & authorisation including BCGs, Driver History Checks, Medicals / Medical Declaration, Govt Authorisations	2,3	Some Improvement Required	Access Compliance Doc Approver
2	Driver partner onboarding, education and community guidelines - online	2,3	Adequate	Driver Team / Safety
3	Driver safety communications / life-cycle management	2,3	Some Improvement Required	Driver Team / CRM / Safety
4	Document Approval Teams & Doc Audit Process to validate documents	6,7	Adequate	Doc Approver
5	Doc Approver Tool (Alexandria) to manage documents required to go online	6,7	Adequate	Access Compliance Doc Approver
6	Automactic Document Movement Management Tools e.g doc expiry	6,7	Adequate	Access Compliance
7	Automatic Driving Hour Limits Policy	3	Adequate	Safety Product Team
8	Vehicle Standards (Maximum age including rego, insurance) & Annual Inspections	4,7	Adequate	Driver Team Safety Team
9	Vehicle quality / maintenance management monitoring	4,7	Some Improvement Required	Driver Team Safety Team
10	Driver / Rider ratings and thresholds	1,2,3	Adequate	Driver Team Safety Team
11	Real-time ID Check (Mutombo)	6	Adequate	Safety Product Team
12	Driver Speed Alerts	1,2	Adequate	Safety Product Team
13	Design of Driver App to minimise interaction / distraction	1	Adequate	Product Team
14	Driver & Vehicle deactivation policies	1,2,3,4,5	Adequate	Rides Ops CommOps
15	Personal protective equipment - high visibility vests/ bags	1,2,3,4,6	Adequate	Rides Ops CommOps
16	Suggested pick up locations and In-app communciation: intercom, SMS, phone to arrange pick up	8	Adequate	Driver / Safety Product Team

EXISTING MITIGATING CONTROLS		LINK TO IMPACTS	EFFECTIVENESS	CONTROL OWNER
1	Minimum vehicle standards/ maximum sized vehicles	1-7	Adequate	Driver Team Safety Team
2	Driver competency - all Mobility drivers have a full drivers licence	1-7	Adequate	Driver Team
3	Rider numbers are limited to the number of seatbelts in a vehicle	1-7	Adequate	Rider Team
4	Personal protective equipment - helmet check	1,2,6	Adequate	DP Team
Post incident:				
5	24/7 incident management processes and post incident support including insurance, counselling services and police liason team.	1-7	Adequate	CommOps Public Safety
6	Reputation management following an event including legal and comms support	1-7	Adequate	Comms Legal Regulatory

Trial Exhibit No.
P-00793

BOW-TIE DIAGRAM

RISK OWNER:	Dom Taylor / Bec Nyst

LAST UPDATED	17 Nov 21

RISK STATEMENT:	Sexual assault

CONTRIBUTING FACTORS	
1	Intoxication / impairment of Riders / Eaters
2	Vulnerability of Riders/Eaters,Earners: fear of other consequences
3	Rider/Eater anonymity promoting environment of no accountability for actions
4	Unauthorised Earner or fake Uber
5	Opportunitistic or pre-meditatated crime
6	Offers for/of alternate payment means; consensual or misunderstood consent
7	Inappropriate post-trip contact
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EXISTING PREVENTATIVE CONTROLS

EVENT

Attempt to commit serious sexual interpersonal conflict (IPC) between Earner <> Consumer / Consumer <> Consumer / Merchant <> DP

EXISTING MITIGATING CONTROLS

IMPACTS	
1	Safety impact - Serious serious sexual assault i.e. rape, non consensual touching - psychological / mental health
2	Safety impact - Attempted serious sexual assault - psychological / mental health
3	Reputation impact - Adverse media coverage and brand damage - response doesn't meet community expectations
4	Regulatory/ legal impact - Legal proceedings / penalties
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SEVERITY	4
LIKELIHOOD	4
RRR	**16**

Maximum risk outcome	
FATALITIES	**1**
US$M	$2m

EXISTING PREVENTATIVE CONTROLS		LINK TO CAUSES	EFFECTIVENESS	CONTROL OWNER
Access and identity				
1	Driver screenings & authorisation including BGCs, Driver History Checks, Medicals / Medical Declaration, Govt Authorisations	4	Adequate	Access Compliance
2	Document Approval Teams & Doc Audit Process to validate documents	4	Adequate	Doc Approver
3	Doc Approver Tool to manage documents required to go online	4	Adequate	Access Compliance Doc Approver
4	Automatic Document Movement Management Tools e.g doc expiry	4	Adequate	Access Compliance
Education and expectation setting				
5	Driver-Partner onboarding, education and community guidelines	1,2,5,6,7	Adequate	Driver Team / Comm Ops / Safety
6	Rider onboarding, education and community guidelines	1,2,3,5,6,7	Adequate	Rider Team / Safety
7	Driver safety communications / life-cycle management	1,2,5,6,7	Some Improvement Required	Driver Team / CRM / Safety
8	Ad hoc messaging / safety messaging at key occasions (eg Christmas party season, public holidays, sports games)	1,2,3,5,6,7	Some Improvement Required	Safety Team / Marketing
9	External partnerships and campaigns (e.g gender-based violence, women's safety forum, Don't Stand By)	1,2,3,5,6,7	Adequate	Safety Team / Marketing / Comms / Policy
Feedback and Incident management				
10	Driver ratings, thresholds	All	Adequate	Driver Team
11	Rider ratings, thresholds	All	Adequate	Safety Team
12	Driver & Rider deactivation policies	All	Adequate	Comm Ops (IRT)
Products and features				
13	Phone anonymisation	7	Adequate	Safety Product Team
14	Real-time ID Check (Mutombo)	4	Adequate	Safety Product Team
15	Blacklist / Block Pairing	2,5,7	Adequate	Safety Product Team
16	In app navigation and GPS tracking	1,2,3,4,5,6	Adequate	Product Team

EXISTING MITIGATING CONTROLS		LINK TO IMPACTS	EFFECTIVENESS	CONTROL OWNER
1	Safety Toolkit / Emergency Assistance Button	All	Adequate	Comm Ops
2	Ride Check, including Long Stop, Mid Trip, route deviation	1,2,3	Adequate	Safety Product Team
Post incident:				
3	24/7 Support - CommOps / IRT incident reporting and management processes, including Public Safety, NIRC, Earner support package and counselling services	All	Adequate	CommOps, Public Safety, NIRC
4	Reputation management following an event including legal and comms support	3,4	Adequate	Comms Legal Regulatory

BOW-TIE DIAGRAM

RISK OWNER:	Dom Taylor / Bec Nyst

LAST UPDATED	17 Nov 21

RISK STATEMENT:	Non-sexual Interpersonal Conflict

CONTRIBUTING FACTORS	
1	Intoxication / impairment of Riders / Eaters
2	Racial / Homophobic / Sex/ Violence motivated individuals (Riders, DP, Eaters)
3	Rider/Eater anonymity promoting environment of no accountability for actions
4	Unauthorised Earner or fake Uber
5	Trigger / Escalation: Dispute over route taken, order time, quality aspects
6	Trigger / Escalation: Dispute over DP attempting to enforce community guidelines / road rules to displeasure of rider/s
7	Opportunitistic or pre-meditatated crime
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EXISTING PREVENTATIVE CONTROLS

EVENT

Serious interpersonal conflict (IPC) between Driver / Rider / Rider <> Rider / Eater <> DP

EXISTING MITIGATING CONTROLS

IMPACTS	
1	Safety - Serious physical or mental injury
2	Financial impact - property damage
3	Reputation impact - Adverse media coverage and brand damage - response doesn't meet community expectations
4	Regulatory/ legal impact - Legal proceedings / penalties
5	Safety - Fatal incident or serious personal attack i.e. physical assault, psychological / mental health
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SEVERITY	4
LIKELIHOOD	4
RRR	16

Maximum risk outcome	
FATALITIES	1
US$M	$2m

EXISTING PREVENTATIVE CONTROLS		LINK TO CAUSES	EFFECTIVENESS	CONTROL OWNER
Access and identity				
1	Driver screenings & authorisation including BGCs, Driver History Checks, Medicals / Medical Declaration, Govt Authorisations	4	Adequate	Access Compliance
2	Document Approval Teams & Doc Audit Process to validate documents	4	Adequate	Doc Approver
3	Doc Approver Tool to manage documents required to go online	4	Adequate	Access Compliance Doc Approver
4	Automatic Document Movement Management Tools e.g doc expiry	4	Adequate	Access Compliance
Education and expectation setting				
5	Driver-Partner onboarding, education and community guidelines	1,2,5,6,7	Adequate	Driver Team / Comm Ops / Safety
6	Rider onboarding, education and community guidelines	1,2,3,5,6,7	Adequate	Rider Team / Safety
7	Driver safety communications / life-cycle management	1,2,5,6,7	Some Improvement Required	Driver Team / CRM / Safety
8	Ad hoc messaging / safety messaging at key occasions (eg Christmas party season, public holidays, sports games)	1,2,3,5,6,7	Some Improvement Required	Safety Team / Marketing
9	External partnerships and campaigns (e.g Drink Wise)	1,2,3,5,6,7	Adequate	Safety Team / Marketing / Comms / Policy
Feedback and Incident management				
10	Driver ratings, thresholds	All	Adequate	Driver Team
11	Rider ratings, thresholds	All	Adequate	Safety Team
12	Driver & Rider deactivation policies	All	Adequate	Comm Ops (IRT)
13	Public safety inbound notice from law enforcement regarding criminal activity	All	Adequate	Public Safety
Products and features				
14	Phone anonymisation	7	Adequate	Safety Product Team
15	Real-time ID Check (Mutombo)	4	Adequate	Safety Product Team
16	Blacklist / Block Pairing	2,5,7	Adequate	Safety Product Team
17	In app navigation and GPS tracking	1,2,3,4,5,6	Adequate	Product Team

EXISTING MITIGATING CONTROLS		LINK TO IMPACTS	EFFECTIVENESS	CONTROL OWNER
1	Safety Toolkit / Emergency Assistance Button	All	Adequate	Comm Ops
2	Ride Check, including Long Stop, Mid Trip, route deviation	1,2,3	Adequate	Safety Product Team
Post incident:				
3	24/7 Support - CommOps / IRT incident reporting and management processes, including Public Safety, NIRC, Earner support package and counselling services	All	Adequate	CommOps, Public Safety, NIRC
4	Reputation management following an event including legal and comms support	3,4	Adequate	Comms Legal Regulatory
5	Public safety inbound notice from law enforcement regarding criminal activity	1,4,5	Adequate	Public Safety