



# Australia Modern Slavery Statement

2020

Uber



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# Introduction

This Modern Slavery Statement is made on behalf of the following reporting entities:

→ Uber Australia Pty Ltd

→ Rasier Pacific Pty Ltd

→ Portier Pacific Pty Ltd

→ Uber Australia Holdings Pty Ltd

Collectively, they are “Uber Australia”.

This statement is submitted as a joint statement on behalf of all of the above reporting entities pursuant to section 14 of the Modern Slavery Act 2018 (Cth) for the period 1 January 2020 to 31 December 2020.

Uber Australia operates as an integrated group within Australia and has shared policies, systems, and processes that are applied across Uber Australia. The above reporting entities were consulted to develop this statement and the policies, systems, and processes that it describes for Uber Australia.



## Our approach

As a global company, Uber Technologies, Inc. (“Uber” or “the Company”) is committed to upholding fundamental human rights and believes that all human beings around the world should be treated with dignity, fairness, and respect.

Uber does not tolerate, use, or condone slavery, servitude, forced labour, or human trafficking (which together we call “modern slavery”). We are committed to conducting our business in a manner that works to eliminate modern slavery.

In preparing this statement (Uber Australia’s first Modern Slavery Statement), Uber Australia assessed the risk of modern slavery across our Australian operations and supply chain and has provided information about our approach and progress made to date.



# Our 2020 initiatives

In 2020 the Australian business focused on 3 areas of action for modern slavery identification and prevention:



## Engagement

Engagement of key stakeholders across Uber operations in Australia to increase understanding of the issue and obtain commitment to take action. We formed a multi-stakeholder Modern Slavery Working Group responsible for coordinating our response and driving our program.



## Assessment

Assessment of our Australian operations for potential modern slavery risks, focusing on identifying risks in our extended supply chain and undertaking a gap analysis of our operational systems and processes.



## Planning

Action planning so that we can better assess and address modern slavery risks in our supply chain and operations going forward. Our Modern Slavery Action Plan includes tasks, accountabilities, deliverables, and time frames for implementation over the next 3 years.

## Our plans for 2021

- Engaging priority suppliers in Australia and in high-risk regions to educate them on Uber's Modern Slavery program and to gain a deeper understanding of the policies and processes suppliers have in place to manage modern slavery risks.
- Engaging Uber Australia's leadership to support the work of the Modern Slavery Working Group as we build our efforts to address modern slavery
- Improving due diligence in identifying and addressing modern slavery risks in our operations, within our supply chain, and in connection with our platform
- Developing targeted training and education programs for employees based on their role

## Our plans for 2022 and beyond

In 2022 we'll review the effectiveness and impact of our Modern Slavery Action Plan and then adjust our approach based on the results of that assessment. We plan to work with internal and external stakeholders to improve and extend the reach of our program in our major global markets as appropriate.

# Uber's operations and supply chains



## About Uber

Uber started in San Francisco in 2009 to solve a simple problem: How do you get from A to B at the touch of a button? More than 15 billion trips later across the world, we're building products to help people earn with flexibility, go anywhere, and get anything.

Since launching our rideshare business in Australia in 2012, Uber is now operating in 37 Australian cities and towns, and 3.8 million Australians regularly choose to share rides with more than 74,000 driver partners.

In 2016 we launched our online food delivery business, Uber Eats, in Australia. Now in approximately 30 cities across Australia, Uber Eats has tens of thousands of restaurant partners, showcasing more than 40 cuisines on the platform.

At Uber, we recognise that Uber's financial performance and prosperity can only be built alongside the prosperity of our key stakeholders. This includes investors, employees, cities, and the driver partners, delivery people, merchants, and consumers who use our platform to connect with work, food, goods, families, and friends. These enduring relationships—based on integrity, accountability, and respect—empower Uber to reimagine the way the world moves for the better.

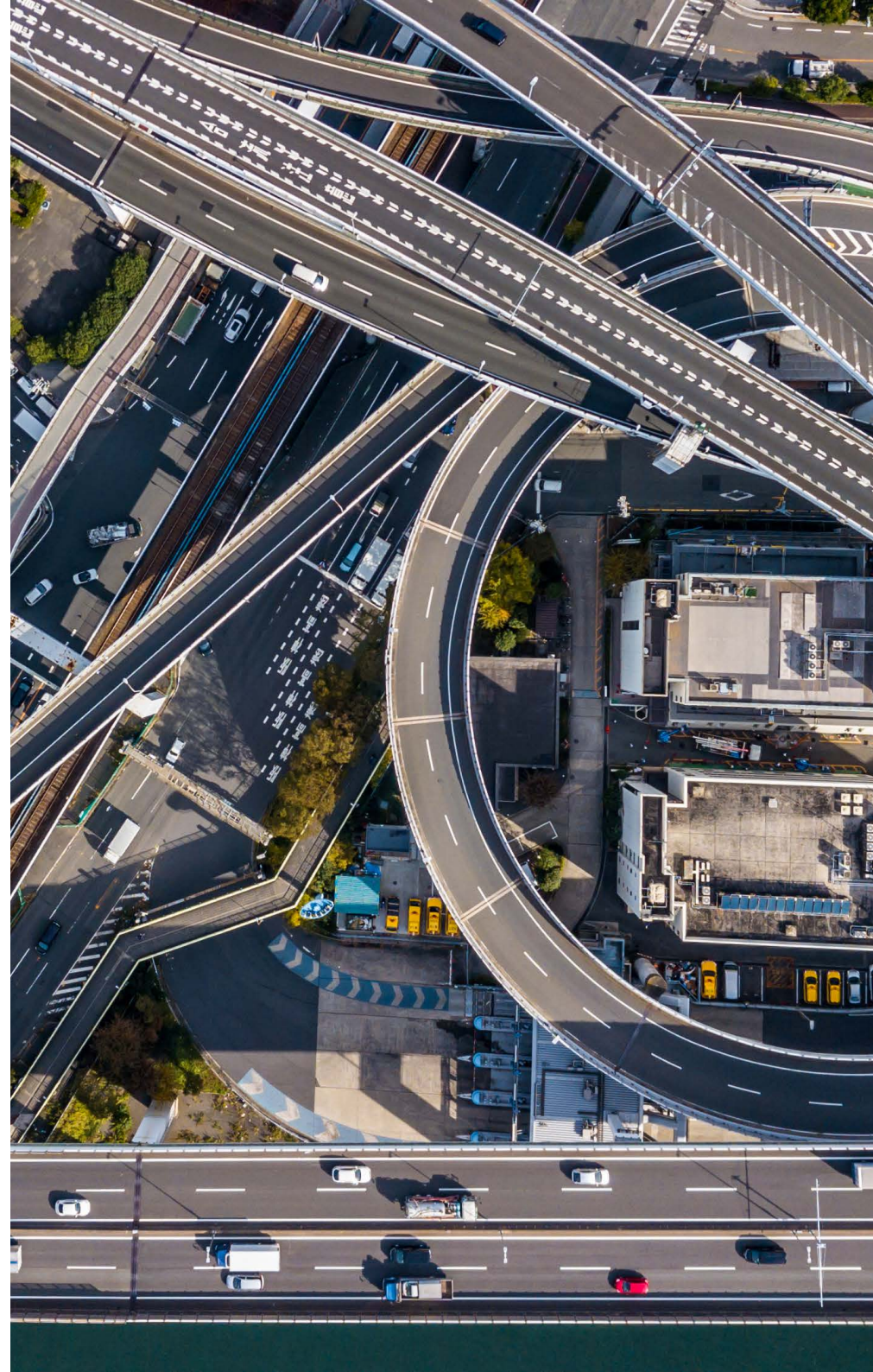


# Organisational structure

## **Uber offers both its Mobility and Delivery services in Australia.**

It operates through a number of Australian subsidiaries, 4 of which are reporting entities for the purposes of the Modern Slavery Act 2018 (Cth), and are addressed in this report. These entities are: Uber Australia Pty Ltd, ACN 160 299 865; Rasier Pacific Pty Ltd, ACN 622 365 833; Portier Pacific Pty Ltd, ACN 622 365 459; and Uber Australia Holdings Pty Ltd, ACN 622 364 318, each with a registered office in Sydney, New South Wales. Throughout this statement, we refer to these entities, collectively, as “Uber Australia”.

All entities composing Uber Australia are Australian-domiciled companies that operate exclusively in Australia. Together they employ more than 300 people. All are indirectly wholly owned subsidiaries of Uber Technologies, Inc., the parent entity of the Uber group, which is listed on the New York Stock Exchange under the code UBER.







## Our segments

**As of December 31, 2020, Uber Australia had 2 key segments: Mobility and Delivery**

### **Mobility (rides)**

Mobility refers to products that connect consumers with drivers who provide rides. Mobility also includes activity related to our Uberfor Business, Financial Partnerships, Transit, and Vehicle Marketplace offerings. Rides are available in 37 Australian cities and towns, and more than 3.8 million Australians regularly choose to book rides through Uber.

### **Delivery (Uber Eats)**

The Delivery offering allows consumers to search for and discover local restaurants and other merchants, order a meal, and either pick up at the restaurant or have the meal delivered. In certain markets, it also includes offerings for grocery and convenience store delivery as well as select other goods. Uber Australia launched the Uber Eats app in Melbourne in 2016 and is now in approximately 30 cities around the country, connecting tens of thousands of restaurant partners with delivery people and customers across Australia.





## Supply chain

As a large multinational, Uber has a supplier base that's global and caters to local, regional, and global demands for certain categories of goods and services. Uber's sourcing team procures goods and services primarily under 4 broad categories: technology, advertising and marketing, workplace, and services. For Uber Australia, most suppliers for all categories are based in Australia. Certain technology services, by virtue of their nature—like cloud telephony and voice services—are sourced from suppliers based mainly out of the US and Europe.

We have an established Strategic Sourcing Policy for the businesses across the globe, along with the Strategic Sourcing team's guidelines document, which is further enriched by our procurement policy and processes.

We expect our suppliers to demonstrate high standards of ethical conduct. In late 2019, we launched our global Supplier Code of Conduct. In the spirit of the United Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work, the Supplier Code of Conduct sets forth the expectation for suppliers working on our behalf to comply with all laws and to act ethically and with integrity at all times. Uber's Supplier Code of Conduct is embedded within the Strategic Sourcing Policy.

Uber understands that sourcing is much more than just the cost. We look at suppliers who share our core values and help Uber achieve its mission and grow along with us. Our suppliers are important to us, and we seek open and innovative relationships characterised by close dialogues. Our external-facing portal for Uber suppliers consists of various modules, such as purchase order T&Cs, invoice requirements, and our Supplier Code of Conduct, where suppliers may view our standards for how our suppliers conduct business.



# Our stand up, speak up culture

We support and encourage our employees and third parties to “stand up, speak up” if they have a concern or if they see something they believe is inconsistent with our cultural norms or policies.

We maintain an independent third-party, multilingual Integrity Helpline where anyone, anywhere, anytime can raise a concern or report a suspected violation of our policies, procedures, or the law. Any report can be made anonymously, whether by phone or online. Reports are investigated, and any necessary disciplinary and/or remedial action is taken as appropriate. Uber publicises the Integrity Helpline through its Business Conduct Guide, provides a link on the Company’s intranet and internet sites, and promotes the helpline in online and in-person training sessions. Uber strictly prohibits retaliation for good-faith reporting to the Integrity Helpline or to any resource.

In 2020, we led our second annual “Stand up, Speak up” campaign to raise awareness for how to present questions or concerns about standards of conduct. We also led a global campaign for employees to acknowledge and agree to our revamped Business Conduct Guide, which resulted in near 100% acknowledgement in Australia.





# Governance and policies

## Our governance framework

Uber Technologies, Inc. has a robust corporate governance framework in place, with the Company's Board of Directors and its 3 standing committees—Nominating and Governance Committee, Compensation Committee, and Audit Committee—overseeing various environmental, social, and governance (ESG) issues. The Nominating and Governance Committee has primary oversight responsibilities over ESG matters. Risk management is primarily overseen by the Audit Committee, and the Board of Directors may include matters for that committee related to modern slavery as appropriate. This governance framework applies to Uber Australia as part of the global Uber group.

In addition, each of the entities composing Uber Australia is governed by executive and non-executive Directors. Day-to-day operations are managed by local General Managers for each of the Mobility and Delivery businesses in Australia. They are supported by core functions, including legal, regulatory, compliance, and internal audit functions, which render services regionally and group-wide.





## Our employees

In 2020, Uber Australia began educating its employees on what modern slavery is and how to report any concerns through our Integrity Helpline, consistent with our “stand up, speak up” culture.

As part of our onboarding process, employees are given our Employee Handbook and employment agreement to read and acknowledge company policies that reflect and comply with Australian employment laws. The handbook is readily accessible on the Company’s intranet for employee reference. Uber’s Australian Employee Handbook further describes the Australian Whistleblowing Policy, which encourages and supports employees to report suspected wrongdoing as soon as possible. The purpose of the Whistleblowing Policy is to promote a culture of ethical behavior and accountability, and prevent and address wrongdoing when it occurs. The policy also details the avenues available to employees for raising any concerns of suspected wrongdoing, and it explains how Uber will deal with disclosures it receives.

Uber takes all concerns raised seriously and relies on employees to raise concerns so that they may be addressed.

We request that all employees complete a VEVO (Visa Entitlement Verification Online) form as part of the onboarding process.

Our Immigration team conducts a check to make sure employees have the appropriate rights to work in Australia. That team also partners with an external immigration firm to ensure ongoing compliance with our sponsorship obligations and immigration laws.



# Partnership arrangements

We recognise that there are potential risks of modern slavery associated with some of our other key third-party relationships (outside of our suppliers), and we have systems to monitor and manage these.

Examples of such arrangements include those with restaurant partners, delivery people, driver partners, and fleet partners.

Everyone who signs up for an Uber account across all of our apps, including driver partners, riders, delivery people, Uber Eats customers, and merchants, is expected to follow Uber's Community Guidelines. The guidelines reflect 3 key pillars: treat everyone with respect, help keep one another safe, and follow the law. Not following any of our guidelines may result in the loss of access to Uber accounts.



## Driver partners and delivery people

We apply modern slavery due diligence steps to our driver partners and delivery people, who are key partners to Uber Australia even though during the reporting period they are not considered to be suppliers for the purpose of the Modern Slavery Act.

Driver partners and delivery people are required to provide certain documents for proof of their identity and their right to work in Australia. They also need to pass a background check as part of our screening process. Uber Australia does not allow any driver partner or delivery person who does not pass these checks to access the app. Checks are completed on a recurring basis and are not limited to the point of first signup.

Account sharing is a breach of our usage policies. To address this risk, Uber Australia has implemented measures to prevent earnings from several accounts being diverted to a single person. We also have Real-Time ID Check, which periodically prompts driver partners and delivery people to share a live self-portrait before going online to help ensure that the partner using the app matches the account we have on file. If our system detects that the partner isn't the partner we have on file, the account is temporarily blocked while we investigate the situation. At that stage, we may engage law enforcement.

We also have online resources for driver partners and delivery people to access safety tips and our Community Guidelines. All trips or deliveries on the platform are GPS-tracked, and everyone using the





In respect of the Australian business, with a unique view of Australian cities, our driver partners, delivery people, and restaurant partners often see and hear things others don't. That's why, through education and awareness across our network, we're committed to playing our part in confronting modern slavery head-on and leaning in to understand, detect, prevent, and address it.

Driver app has the ability to report any concerns or issues to us through our 24/7 Support team. We encourage driver partners and delivery people to contact us with any concerns or issues they may be having and our Support team will work to resolve these with them.

### **Restaurant partners**

We also apply certain modern slavery due diligence steps to our restaurant partners, as key partners to Uber Australia, even though they are not considered to be suppliers for the purpose of the Modern Slavery Act. In 2021, we added a clause to our standard contractual agreements with our restaurant partners that includes a Modern Slavery Prohibition. This clause requires restaurant partners to agree that they will not engage in any practice that would violate any national or international law regarding slavery or human trafficking, and that they will notify Uber Australia as soon as they become aware of any actual or suspected slavery or human trafficking.

### **Fleet partners**

The Mobility part of Uber Australia has a limited number of agreements with fleet partners. These partners—which can be either companies or sole traders—have a network of drivers, and payment of these drivers who are part of the fleet is handled by the partner. In 2020, as part of our modern slavery project activities, we began assessing our fleet partner base for modern slavery risks. We are continuing this assessment in 2021.



# Assessing our risk



## Overview

In 2020 we worked to gain a better understanding of potential modern slavery risks in Uber Australia's operations and supply chain, supporting our commitment to conduct our business in a manner that works to eliminate modern slavery.



## Operational risks

With the support of external experts, we undertook a gap analysis to identify potential areas of modern slavery risk across 6 key categories. Though delivery people, driver partners, restaurant partners and fleet partners are not part of our supply chain or operations, we have extended our assessment to include potential risks associated with the use of our platform:

- Management systems
- Human resources and recruitment
- Procurement and supply chain
- Risk management
- Users
- Other third party relationships (Driver and delivery partners, fleet partners and restaurant partners)

The gap analysis evaluated governance, awareness, policies, training, systems, and contracts, among other things, and determined the risk of modern slavery within our operations, within our supply chain, and on the platform to be low. However, even one incident of modern slavery would be too many. We recognise the importance of raising awareness around modern slavery and are developing internal capabilities to better identify and prevent modern slavery.

Our Modern Slavery Action Plan and 3-year road map, developed collaboratively by our Modern Slavery Working Group, provides a comprehensive framework to identify, manage, and mitigate risk. For more on our action plan and 3-year road map, see the “Our approach and progress” section below.







## Supply chain risks

As a global organisation, Uber has a complex supply chain servicing our international operations, and we use a mix of centralised global, regional, and local supply partners. Our supply chain risk analysis focused on analysing the 356 Tier 1 suppliers who provide a wide range of goods and services for our Australian and New Zealand operations. Tier 1 suppliers are those that supply goods and services directly to Uber Australia.

These suppliers were analysed for modern slavery risk against 4 internationally recognised risk indices:

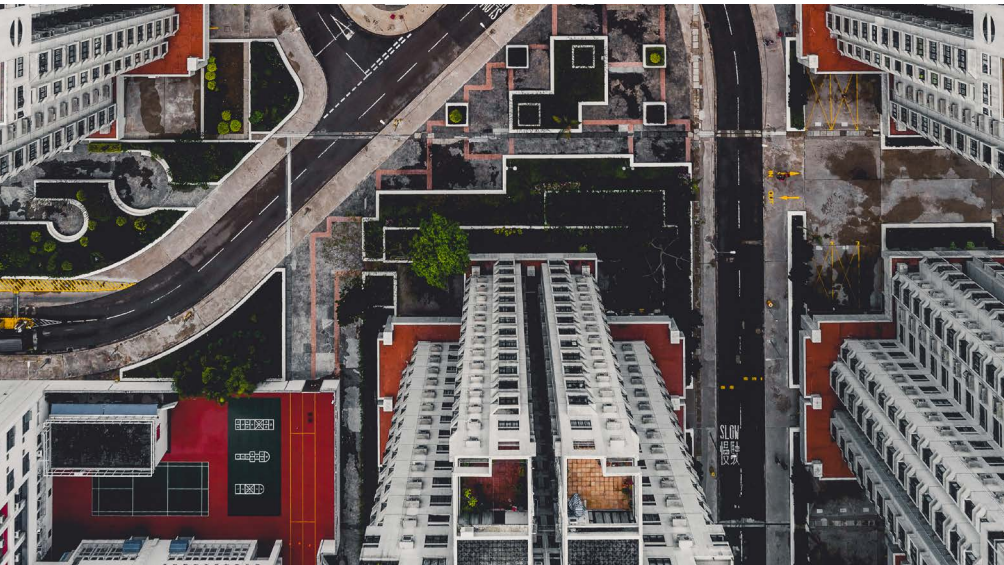
- Specific industry sectors deemed as high-risk in international and national guidance documentation
- Specific products and services (referred to jointly as commodities) deemed as high-risk by the US Department of Labor's 2018 List of Goods Produced by Child or Forced Labor
- Global Slavery Index (GSI)
- Other international guidance materials



# Geographic location

We also considered geographic location risk. Uber Australia predominantly uses suppliers based in Australia—over 95% of our spending. The remaining 5% is also concentrated in countries designated by the GSI as low-risk.

However, based on government-published statistics of geographic regions with high percentages of modern slavery occurrences, we recognise that certain goods and services that are sourced by Tier 1 suppliers may come from higher-risk countries. To address this, we plan to expand elements of our modern slavery due diligence to Tier 2 suppliers as appropriate.



# Supplier Analysis

In undertaking our supplier analysis, we considered the type of labour that may be involved in the production of the goods supplied to Uber Australia or in delivering the services to Uber Australia, particularly in geographies where low-skilled, vulnerable, or migrant labour is used, or where the work is deemed dirty, dull, degrading, or dangerous. We also considered suppliers of commodities that are known to have higher risk of modern slavery occurrence.

Our supplier analysis identified that a small percentage of Uber Australia's procurement spending is at high potential risk for modern slavery based on objective criteria such as geographical location or well-known industry risks, and that this risk is concentrated in a small number of suppliers and categories.

As such, we have identified these suppliers to be the highest priority for Uber Australia's modern slavery approach. Our modern slavery program will include engaging these suppliers and developing a greater understanding of potential risk in their supply chains (for example, our Tier 2 and Tier 3 suppliers) and the systems and processes they have in place to manage modern slavery risk



A close-up photograph of a woman with long dark hair, smiling warmly. She is wearing a pink jacket with a floral pattern in blue and yellow. The background is slightly blurred, showing other people in a social setting.

# Our approach and progress

We do not tolerate modern slavery and are committed to playing our part in confronting it. We actively promote and protect the safety and welfare of partners, employees, and users. In addition, in markets around the world, Uber actively protects and respects human rights through partnerships with government bodies, law enforcement agencies, and community organisations to support vulnerable groups.



# Our 2020 achievements

Addressing modern slavery risk is complex and challenging, and our activities will evolve as we continue to improve the capabilities of our people, our business systems, and our processes. Our Modern Slavery Working Group will play a central role in coordinating our response to managing risks across Uber Australia's operations and will offer a leading practice benchmark for our global business.

## Modern Slavery Working Group

One of our first actions was to form a multi-stakeholder Modern Slavery Working Group with broad representation across Uber Australia's corporate and operational areas.

Functional areas represented include People, Sourcing, Ethics, Safety, Legal, Facilities, Delivery, and Mobility, among others.

Working Group members drive our modern slavery program through their input into the action planning process, consulting with stakeholders within their respective areas, and being ultimately responsible for coordinating the implementation of our Action Plan. The Working Group builds internal commitment and identifies opportunities for improvement.

The Working Group is also responsible for reviewing/ updating the Action Plan and 3-year road map.







## Modern Slavery Action Plan

Our Modern Slavery Working Group, supported by external experts, developed a detailed Modern Slavery Action Plan and 3-year road map based on the findings of the gap analysis workshop and supplier risk prioritisation.

The broad themes addressed in the Action Plan are:

- Enhancing our approaches to modern slavery governance, due diligence, risk, and compliance—developing capacity within our procurement and supply chain systems and processes
- Engaging our suppliers (targeting high-risk categories) and monitoring progress
- Delivering broad awareness, training, and communications to our staff and stakeholders
- Beginning to develop the Global Modern Slavery Playbook to assist other regions with their modern slavery risk analysis

The Action Plan drives our program and includes key responsibilities and time frames for delivery within each of the themes. Implementation of our plan will be reported to the ANZ Leadership Team quarterly.



# Leadership engagement and awareness-raising

Our modern slavery risk analysis workshop was the first step in engaging our ANZ Leadership Team on the requirements of the Modern Slavery Act and key actions to be taken as part of our modern slavery program. Since the initial engagement, we've continued to communicate our progress to our leadership team and seek input and support on this important issue from across our business divisions.



## Employee education

We released a company-wide email educating our Australian employees on what modern slavery is and how it relates to our organisation. We also provided a clear path to report modern slavery, should our employees ever suspect or encounter modern slavery in any area of the business.

In addition, Uber's Legal team presented on the risks of modern slavery as it relates to hiring practices, to our Australian recruitment team. The team learned how to identify modern slavery and the proposed steps we can take to safeguard our hiring practices from it. The recruitment team has since begun implementing educational materials into their hiring procedures.







## Modern slavery governance

Our Uber Australia Leadership Team (LT) was briefed on establishing a governance framework for managing modern slavery risks. Modern slavery risk findings will be provided to the LT quarterly. We'll continue to build on our governance framework to ensure that actions for measuring and reporting on modern slavery risks are documented, communicated, and verified.



## Supplier risk identification and prioritisation

We reviewed and prioritised our highest-spend suppliers against modern slavery risk indicators and identified high-risk procurement categories and potentially highest-risk/highest-priority suppliers. We updated our supplier agreement template and now require suppliers to confirm their compliance with modern slavery law. All new agreements with suppliers to Uber Australia must be executed on this revised template.

In addition, we prepared a Modern Slavery Supplier Questionnaire for suppliers that we identify as potentially high-risk. These suppliers must complete the questionnaire to allow us to assess their approach to modern slavery risks and to become a supplier to Uber Australia.



## Modern slavery road map

For year one, we focused on engaging our executive and ANZ senior management teams, identifying areas of potential operational risk, determining our highest-risk/highest-priority suppliers, and building a modern slavery risk management framework. Year 2 will focus on engaging high-risk suppliers (both in Australia and overseas) and enhancing the capability of our people, systems, and processes to manage operational and supply chain risk. Year 3 will focus on monitoring and reviewing progress as part of our commitment to continual improvement.





# Effectiveness assessment

## Reporting and accountability

We defined 3 main approaches to determining the effectiveness of our efforts in addressing modern slavery through prevention, responsiveness, and collaboration.

The measures that we've taken to date establish a continual improvement process to develop internal capabilities and iteratively improve our systems and processes. To track our progress in identifying and addressing modern slavery risks, we've implemented the following review process:

- The ANZ Leadership Team reviews modern slavery progress and addresses issues collaboratively between operational areas
- The senior leaders and the ANZ Leadership Team review action plan progress, issues, and achievements as part of the compliance update
- The ANZ Leadership Team reviews and signs off on our annual Modern Slavery Statement per mandatory reporting requirements



This statement for financial year 2020 is made pursuant to section 14 of the Modern Slavery Act 2018 (Cth) and constitutes Uber Australia's Modern Slavery Statement.

The statement has been approved by the Directors of each of the reporting entities on the 29th of June, 2021.



**Keir Gumbs**

Director  
Uber Australia Pty Ltd  
Rasier Pacific Pty Ltd  
Portier Pacific Pty Ltd  
Uber Australia Holdings Pty Ltd

