

Risk No.	Risk Description	Correlation	Ownership	Severity (1-5)	Likelihood (1-5)	Initial Impact	Mitigation No.	Mitigation Description	Ownership	Risk Mitigation (0-5)	Total Risk (Sev*Like)-Mit Min score = 1	Comments
1	City Street Closures		Transit	2	5	10	1	Work with city to ensure proper rerouting of traffic occurs	Transit / City	4	6	Actual: Traffic shifted all over dig site at the beginning. End result: 62% reduction in traffic.
2	Heavy Equip. Use		Operations	4	4	16	2	HR policies to ensure training, drug testing, certification, and competencies are followed.	HR / Ops	4	12	Actual: No construction injuries or deaths.
3	Tunnelling Under Water		Operations	5	5	25	3	Proper training, equipment maintenance, supervisors clear on tasks, evacuation procedures in case of leaks/flooding in place.	Training / Ops	5	20	Actual: Tunnel contained many leaks that needed repair and pushed schedule.
4	Materials Sourcing		Purchasing	5	2	10	4	Understanding of tasks and purpose of materials needed is understood by both parties.	Operations / Quality Control	4	6	Actual: Substandard materials used. Ceiling collapsed and caused a death.
5	Materials Delivery		Operations	4	3	12	5	Materials delivered must be sent to proper places and placed in proper containment.	Delivery Contractor	4	8	Actual: Materials delivered according to plan.
6	Safety Systems		Safety Mgmt	4	2	8	6	Guardrails present, walls are sufficiently thick enough to take vehicular impact.	Safety Mgmt / Quality Control	4	4	Actual: Guardrails caused injuries to those hitting guardrails during a crash.
7	Lighting		Safety Mgmt	3	2	6	7	Lighting is present throughout tunnel and has a backup lighting system.	Safety Mgmt	4	2	Actual: Lighting systems corroded causing 25k fixtures needing to be replaced at an estimated cost of USD\$54M.
8	Press Release		Media Mgmt	1	2	2	8	Press release is documented and reviewed by press team.	Media Mgmt / HR	4	1	Actual: Press release went smooth, but much negative press came afterwards.
9						0	9				1	
10						0	10				1	
11						0	11				1	
12						0	12				1	
13						0	13				1	
14						0	14				1	
15						0	15				1	
16						0	16				1	
17						0	17				1	
18						0	18				1	
19						0	19				1	
20						0	20				1	

Information	
Risk number	Identifies risks clearly when communicating with others
Risk description	States what is included in this risk
Correlation	Any link with other risks which may be more or less likely to occur if the risk occurs NB: in financial publications correlation means the link between Risk and Profit
Ownership	The party which can control or manage the risk
Severity	Rated severity on a scale of 1-5
Likelihood	Rated likelihood on a scale of 1-5
Impact	Severity x Likelihood
Mitigation number	Identifies mitigation situation
Mitigation	Description other than measure and the extent of the mitigation
Ownership	The party which controls or manage the mitigation
Risk	Any new or modified risk associated with the mitigation
Comments	Any further information

Risk Mitigation Factors	
0	No risk mitigation in place
1	Vocal explanation of situation
2	OJT experience
3	Company training document present
4	Employee has completed training and certified
5	SME is leading trained crew

Likelihood	Risk determinant matrix				
5	ORANGE	RED	RED	RED	RED
4	ORANGE	ORANGE	RED	RED	RED
3	YELLOW	YELLOW	YELLOW	YELLOW	YELLOW
2	GREEN	GREEN	YELLOW	YELLOW	YELLOW
1	GREEN	GREEN	GREEN	YELLOW	YELLOW
Severity	1	2	3	4	5

\* Description is on Register Guidelines sheet