

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00331	M5 Operations / People	Delays in Permitting and Local Hiring Approvals	Permits for port construction and crew onboarding may face bureaucratic delays	Timely clearance of all project permits and local workforce integration	Permits under review; hiring frameworks vary	Use PHC permit tracker and assign local liaison for government coordination
				What Could Go Wrong?		
				Delays disrupt fleet operations and timelines		

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Government process misalignment	Port or project start blocked	Cost overruns and missed commitments	1	1	1	Mitigate	1	1	Winter, David		Open	15Oct25
				H-1 C-1 Q-1 S-1								

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)

Comments	History
Top Risk	Summary
Top Risk Mitigation	