

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00333	M9 Health / Safety / Environment	Inadequate PPE and Safety Training in Early Deployment	First wave of fleet deployment may cut corners on safety protocols due to time or cost pressures	Fully compliant HSE procedures from Day 1 What Could Go Wrong? Injuries or environmental violations	PFT and PPE protocols exist, but onboarding incomplete	No-go rule for untrained personnel; PHC HSE log for every operation

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date	
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							Notes	
Rushed deployment without safeguards	Safety incident or environmental damage	Reputational damage and regulatory setback	1	1	1	Mitigate	1	1	Harakat, Abu Bakr		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.)
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Comments

History

Top Risk	Summary	Top Risk Mitigation
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