

# Human Rights Risk Matrix

Group at Risk	Key Human Rights Risks	Potential Impact	Severity	Likely-hood	Overall Risk	Preventive / Protective Actions	Monitoring & Indicators	Responsible Entity	Severity	Likely-hood	Overall Risk
Office Employees	Discrimination, Fair and Equal Wages, Freedom of Association, Safe and Healthy Workplace, Transparency, Excessive Working Hours and Denial of Rest or Leave	Unequal pay, exclusion, occupational stress, lack of representation, Physical and mental exhaustion	High	Medium	High	Labor Practices Policy, Equal pay policy, Leave Application, internal grievance mechanism, whistleblowing mechanism, occupational health programs, mental health and employee assistance programs, employee engagement surveys, employee engagement meetings with HR	Gender pay gap analysis, staff turnover rate, reported grievances, overtime index, leave & absence metrics	HR+T Department / ESG Working Committee	Low	Low	Low
Seafarers	Forced Labor, Human Trafficking, Right to Collective Bargaining, Safe and Healthy Workplace, Fair and Equal Wages	Excessive working hours, passport retention, unsafe conditions, limited union access, exclusion, occupational stress, unequal pay, Physical and mental exhaustion	High	High	Critical	Labor Practices Policy, Compliance with MLC (Maritime Labour Convention), Compliance with IBF, Benchmark with Drewry Salary report for seafarers audits of manning agencies, freedom to contact unions, Crew Welfare Campaign, 24/7 Mental Health Support, 24/7 Health Support, Crew welfare application for vessel requests, Crew Surveys, Crew Engagement Meetings, Complaint Procedure, whistleblowing mechanism	Crew welfare inspections, rest hour records and monitoring application, internal and external audits	Crewing Dept. / SQE / HR+T ESG Working Committee	Low	Low	Low
Women	Discrimination, Equal Pay, Safe Workplace, Freedom of Association, Harassment	Gender-based discrimination, wage gap, harassment, limited promotion opportunities	High	High	Critical	Gender equality policy, anti-harassment training, maternity protection, women's representation in managerial positions, Training for DEI, internal grievance mechanism, whistleblowing mechanism	Diversity metrics, complaints resolved, managerial representation	HR+T Department / ESG Working Committee	Low	Low	Low
Children	Child Labor, Access to Education, Trafficking	Exploitation, deprivation of education, safety risks	High	Low	Medium	Supplier screening for child labor, age verification, community education support, whistleblowing mechanism	Supplier audits, verification records	Procurement / ESG Working Committee	Low	Low	Low
Third-Party Employees (Contractors, Suppliers)	Forced Labor, Human Trafficking, Discrimination, Fair Wages, Safe Workplace	Exploitation through outsourcing, unsafe working conditions, underpayment	High	Medium	High	Supplier Code of Conduct, regular audits, training, contractual clauses on labor rights, whistleblowing mechanism	Supplier performance reports, audit findings	Procurement / ESG Working Committee	Medium	Low	Medium
Local Communities	Environmental Sustainability, Transparency, Freedom of Association	Environmental degradation, lack of consultation, reduced livelihood opportunities	High	High	Critical	Environmental management systems, stakeholder engagement programs, impact assessments, internal grievance mechanism, whistleblowing mechanism	Community feedback, environmental KPIs, grievance logs	R&D / Internal Audit / ESG Working Committee	Medium	Low	Medium