

| Risk ID     | Category / Element           | Risk Short Title                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Desired Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Current Situation                                                                                                                                                                                                                                                                                                                                                | Proposed Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------|------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C00144<br>□ | R8<br>Political / Government | Reparation for Black Americans – Governance and Deployment Risks | The debate on reparations for Black Americans raises multiple layers of governance, funding, and deployment risk. While precedents exist: (1) Germany's reparations to Holocaust survivors and (2) U. S. payments to Japanese Americans interned during WWII, the absence of reparations for 246 years of slavery creates both ethical and practical challenges. The key issue lies in how to fund, manage, and sustain such programs without triggering political backlash, economic instability, or misallocation of resources. | A transparent, accountable, and equitable reparations framework providing long-term social and economic benefits for Black Americans. Funding should be sustainable, sourced ethically, and managed independently from taxpayer backlash risks. <div>What Could Go Wrong?</div> <div>1. Political opposition if taxpayer funds are perceived as the source.<br/>2. Fragmentation of funds across competing programs diluting impact.<br/>3. Corruption or mismanagement within the implementing bodies.<br/>4. Legal challenges over eligibility, scope, or historic responsibility.<br/>5. Social tensions if reparations are poorly communicated or unevenly deployed.</div> | Advocates reference Germany's \$89B Holocaust reparations and U.S. \$1.6B to Japanese internees as precedents. Critics fear misuse of taxpayer funds or lack of governance clarity. Some experts propose umbrella organizations funded separately from general taxation to manage pensions, land repurposing, and business support programs for Black Americans. | 1. Establish a Reparations Commission modeled on Holocaust survivor funds with independent oversight.<br>2. Develop multi-source funding: private sector levies, philanthropic contributions, and federal allocations outside general taxation.<br>3. Create structured programs for pensions, property grants, and business support tied to measurable outcomes.<br>4. Implement transparent reporting under a governance framework such as PHC Service to maintain public trust. |

| Risk (three-part) Statement                                                                                                 |                                                                                                                                                   |                                                                                                                                     | Current Risk |                               |             | Response Type | Manageability | Residual Risk | Risk Owner    | Due Date | Close Date | Last Review Date<br>Notes |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------|-------------|---------------|---------------|---------------|---------------|----------|------------|---------------------------|
| Cause                                                                                                                       | Risk Event [uncertainty]                                                                                                                          | Consequence                                                                                                                         | Probability  | Impact                        | Score (Pxl) |               |               |               |               |          |            |                           |
| Historic enslavement and systemic exclusion from economic equity created intergenerational wealth gaps for Black Americans. | Failure to establish a credible reparations framework leads to political stalemate, public distrust, and missed opportunities for reconciliation. | Continued socio-economic inequality, rising racial tensions, and reputational damage to governments claiming commitment to justice. | 4            | 3<br>H-1<br>C-1<br>Q-1<br>S-1 | 12          | Mitigate      | 4             | 9             | Winter, David | 13Dec26  | Open       | 04Sep25                   |

| Mitigating Actions / Response |                                                                                                             |  |  |  |                                        |
|-------------------------------|-------------------------------------------------------------------------------------------------------------|--|--|--|----------------------------------------|
| ID                            | Actions                                                                                                     |  |  |  | Action Owner<br>Due Date<br>Close Date |
| #1                            | Establish a reparatios commission.                                                                          |  |  |  | Winter, David<br>03Nov25<br>Open       |
| #2                            | Develop multisource funding.                                                                                |  |  |  | Winter, David<br>03Nov25<br>Open       |
| #3                            | Create structured programs for pensions, property grants, and business support tied to measurable outcomes. |  |  |  | Winter, David<br>03Nov25<br>Open       |
| #4                            | Implement transparent reporting with PHC.                                                                   |  |  |  | Winter, David<br>03Nov25<br>Open       |

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

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

Comments

History

Top RiskSummary

Reparation for Black Americans – Governance and Deployment Risks

Top Risk Mitigation

1. Establish a Reparations Commission and develop multi-source funding.
3. Create structured programs for pensions, property grants, and business support tied to measurable outcomes.
4. Implement transparent reporting under a governance framework such as PHC Service to maintain public trust.