

**Programme:** 100m LNG Dual-fuelled Ro-Ro Passenger Ferry

**Programme Director:** [redacted]

**Review Period:** August 2020

<u>Name</u>	<u>Job Title</u>	<u>Signature</u>
[redacted]	Programme Director	
[redacted]	Project Accountant	
[redacted]	Planning and Controls Manager	



[redacted]



## 1a. SHE

### 1. Monthly Cumulative Safety Statistics

S/#	Title	This Month Figures		Cumulative
01	Total Man Hours (provided by Planning Department)	46,685		207,591
02	Man Power (provided by HR)	Direct	212	
		In-Direct	119	
		Total	331	
03	RIDDORS	0		0
04	Fatality Case (Fatal)	0		0
05	Lost Working day Case (LWC)	1		3
06	Medical Treatment Case (MTC)	2		5
07	First Aid Case (FAC)	6		19
08	Property Damage (PD)	0		0
09	Near Miss (NM)	1		3
10	Fire Incident (FI)	0		1
11	Environmental Incident	0		1
12	Total Number of Recordable Injuries	1		18
13	Total Number of Days Lost	10		16

### 2. Description of Incident/Accident and Near Miss Reported This Month

#### Events (NM/MT/FA/PD ETC...)

- Lost Working Day Case** – 1 case in month of July – Worker injured knee when coming down ladder on 802.
- Medical treatments** –
  - we had 2 minor burns to hands in month, with hydrogel spray applied with dressing.
  - Few minor cuts to fingers or hands, cleaned & dressed with no further action.
- First Aid** – 3 incidents of cuts to hand & 3 foreign body in eye.
- Fire incident** – fire alarm checks continue weekly as we start back after Covid-19 .
- Environmental incident** – no environmental incidents occurred in month of June.
- Near Miss - 801**– Piece of metal used to make bracket had fallen through scaffold boards and almost hit a worker below.

### 3. Other SHEQ Activities

Description	This Month	
Site Safety Inspection	3	801 fire & smoke alarm inspections . Top shed & module hall. 802 3dk safety walk & scaffold tag check.
Toolbox Talks	2	Smoking Policy Covid – 19 Return to Work Refresher on all Risk Assessments
Policy/Paperwork Reviews	2	Top Man for confined space Permit Passport
Training Courses	1	Scissor Lift Training planned for this month

### 4. SHEQ Initiatives

Description
SHE weekly briefings held at ships plan of the days; all issues dealt with daily.
Clearance of redundant metal, pipes, and scrap ongoing at the berth of 802.
Occupational Health for operatives working with Aluminum complete. Further health checks for welding of chromium materials to be carried out for pipe welders.
Daily checks of banded areas still ongoing
Additional safety signage & fire escape signs procured for the yard. Nightshift watch team will start fitting around the yard and on the vessels. 802 flood lights now installed on car deck to make area more visibly clear for everyone.

[redacted]



## 2. Contract Summary

<b>Customer</b>	CMAL	<b>Contract Start</b>	Restart – 2 <sup>nd</sup> December
<b>Agreed Contract value</b>	Budget to completion - £110m	<b>Contract Finish</b>	801 April 2022 – 802 Dec 2022
<b>Project Type</b>	Design and Build	<b>Forecast Finish</b>	801 April 2021 – 802 Dec 2022
<b>Project Director</b>	[redacted]	<b>Contract Type</b>	SG funded

<b>Project Scope</b>	Design, build and commission 2 off LNG dual fuel ferries. Including training and provision of spares and handbooks The scope of this project is to complete the design and build etc following the Receivership of 16 <sup>th</sup> August 2019
<b>Significant Project Changes</b>	None (in this phase)
<b>Acceptance Criteria</b>	As per the specification
<b>Payment Terms</b>	Currently – funding provided by the Scottish Government based upon FM(PG) cash flow forecast
<b>Warranty</b>	The warranty for both vessels is 12 months from delivery. No allowance has been made financially for either shipyard support or suppliers warranties that have lapsed during this period
<b>Liquidated Damages</b>	No allowance has been made for late delivery Performance penalty for weight – the maximum allowance of £250k per vessel has been made Performance penalty for speed - the maximum allowance of £250k per vessel has been made Performance penalty for fuel consumption – no allowance has been made
<b>Special Conditions</b>	

[redacted]



### 3. Business Success Criteria

Success Criteria	Due	Owner	Enabler	Status	TL	Fut Tr
All work undertaken at ship is by work package in accordance with the programme	June 20	[redacted]	<ul style="list-style-type: none"> <li>Development of the programme down to a work package level. Time recording aligned to allow role up. Time recording process effective.</li> </ul>	<ul style="list-style-type: none"> <li>801/802 project programmes are now at Lvl4 Detail. Manhours, zones, sub-zones and CAM's are coded within P6 for monitoring and reporting purposes.</li> </ul>	G	↔
Work packages are issued with associated information and materials	June 20	[redacted]	<ul style="list-style-type: none"> <li>Inventory is loaded into the stores management module on [redacted] Inventory can be coded to align with P6 plan</li> </ul>	<ul style="list-style-type: none"> <li>Substantial Works are ongoing currently. We have sample workpacks to be issued for comment w/e 22/5/20. Alignment works with P6 are at an advanced stage</li> </ul>	G	↔
Inventory is properly identified in Factory Master to the appropriate level	May 20	[redacted]	<ul style="list-style-type: none"> <li>Movement of equipment from [redacted] to new facility and entered onto [redacted] with appropriate part numbering</li> </ul>	<ul style="list-style-type: none"> <li>COVID 19 lockdown has stopped this work and will now impact the overall programme</li> </ul>	R	↑
Technical information is produced on time and change is minimised	Sept 20	[redacted]	<ul style="list-style-type: none"> <li>[redacted] are contracted to complete the design. Design review process allows proper review of the design before issue</li> </ul>	<ul style="list-style-type: none"> <li>Zone review process enacted and supported by Client. Number of ICRs slowly reducing and backlog being cleared.</li> </ul>	Y	↔
Technical information is produced on time and change is minimised	Sept 20	[redacted]	<ul style="list-style-type: none"> <li>Produce and maintain an accurate MDR, identify which existing drawings are required to be updated, identify which drawings are required for planned work packages.</li> </ul>	<ul style="list-style-type: none"> <li>Process developed to issue and track [redacted] production outputs, to be implemented this month as part of workpack creation.</li> </ul>	Y	↔
Control of change is a properly managed process	March 20	[redacted]	<ul style="list-style-type: none"> <li>Creation of a new process, implementation and adherence</li> </ul>	<ul style="list-style-type: none"> <li>The process is fully operational</li> </ul>	G	↔
Customer relationship is positively maintained throughout the project	Through the project	[redacted]	<ul style="list-style-type: none"> <li>Regular dialogue at all levels, monthly reviews, ad hoc meetings</li> </ul>	<ul style="list-style-type: none"> <li>CMAL are fully engaged with the model review programme and long standing issues are being resolved. Monthly progress meetings are working well.</li> </ul>	G	↔
Identify and manage risks and opportunities	Through the project	[redacted]	<ul style="list-style-type: none"> <li>A risk review process is in place and is being proactively managed</li> </ul>	<ul style="list-style-type: none"> <li>Risk review are being undertaken monthly. Key risks are being actioned</li> </ul>	G	↔
The project is properly resourced with suitably qualified and experienced people	April 20	[redacted]	<ul style="list-style-type: none"> <li>Accurate resource forecasting from the schedule and a resource strategy in place</li> </ul>	<ul style="list-style-type: none"> <li>The ITT for labour resource has been completed and formal notification of successful bidders will be during w/c 24/8</li> </ul>	G	↔

## 4. SOFT Report



Successes	Opportunities
<ul style="list-style-type: none"> <li>• Home working has continued during this period with programme and process development continuing.</li> <li>• The yard continues to operate with 3 days shifts and a night shift. This is approx. 130 production staff. Amenities are being upgraded to allow an increase of numbers to a full return.</li> <li>• 801 was successfully docked on 10<sup>th</sup> August and work has successfully proceeded to plan. The hull paint condition is in a good state and therefore a key concern has been removed.</li> <li>• The model programme was halted for 3 weeks to allow the FMPG team to focus on approval of production outputs, this has now recommenced with QL 3 for zone 5.</li> <li>• Zone 7 has now achieved design freeze.</li> <li>• Production outputs are now being received in numbers from [redacted] and the checking process is underway.</li> <li>• Equipment checking is now fully up and running and no major issues have been identified todate.</li> <li>• An updated draft report on cost and programme was delivered to SG on 7<sup>th</sup> August with the final report issued on the 21<sup>st</sup>.</li> <li>• 4 detailed planners have started within the period in readiness for the increase in production.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of a 1<sup>st</sup> fixing system – this is now agreed and work is in hand to set up for this. A cost benefit of using 1<sup>st</sup> fixing on 802 below 3 deck is in hand.</li> <li>• Use of MRP function in [redacted] for pipe procurement and installation</li> <li>• A review of passenger and crew outfit specification has identified good opportunities to save weight. A change to the deck screed material and lining material could save circa 10 tonnes. – This has now been formalised into the design</li> <li>• Improvements of engine room layout for 802 is being reviewed, however, currently there is a threat to the 802 programme if this is progressed. Relocation of the heat exchanger has been agreed.</li> <li>• A review of the overall planning process and enablers has been undertaken with a number of recommendations to be considered for implementation.</li> <li>• There is an opportunity to detail plan hotwork early in zone 2 from the current programme</li> </ul>
Failures	Threats
	<ul style="list-style-type: none"> <li>• COVID 19 impact to programme– <b>New delivery dates have been submitted on the 7<sup>th</sup> which account for the status at that time</b></li> <li>• Assessment of equipment condition from Westway. A limited check of a number of items in the store has been undertaken on an opportunity basis. <b>No major issues have yet been identified during the checking</b></li> <li>• Issued for approval IFA drawings are now being received for zone 2. The large volume will be a problem to support. <b>We have had a delay in key deliverables for piping in zone 2 from [redacted] we are reviewing how this delay will be mitigated.</b></li> <li>• . Assessment of pipework tenders has qualified only a small number of acceptable potential suppliers and their may not be the capacity to deliver the required quantities. <b>There are only 3 tenderers are now onthe framework agreement and they should be adequate to support 801. Initial meetings are being held with each supplier. A further ITT is being prepared for further suppliers to go onto a new framework</b></li> <li>• There is potentially a number of secondary structure deficiencies that will cause rework. <b>This is currently being reviewed at ship and a validation with [redacted] is being considered.</b></li> </ul>
Impact Statement / Help Needed	

## 5. Quality

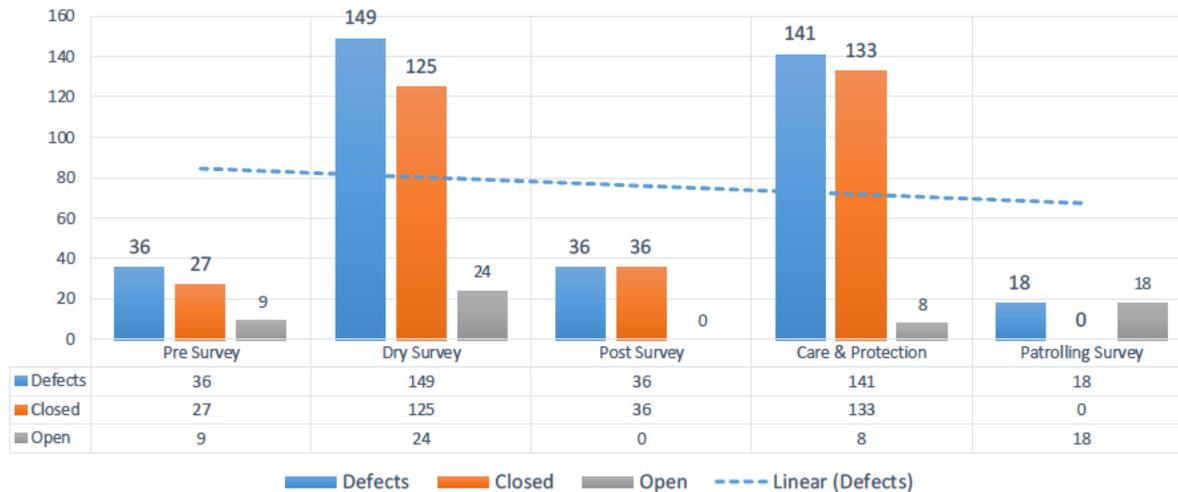
### 1. Current Periods Defect Update

Please see below details of monthly report highlighting the following:

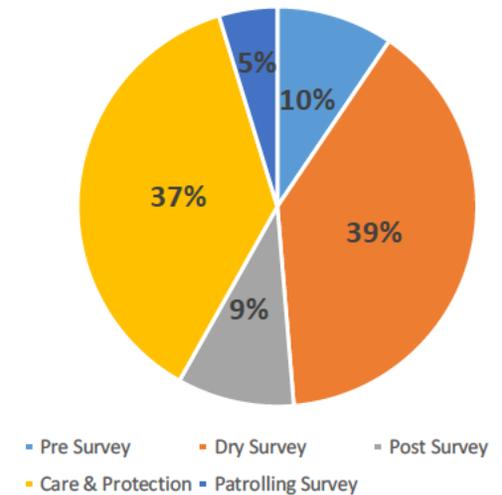
- From the 144 defects still open on 801 from last month we have managed to bring this down to 84 which is still being worked through with CMAL. We have since added 26 additional defects 25 of these being the panama eyes.
- 802 report has not changed since last month, we will hopefully begin eliminating these defects once we work through all survey sheets.
- From last months report we have since totally cleared/removed defects from the register which were no longer required therefore effected our numbers for the month for example machinery which has since been took off 801.

### 1. 801

#### 801 Defects



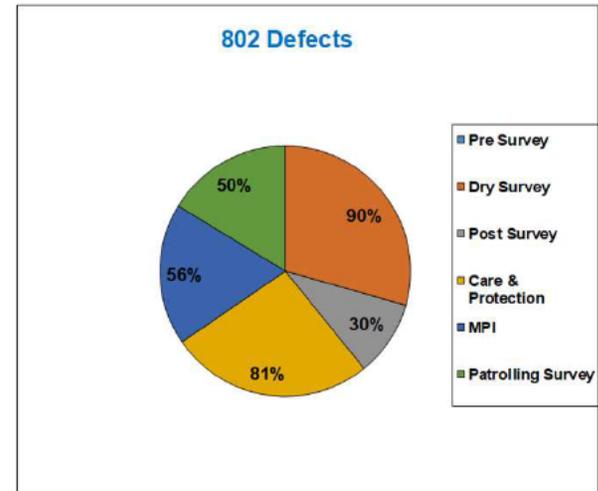
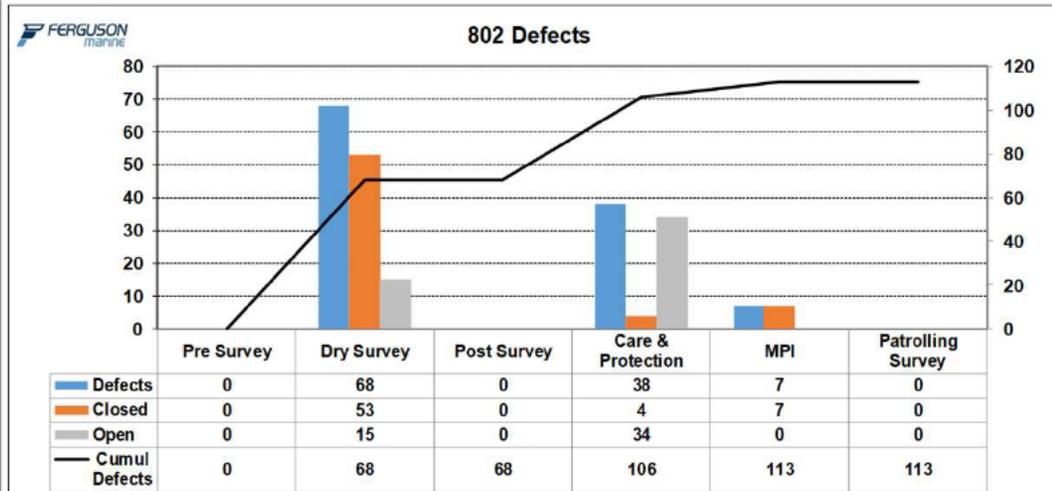
#### Defects



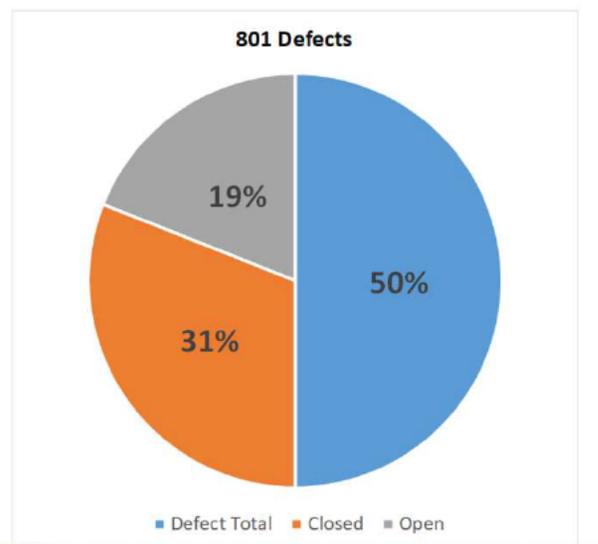
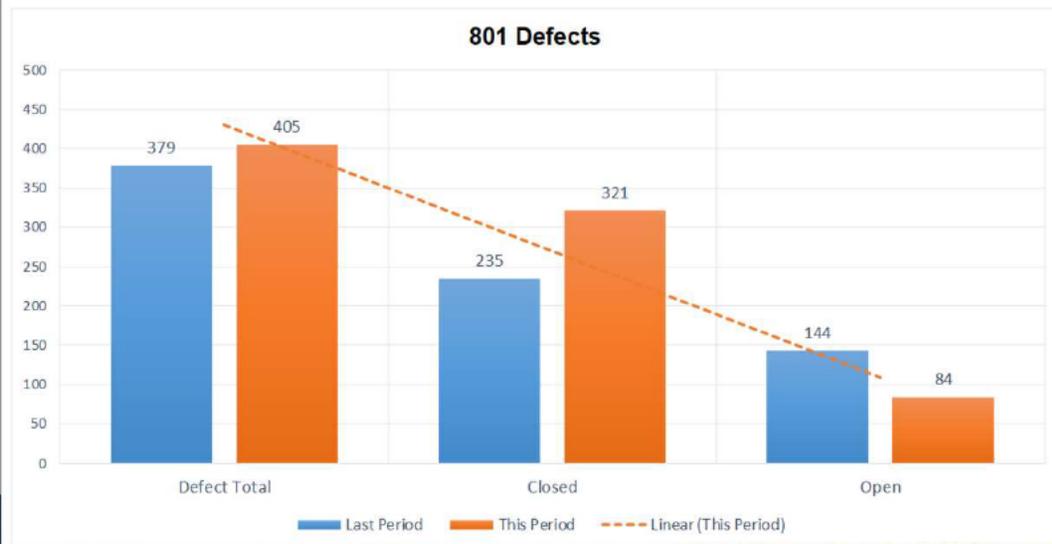
[redacted]

## 5. Quality

### 2. 802



### 3. Defect Update June - July (801)



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[redacted]



## 6. Traffic Light Report

Criteria	Overall Status				Future Trend	Return to Green		Comments
	May 20	Jun 20	Jul 20	Aug 20		Date	Status	
Overall Status	R	R	R	G	↔			• A re-baselined programme was issued as draft on 7 <sup>th</sup> August and formally issued on the 21 <sup>st</sup> .
Safety	G	G	G	G	↔			• Safety reporting has recommenced.
Quality	R	R	R	A	↔	Oct		• Work to assess the condition of the equipment is now in full flow. Only minor damage to an 802 rudder has been identified to date.
Customer Satisfaction	G	G	G	G				
Schedule	R	R	R	G	↔			• A revised programme was issued as draft on 7 <sup>th</sup> August and formally issued on the 21 <sup>st</sup> .
Finance	G	G	G	G	↔			• The re-baseline has maintained the previous forecast at completion.
Technical	A	A	A	A	↑	Sept	A	• The model review programme was paused for 3 weeks to allow FMPG and <sup>redac</sup> to focus on production outputs. The reviews have now recommenced. <sup>redac</sup> are late on the issue of zone 2 pipework outputs. FMPG are looking to recover some of this delay.
Subcontractor	A	A	A	A	↑	Nov	G	• The status remains amber as the pipework ITT did not identify enough suppliers to support the total programme and a further ITT is being prepared.
Resources	G	A	A	A	↔			• A tender has been issued for the provision of production labour. This has been delayed and will not be concluded until August. Individual resource requirement for a commissioning manager and sub contract manager are not supporting the programme although actions are in hand to resolve. 4 detailed planners have now joined the planning team.
Risk	R	R	R	A	↔	TBA	G	• A revised programme was issued as draft on 7 <sup>th</sup> August and formally issued on the 21 <sup>st</sup> . The COVID risk has been included in the cost and programme. The status remains at Amber as there is an ongoing risk arising from COVID. There are no new major risks to the programme.

## 7. KPIs / Balanced Scorecard

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### Proposed KPI's Moving Forward

#### 1 – Health and Safety

##### 1.1 - Lost Working Day Cases

#### 2 – Quality

##### 2.1 - Defects

#### 3 – Programme Overview

##### 3.1 - SPI

##### 3.2 - CPI

#### 4 – Schedule

##### 4.1 Completed Output Packs – Engineering

##### 4.2 - Completed Milestones – Manufacture

##### 4.3 - Completed Milestones – Production

##### 4.4 - Overall Project % Complete

#### 5 – Resource / Manpower

##### 5.1 - Resource Profile ( FTEs)

##### 5.2 - Labour Hours – In Period

##### 5.3 - Labour Hours – Cumulative

##### 5.4 - Labour Hours – Attended vs Booked

#### 6 – Procurement

##### 6.1 - On Time Delivery

This sheet will also provide a summary of  
Overall Manhours – Budget / Actual / Remaining / Out-turn  
Overall Financial Summary

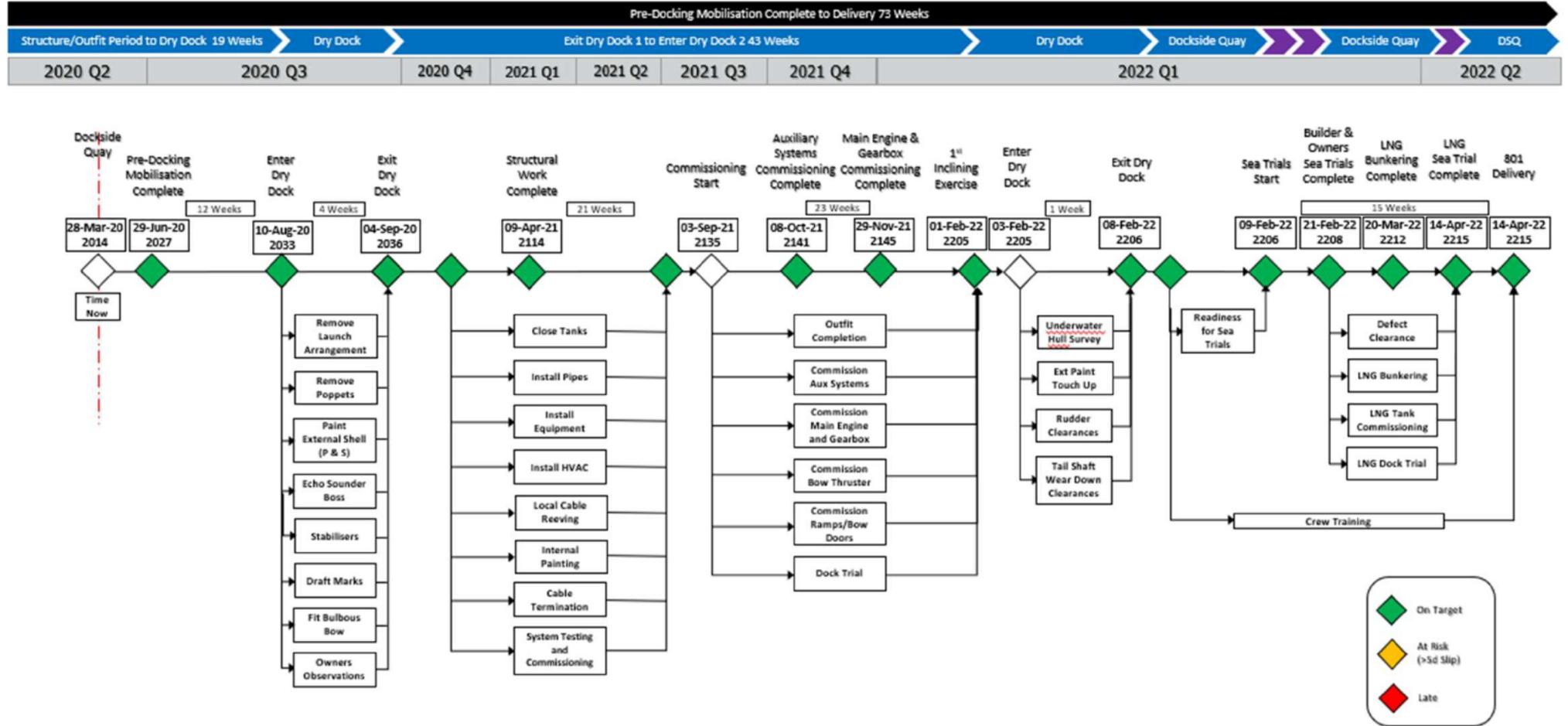
**The QLA for Q42020 is being set now - "real measures" will be in place next month**

[redacted]



# 8. Schedule Overview (1)

## 801 Timeline to Delivery



CDP has 3 weeks time contingency included compared to our Driving Project Plan

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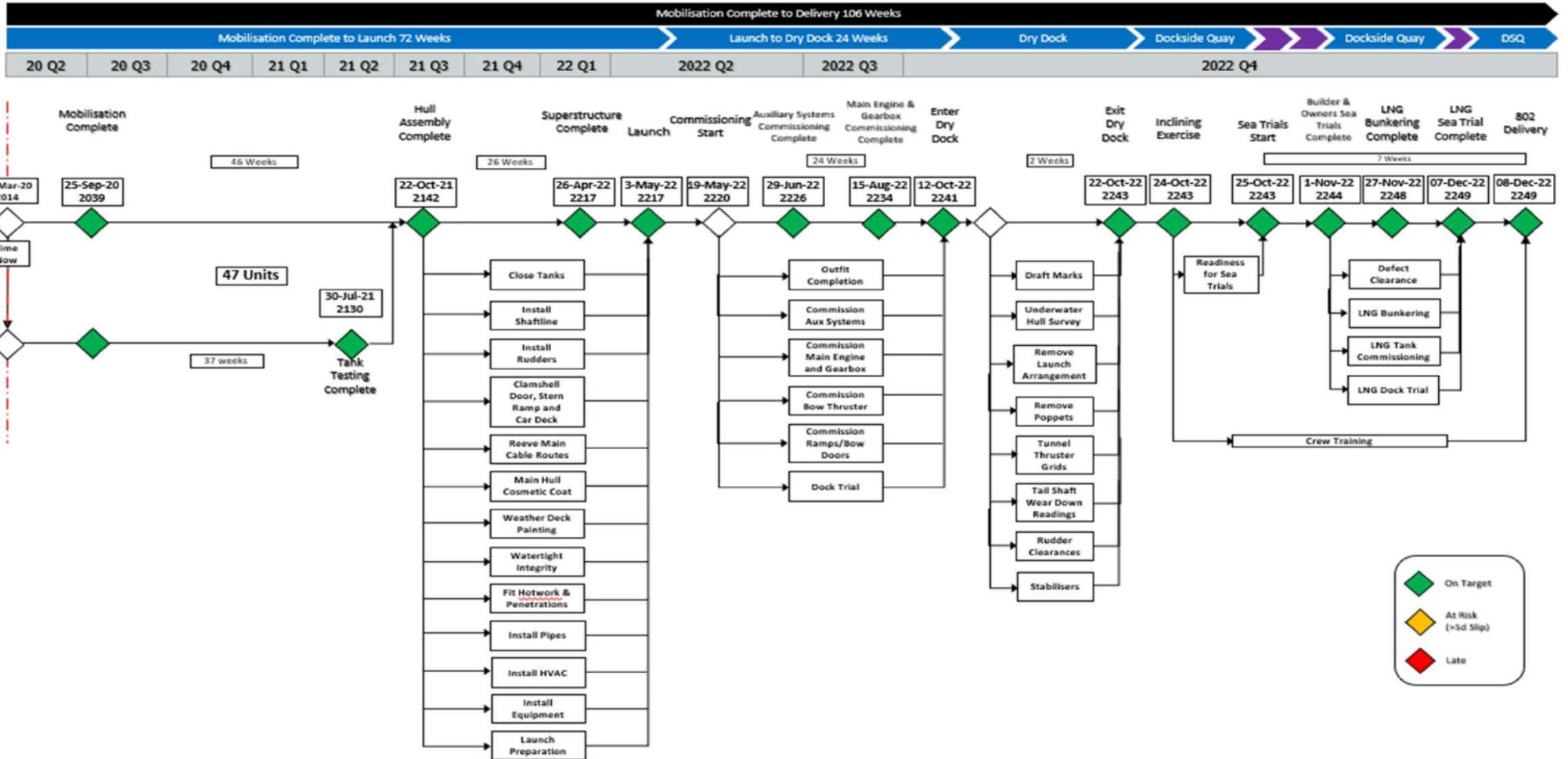
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[redacted]



# 9. Schedule Overview (2)

## 802 Timeline to Delivery



[redacted]



# 9. Schedule Overview (3)

[redacted] Programme

Zone		3D Model					Production Outputs			801				Comments	
		Start	30% Review	60% Review	90% Review	Freeze	Start	Finish	Slippage (Weeks)	Outfit Hotwork Baseline Start	Slippage (Weeks)	Outfit Pipework Baseline Start	Slippage (Weeks)		
Zone 01	Planned	18-May-20		13-Jan-20	31-Jul-20	21-Aug-20		16-Oct-20			18-Jan-21		28-Jan-21		
	Actual/Forecast	26-Jan-20		26-Jan-20	28-Aug-20	18-Sep-20		06-Nov-20	-3		08-Feb-21	-3	18-Feb-21	-3	
Zone 02	Planned	02-Mar-20		27-Mar-20	30-Apr-20	22-May-20		17-Jul-20			26-Oct-20		08-Dec-20		
	Actual/Forecast	27-Mar-20		30-Mar-20	15-Jun-20	03-Jul-20		18-Sep-20	-9		02-Nov-20	-1	07-Dec-20	0	Variation order raised to cover slippage. FMPG could not hit maturity level 90% on original dates, additional time of 5 weeks agreed by FMPG. ICR's had a major impact on this WZ. Second 90% review also held.
Zone 03	Planned	03-Mar-20		10-Apr-20	22-May-20	12-Jun-20		07-Aug-20			23-Nov-20		26-Nov-20		
	Actual/Forecast	10-Apr-20		13-Apr-20	25-May-20	10-Jul-20		25-Sep-20	-7		03-Nov-20	2	11-Nov-20	2	Regarding WZ03 - [redacted] Review for Zone 03 - GL3 was held on 18.05.2020. ICE conclusion with respect to maturity of design / 3-D Model is that 3-D Model overall progress is around 80% (multidisciplinary) and not all the disciplines achieved the 90% target: *Structural - 85%; *Arch. Outfitting - 90%; *Hull Outfitting - 75%; *Electrical - 80%; *Piping - 70%; *HVAC - 90%. @WZ2: On 27.05.2020, FM accepted 3 weeks delay for WZ03.
Zone 04	Planned	30-Mar-20		24-Apr-20	05-Jun-20	26-Jun-20		14-Aug-20			23-Nov-20		03-Dec-20		
	Actual/Forecast	24-Apr-20		27-Apr-20	15-Jun-20	03-Jul-20		18-Sep-20	-5		23-Nov-20	0	03-Dec-20	0	
Zone 05	Planned	06-Apr-20	08-May-20	12-Jun-20	17-Jul-20	07-Aug-20		25-Sep-20			11-Jan-21		22-Jan-21		
	Actual/Forecast	08-May-20	11-May-20	19-Jun-20	14-Aug-20	04-Sep-20		30-Oct-20	-5		25-Jan-21	-2	05-Feb-21	-2	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 06	Planned	02-Mar-20	03-Apr-20	15-May-20	26-Jun-20	17-Jul-20		04-Sep-20			08-Feb-21		12-Feb-21		
	Actual/Forecast	03-Apr-20	06-Apr-20	18-May-20	10-Jul-20	24-Jul-20		02-Oct-20	-4		15-Feb-21	-1	19-Feb-21	-1	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 07	Planned	16-Mar-20	16-Apr-20	29-May-20	10-Jul-20	31-Jul-20		25-Sep-20			01-Mar-21		21-Sep-20		
	Actual/Forecast	16-Apr-20	21-Apr-20	09-Jun-20	17-Jul-20	07-Aug-20		02-Oct-20	-1		15-Feb-21	2	28-Sep-20	-1	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 08	Planned	25-May-20	19-Jun-20	24-Jul-20	28-Aug-20	18-Sep-20		06-Nov-20			21-Apr-21		12-May-21		
	Actual/Forecast	26-Jun-20	26-Jun-20	21-Aug-20	25-Sep-20	16-Oct-20		11-Dec-20	-5		06-May-21	-2	26-May-21	-2	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 09	Planned	03-Jun-20	03-Jul-20	07-Aug-20	11-Sep-20	02-Oct-20		20-Nov-20			08-Mar-21		18-Mar-21		
	Actual/Forecast	10-Jul-20	17-Aug-20	04-Sep-20	09-Oct-20	30-Oct-20		18-Dec-20	-4		22-Mar-21	-2	01-Apr-21	-2	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 10	Planned	27-Apr-20	29-May-20	10-Jul-20	21-Aug-20	11-Sep-20		06-Nov-20			22-Mar-21		16-Apr-21		
	Actual/Forecast	05-Jun-20	09-Jun-20	17-Jul-20	18-Sep-20	09-Oct-20		04-Dec-20	-4		23-Mar-21	-1	23-Apr-21	-1	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 11	Planned	21-Apr-20	22-May-20	03-Jul-20	14-Aug-20	04-Sep-20		30-Oct-20			25-Jan-21		22-Feb-21		
	Actual/Forecast	22-May-20	25-May-20	17-Aug-20	11-Sep-20	02-Oct-20		27-Nov-20	-4		01-Mar-21	-5	23-Mar-21	-5	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.

COMPLETE

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## 9. Key Deliverables / Milestones Status – QLA4 2020

ZONE	DETAIL DRAWINGS ISSUED AFC	LATEST ISSUE DATE
Z01	Latest AFC Drawings Issued - Z01	Oct-20
Z02	Latest AFC Drawings Issued - Z02	Sep-20
Z03	Latest AFC Drawings Issued - Z03	Oct-20
Z04	Latest AFC Drawings Issued - Z04	Oct-20
Z05	Latest AFC Drawings Issued - Z05	Oct-20
Z06	Latest AFC Drawings Issued - Z06	Nov-20
Z07	Latest AFC Drawings Issued - Z07	Oct-20
Z08	Latest AFC Drawings Issued - Z08	Dec-20
Z09	Latest AFC Drawings Issued - Z09	Feb-21
Z10	Latest AFC Drawings Issued - Z10	Jan-21
Z11	Latest AFC Drawings Issued - Z11	Jan-21

ZONE	MANUFACTURING COMMENCE	EARLY START DATE
Z01	Earliest Manufacture Commence - Z01	Nov-20
Z02	Earliest Manufacture Commence - Z02	Sep-20
Z03	Earliest Manufacture Commence - Z03	Sep-20
Z04	Earliest Manufacture Commence - Z04	Oct-20
Z05	Earliest Manufacture Commence - Z05	Nov-20
Z06	Earliest Manufacture Commence - Z06	Sep-20
Z07	Earliest Manufacture Commence - Z07	Oct-20
Z08	Earliest Manufacture Commence - Z08	Jan-21
Z09	Earliest Manufacture Commence - Z09	Feb-21
Z10	Earliest Manufacture Commence - Z10	Jan-21
Z11	Earliest Manufacture Commence - Z11	Jan-21

ZONE	INSTALLATION COMMENCE	EARLY START DATE
Z01	Commence Installation - Z01	Jan-21
Z02	Commence Installation - Z02	Sep-20
Z03	Commence Installation - Z03	Sep-20
Z04	Commence Installation - Z04	Nov-20
Z05	Commence Installation - Z05	Jan-20
Z06	Commence Installation - Z06	Nov-20
Z07	Commence Installation - Z07	Sep-20
Z08	Commence Installation - Z08	Feb-21
Z09	Commence Installation - Z09	Feb-21
Z10	Commence Installation - Z10	Mar-21
Z11	Commence Installation - Z11	Jan-21

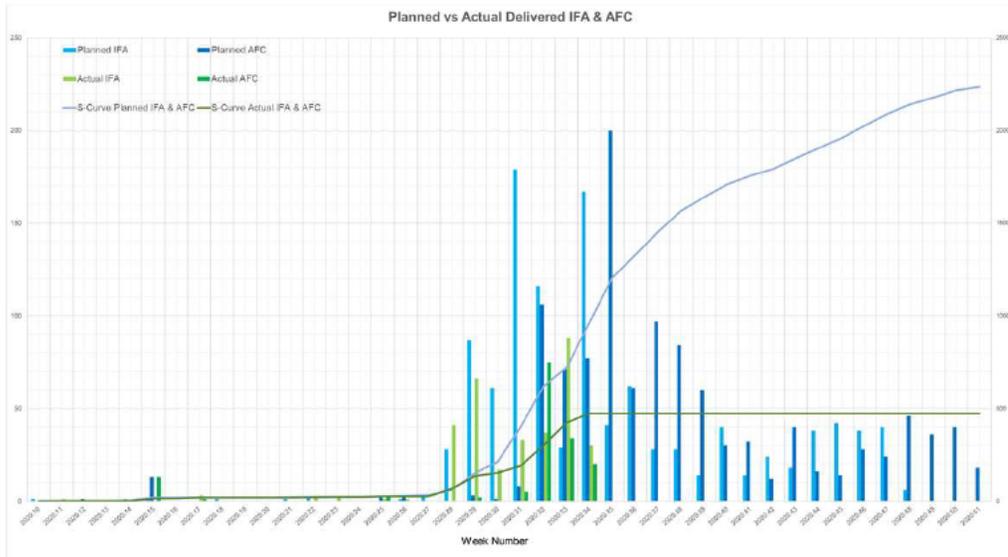
ZONE	CRYOGENIC PIPES INSTALL START	EARLY START DATE
2	Commence Install Cryogenic Pipes	Sep-20

SHIP	UNIT ERECTION IN BERTH	EARLY START DATE
802	Erect, Fair and Weld Unit 82 (1st Unit to Berth)	Oct-20
802	Install Hoistable Car Deck (Mezz Deck)	Oct-20
802	Erect, Fair and Weld Unit A5/5 (1st Superstructure Unit to Berth)	Nov-20

[redacted]

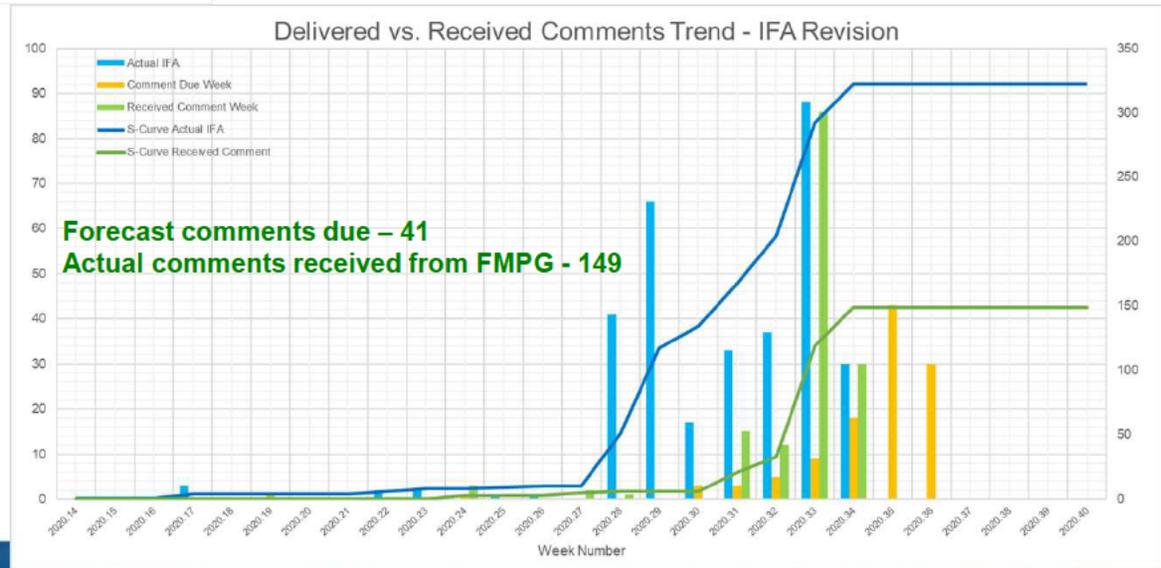


# 9a. [redacted] FMPG Production Output Delivery Status



**Forecast IFA & AFC – 965**  
**Actual IFA & AFC – 474**

**The critical delivery of pipe sketches for zone 2 is forecast to complete for IFA w/c 24/08**



**Forecast comments due – 41**  
**Actual comments received from FMPG - 149**

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# 9b. Milestone Slip Chart (Ship 801)

## 801 Cardinal Dates Extract

	Baseline Date Variance	Baseline Float Comparison	Comments												
Enter Dry Dock	<p><b>Enter Dry Dock</b></p> <table border="1"><tr><td>Baseline</td><td>10-Aug-20</td></tr><tr><td>Current</td><td>10-Aug-20</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	10-Aug-20	Current	10-Aug-20	Variance	0	<p><b>Enter Dry Dock</b></p> <table border="1"><tr><td>Baseline</td><td>8</td></tr><tr><td>Current</td><td>8</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	8	Current	8	Variance	0	
Baseline	10-Aug-20														
Current	10-Aug-20														
Variance	0														
Baseline	8														
Current	8														
Variance	0														
Exit Dry Dock	<p><b>Exit Dry Dock</b></p> <table border="1"><tr><td>Baseline</td><td>04-Sep-20</td></tr><tr><td>Current</td><td>04-Sep-20</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	04-Sep-20	Current	04-Sep-20	Variance	0	<p><b>Exit Dry Dock</b></p> <table border="1"><tr><td>Baseline</td><td>8</td></tr><tr><td>Current</td><td>8</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	8	Current	8	Variance	0	
Baseline	04-Sep-20														
Current	04-Sep-20														
Variance	0														
Baseline	8														
Current	8														
Variance	0														
Structural Work Complete	<p><b>Structural Work Complete</b></p> <table border="1"><tr><td>Baseline</td><td>13-Apr-21</td></tr><tr><td>Current</td><td>13-Apr-21</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	13-Apr-21	Current	13-Apr-21	Variance	0	<p><b>Structural Work Complete</b></p> <table border="1"><tr><td>Baseline</td><td>85</td></tr><tr><td>Current</td><td>85</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	85	Current	85	Variance	0	
Baseline	13-Apr-21														
Current	13-Apr-21														
Variance	0														
Baseline	85														
Current	85														
Variance	0														
Commence Commissioning	<p><b>Commence Commissioning</b></p> <table border="1"><tr><td>Baseline</td><td>13-Aug-21</td></tr><tr><td>Current</td><td>13-Aug-21</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	13-Aug-21	Current	13-Aug-21	Variance	0	<p><b>Commence Commissioning</b></p> <table border="1"><tr><td>Baseline</td><td>0</td></tr><tr><td>Current</td><td>0</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	0	Current	0	Variance	0	
Baseline	13-Aug-21														
Current	13-Aug-21														
Variance	0														
Baseline	0														
Current	0														
Variance	0														
Inclining Exercise	<p><b>Inclining Exercise</b></p> <table border="1"><tr><td>Baseline</td><td>11-Jan-22</td></tr><tr><td>Current</td><td>11-Jan-22</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	11-Jan-22	Current	11-Jan-22	Variance	0	<p><b>Inclining Exercise</b></p> <table border="1"><tr><td>Baseline</td><td>54</td></tr><tr><td>Current</td><td>54</td></tr><tr><td>Variance</td><td>0</td></tr></table>	Baseline	54	Current	54	Variance	0	
Baseline	11-Jan-22														
Current	11-Jan-22														
Variance	0														
Baseline	54														
Current	54														
Variance	0														

[redacted]



# 9b. Milestone Slip Chart (Ship 802)

## 802 -- Pre-Launch

		Baseline Date Variance	Baseline Float Comparison	Comments											
Mobilisation Complete	<table border="1"> <tr><td>Baseline</td><td>25-Sep-20</td></tr> <tr><td>Current</td><td>25-Sep-20</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	25-Sep-20	Current	25-Sep-20	Variance	0	<table border="1"> <tr><td>Baseline</td><td>264</td></tr> <tr><td>Current</td><td>264</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	264	Current	264	Variance	0	
Baseline	25-Sep-20														
Current	25-Sep-20														
Variance	0														
Baseline	264														
Current	264														
Variance	0														
Tank Testing Complete	<table border="1"> <tr><td>Baseline</td><td>05-Aug-21</td></tr> <tr><td>Current</td><td>05-Aug-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	05-Aug-21	Current	05-Aug-21	Variance	0	<table border="1"> <tr><td>Baseline</td><td>171</td></tr> <tr><td>Current</td><td>171</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	171	Current	171	Variance	0	
Baseline	05-Aug-21														
Current	05-Aug-21														
Variance	0														
Baseline	171														
Current	171														
Variance	0														
Hull Assembly Complete	<table border="1"> <tr><td>Baseline</td><td>22-Oct-21</td></tr> <tr><td>Current</td><td>22-Oct-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	22-Oct-21	Current	22-Oct-21	Variance	0	<table border="1"> <tr><td>Baseline</td><td>155</td></tr> <tr><td>Current</td><td>155</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	155	Current	155	Variance	0	
Baseline	22-Oct-21														
Current	22-Oct-21														
Variance	0														
Baseline	155														
Current	155														
Variance	0														
Superstructure Complete	<table border="1"> <tr><td>Baseline</td><td>28-Apr-22</td></tr> <tr><td>Current</td><td>28-Apr-22</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	28-Apr-22	Current	28-Apr-22	Variance	0	<table border="1"> <tr><td>Baseline</td><td>30</td></tr> <tr><td>Current</td><td>30</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	30	Current	30	Variance	0	
Baseline	28-Apr-22														
Current	28-Apr-22														
Variance	0														
Baseline	30														
Current	30														
Variance	0														
Launch	<table border="1"> <tr><td>Baseline</td><td>04-May-22</td></tr> <tr><td>Current</td><td>04-May-22</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	04-May-22	Current	04-May-22	Variance	0	<table border="1"> <tr><td>Baseline</td><td>167</td></tr> <tr><td>Current</td><td>167</td></tr> <tr><td>Variance</td><td>0</td></tr> </table>	Baseline	167	Current	167	Variance	0	
Baseline	04-May-22														
Current	04-May-22														
Variance	0														
Baseline	167														
Current	167														
Variance	0														

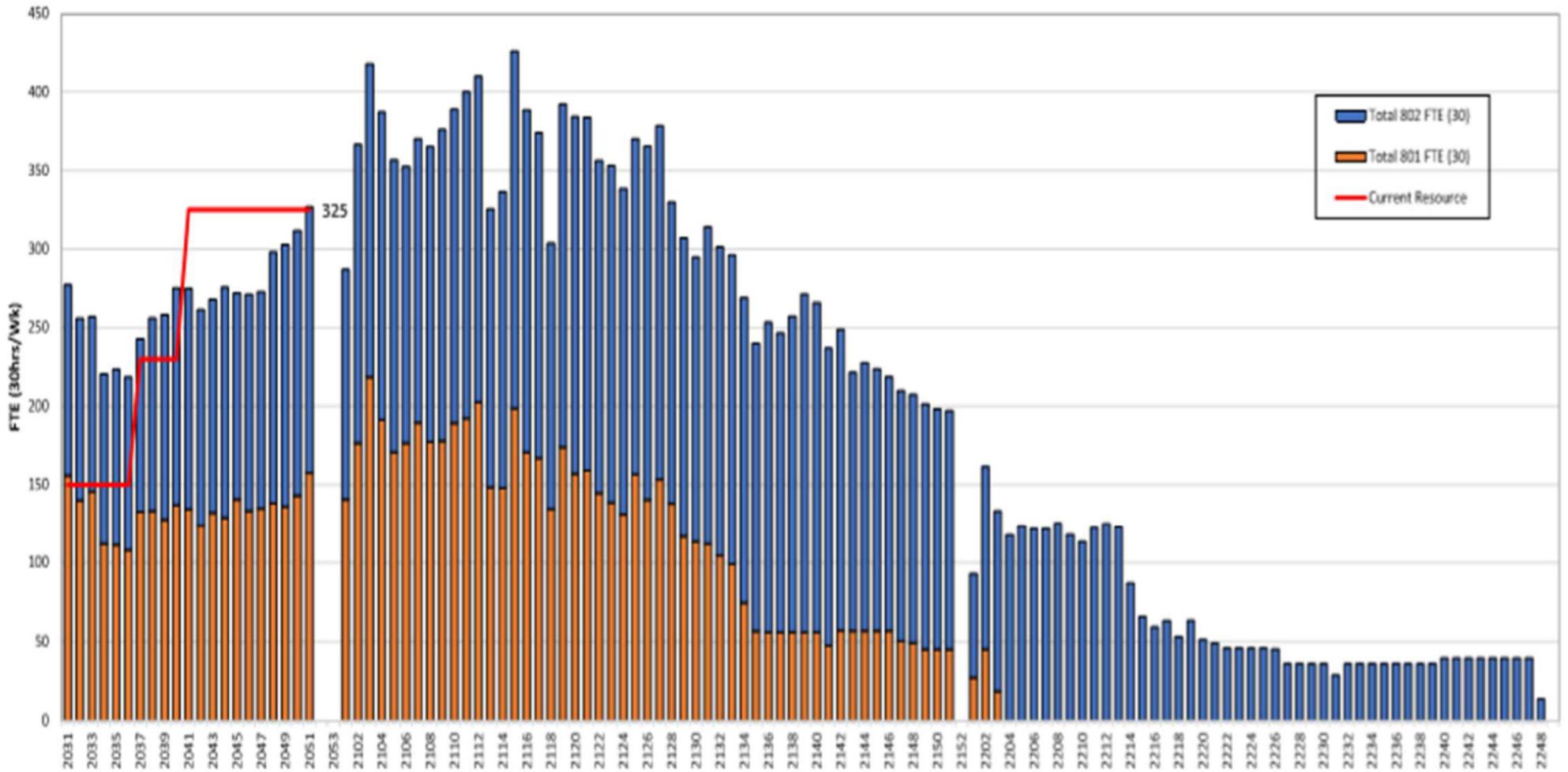




[redacted]



## 10. Resource Profile



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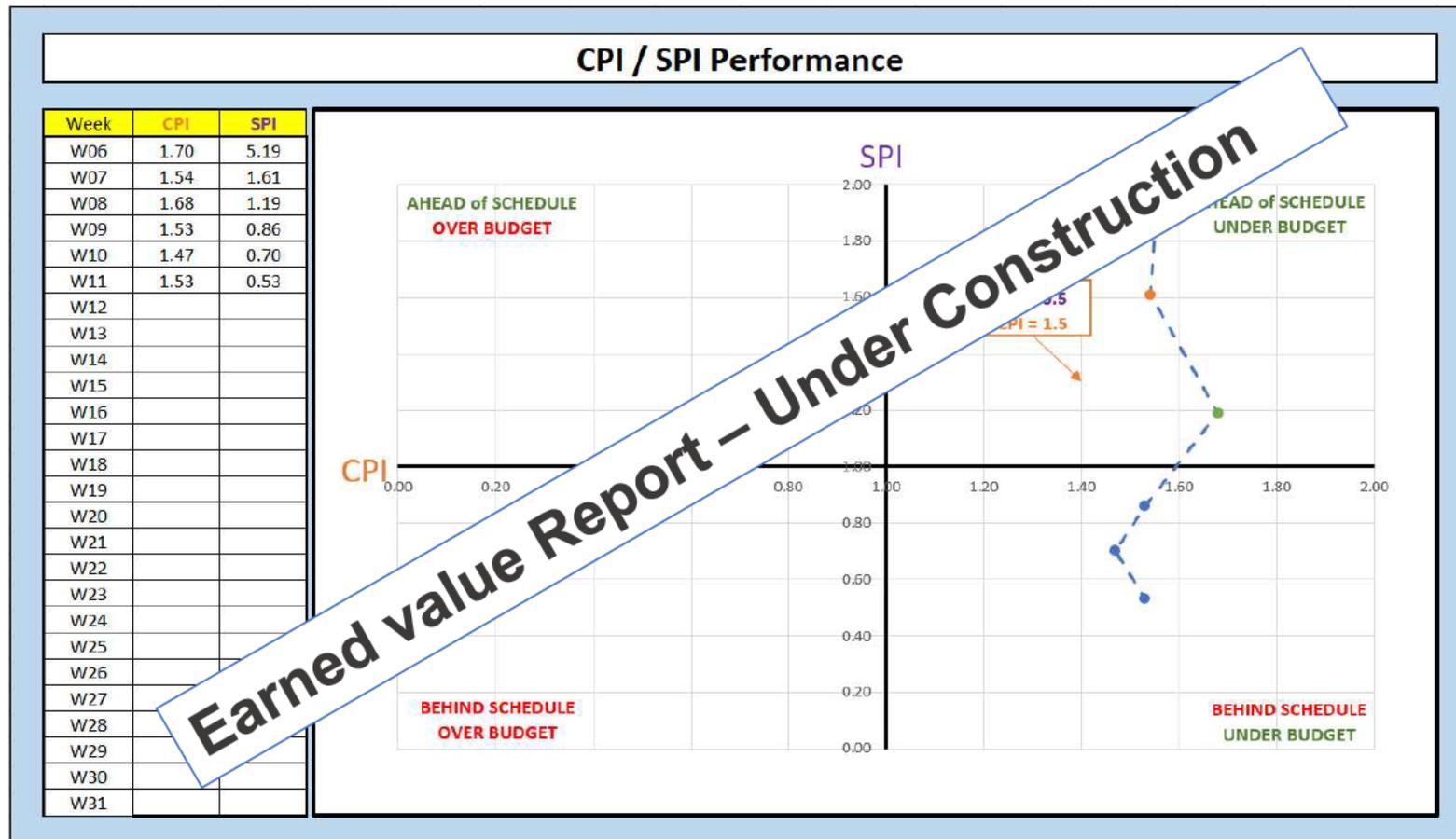
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[redacted]

[redacted]

## 12. SPI & CPI Trends

Based on the 2020 Q1 Plan



[redacted]



### 13. Sub-contractor Status

Subcontractor	Scope of Work	Forecast contract date	Status
[redacted]	Electrical design and commissioning	July	Proposal to use [redacted] to complete remaining works. Approval has been received from both CMAL and SG. A VEET notice has been published
[redacted]	Accommodation outfit	July	A review meeting was held on 21 <sup>st</sup> July. The aim is to contract by early August.
[redacted]	HVAC	August	Revised cost proposal has been submitted. Alignment on remaining scope of work to be clarified before new contract can be finalised. A review has been arranged for 29 <sup>th</sup> July
[redacted]	Main machinery	August	Agreement reached to settle all legacy financial matters. Focus now needed to make new agreement for maintenance and support activities.
[redacted]	Pipe manufacture	July	Three successful tenderers have been selected and standstill letters have been issued and conclude on 5 <sup>th</sup> August. The framework will then proceed. A further [redacted] is required as the volume requirements for both ships cannot be supported. This will be issued after 5 <sup>th</sup> August.
[redacted]	Cable installation and termination	September	The [redacted] is expected to be issued during the week of 27 <sup>th</sup> July

[redacted]



# 14. Risks – Top 10

Risk Category	Risk identified by:	Risk Description	Controls in Place	Current Impact	Current Likelihood	Current Risk Score	Change to Risk Scoring	Action Planned	Target Imp	Target Lik	Target Risk Score	Change to Risk	Target Date	Risk Owner	Date Last Updated	Date Last Reviewed	Change explanation	
87	Project	[redacted]	COVID 19 has required the shutdown of the yard and may have a significant impact to deliver	Home working established where possible. Procurement, Engineering, Finance, Quality and Management have been established	50	5	250	1. Establish homeworking - IT requirements implemented 2. Continue engineering programme with [redacted] 3. Use of Microsoft Teams 4. Continue equipment movement from Westway and stock check 5. Continue development of programme 6. monitor situation and enforce policies	50	5	250	Impacted	[redacted]	[redacted]	Mar-20	Jul-20	No production work. Engineering programme remains on plan. No work in new stores allowed. Assessment of impact to be made.	
88	Project	[redacted]	COVID 19 - there is a risk that a second wave may impact the yard or its suppliers	maintain the onsite social distancing policies	50	5	250		50	5	250		[redacted]	[redacted]	Jul-20			
86	Supply Chain	[redacted]	Materials has been stored offsite at Westway in poor conditions and unmanned. The material condition and level of stock is uncertain and	New facility opened, equipment relocated and stock check and physical condition established. Stock to be entered on Factory Master	50	5	250	1. relocate all offsite materials to a new storage facility 2. undertake a stock take 3. improve store location capability	50	4	200		[redacted]	[redacted]	30-Oct	Jul-20	A new facility is now open, equipment is being relocated and stores will then be inventoried - work stopped due to COVID. As of July, work has recommenced to move stores into new facility. A sample materials check has	
22	Project	[redacted]	Workpackaging arrangements are not robust enough to control properly the work sequence and capturing performance	No workpackaging arrangement currently in place	50	5	250	1. Introduce a process for workpackaging 2. Improve the organisation to deliver the new process	50	3	150	▼	[redacted]	[redacted]				
35	Production	CMAL	Unable to recruit or retain Production staff in the required numbers, with suitable qualifications and experience	Resource plans from revised programme, together with yard plan 31/03/20 Complete and Apprentice programme/intake u/w	50	5	250	1. develop the programme resource demand 31/03/20 [redacted] now available planning 2. produce a yard resource plan showing all projects 31/03/20 [redacted] now	50	3	150		Closed	[redacted]	[redacted]	Oct-19		This risk has now been combined with risk no 85 and can therefore be retired
37	Project	CMAL	Late delivery of 801/802	Risks associated with late delivery are captured elsewhere in the risk register with planned controls	50	5	250	1. Include a time allowance for programme slippage	50	3	150		[redacted]	[redacted]	Sep-19	Jul-20	Programmes are being re-baselined to take account of the COVID impact	
38	Project	CMAL	Programme launch date of 802 not met	Risks associated with late launch are captured elsewhere in the risk register with planned controls	50	5	250	1. Include time allowance for programme slippage (same as late delivery)	50	3	150		[redacted]	[redacted]	Sep-19	Jul-20	Programmes are being re-baselined to take account of the COVID impact	
85	Production	[redacted]	Production resource labour rates are below industry sector and may require an increase to be competitive in attracting and retaining resource Unable to recruit or retain Production staff in the required	Resource plans from revised programme, together with yard plan	50	5	250	1. review allowance against market rates 2. Include allowance for potential increase 3. Part of annual wage negotiations 4. develop the programme resource demand	50	3	150	▼	[redacted]	[redacted]				
14	Project	[redacted]	The level of rework is not sufficiently scoped. Known rework is not fully scoped. Unknown rework will occur particularly during the test and commissioning phase	As part of the re-baselining, OOR's, 200 series drawings and other sources of information have been reviewed, costed and added to the programme. Future rework will be controlled by a more robust engineering change	50	5	250	1. Completion of re-baseline evaluation 2. Updated and improved change control process 3. Allow additional time in the commissioning programme	25	5	125		[redacted]	[redacted]	Sep-19	Jul-20	a change control process has been implemented. OOR's have been incorporated into the model. CN's and 200 series have been included in the programme. A number of changes have now been raised.	

[redacted]

[redacted]



# 16. Weight

Lightship History	Rev 18				Rev 19				Rev 20				Rev 21			
	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)
Group 2-1 Hull Steel	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76
Group 2-2 Misc. Steel	143.1	39.97	-0.23	5.60	142.0	39.73	-0.23	5.48	142.0	39.69	-0.23	5.46	141.8	39.69	-0.23	5.46
Group 2 Permanent Ballast	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
Steel Margin	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
<b>Total Steel</b>	<b>1686.7</b>	<b>47.52</b>	<b>-0.04</b>	<b>5.75</b>	<b>1685.6</b>	<b>47.50</b>	<b>-0.04</b>	<b>5.74</b>	<b>1685.6</b>	<b>47.50</b>	<b>-0.04</b>	<b>5.74</b>	<b>1685.4</b>	<b>47.50</b>	<b>-0.04</b>	<b>5.74</b>
Group 2-3 S/S Aluminium	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76
Aluminium Margin	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
<b>Total S/S Aluminium</b>	<b>177.4</b>	<b>56.91</b>	<b>-0.20</b>	<b>16.76</b>	<b>177.4</b>	<b>56.91</b>	<b>-0.20</b>	<b>16.76</b>	<b>177.4</b>	<b>56.91</b>	<b>-0.20</b>	<b>16.76</b>	<b>177.4</b>	<b>56.91</b>	<b>-0.20</b>	<b>16.76</b>
Group 2-4 Paint	31.9	48.69	-0.04	6.81	33.2	48.73	-0.04	6.76	33.2	48.73	-0.04	6.76	33.2	48.73	-0.04	6.76
<b>Total Paint</b>	<b>31.9</b>	<b>48.69</b>	<b>-0.04</b>	<b>6.81</b>	<b>33.2</b>	<b>48.73</b>	<b>-0.04</b>	<b>6.76</b>	<b>33.2</b>	<b>48.73</b>	<b>-0.04</b>	<b>6.76</b>	<b>33.2</b>	<b>48.73</b>	<b>-0.04</b>	<b>6.76</b>
Group 3 Cargo Equipment	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59
Group 4 Ship Equipment	182.3	55.55	-0.01	7.86	183.1	55.30	-0.01	7.84	183.1	55.30	-0.01	7.84	183.1	55.30	-0.01	7.84
Group 5 Equipment for Crew & Pax	561.0	53.92	0.36	13.13	562.4	53.88	0.35	13.10	564.7	53.90	0.35	13.10	564.7	53.90	0.35	13.10
<b>Total Outfit</b>	<b>929.2</b>	<b>54.26</b>	<b>0.18</b>	<b>11.39</b>	<b>931.4</b>	<b>54.19</b>	<b>0.18</b>	<b>11.37</b>	<b>933.8</b>	<b>54.20</b>	<b>0.18</b>	<b>11.37</b>	<b>933.8</b>	<b>54.20</b>	<b>0.18</b>	<b>11.37</b>
Group 6 Main Machinery	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06
Group 7 Machinery Systems	181.9	32.81	-0.98	4.88	181.1	32.58	-0.96	4.82	178.8	32.70	-0.97	4.85	178.8	32.70	-0.97	4.85
Group 8 Ships Common Systems	248.2	44.77	0.17	6.81	250.4	44.48	0.17	6.76	248.5	44.58	0.18	6.78	248.5	44.58	0.18	6.78
<b>Total Machinery &amp; Electrical</b>	<b>725.6</b>	<b>35.16</b>	<b>-0.15</b>	<b>4.80</b>	<b>727.0</b>	<b>35.03</b>	<b>-0.15</b>	<b>4.77</b>	<b>722.7</b>	<b>35.08</b>	<b>-0.14</b>	<b>4.78</b>	<b>722.7</b>	<b>35.08</b>	<b>-0.14</b>	<b>4.78</b>
<b>Lightship</b>	<b>3550.6</b>	<b>47.24</b>	<b>-0.01</b>	<b>7.59</b>	<b>3554.5</b>	<b>47.18</b>	<b>-0.01</b>	<b>7.58</b>	<b>3552.6</b>	<b>47.21</b>	<b>-0.01</b>	<b>7.58</b>	<b>3552.4</b>	<b>47.21</b>	<b>-0.01</b>	<b>7.58</b>
Margin	3.7	47.24	-0.01	7.59	-0.1	47.18	-0.01	7.58	1.8	47.21	-0.01	7.58	2.0	47.21	-0.01	7.58
<b>Lightship with margin</b>	<b>3554.4</b>	<b>47.24</b>	<b>-0.01</b>	<b>7.74</b>	<b>3554.4</b>	<b>47.18</b>	<b>-0.01</b>	<b>7.73</b>	<b>3554.4</b>	<b>47.21</b>	<b>-0.01</b>	<b>7.73</b>	<b>3554.4</b>	<b>47.21</b>	<b>-0.01</b>	<b>7.73</b>
Ducktail weight (802)	13.0	-3.20	0.00	4.75	13.0	-3.20	0.00	4.75	13.0	-3.20	0.00	4.75	13.0	-3.20	0.00	4.75
<b>Major changes</b>	General update External chairs updated to supplier specification <b>Forward mast updated as per scantling drawings</b> Ducktail updated LNG pipe weights updated Equipment foundations updated			Winch bollard control cabinets added Fwd Mast weight updated as per drawing Certainties reviewed Pipe weight reviewed Adjusted paint weight for latest Jotun spec				General update Equipment removed in group 7 & 8 Deck coverings reviewed				Fwd mast updated according to fabrication drawing				
<b>Notes re Margin on VCG</b>	Margin on VCG (m)			0.150	Margin on VCG (m)			0.150	Margin on VCG (m)			0.150	Margin on VCG (m)			0.150
	Margin in Summary page			3.7	Margin in Summary page			-0.1	Margin in Summary page			1.8	Margin in Summary page			2.0
	Total margin			3.7	Total margin			-0.1	Total margin			1.8	Total margin			2.0
	Total margin			0.10%	Total margin			0.00%	Total margin			0.05%	Total margin			0.06%
	Displacement at 3.45m draught			4433	Displacement at 3.45m draught			4433	Displacement at 3.45m draught			4433	Displacement at 3.45m draught			4433.0
	Contract deadweight			900	Contract deadweight			900	Contract deadweight			900	Contract deadweight			900.0
	VTC deadweight change			-21.35	VTC deadweight change			-21.35	VTC deadweight change			-21.35	VTC deadweight change			-21.35
	Maximum lightship weight			3554.35	Maximum lightship weight			3554.35	Maximum lightship weight			3554.35	Maximum lightship weight			3554.4

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