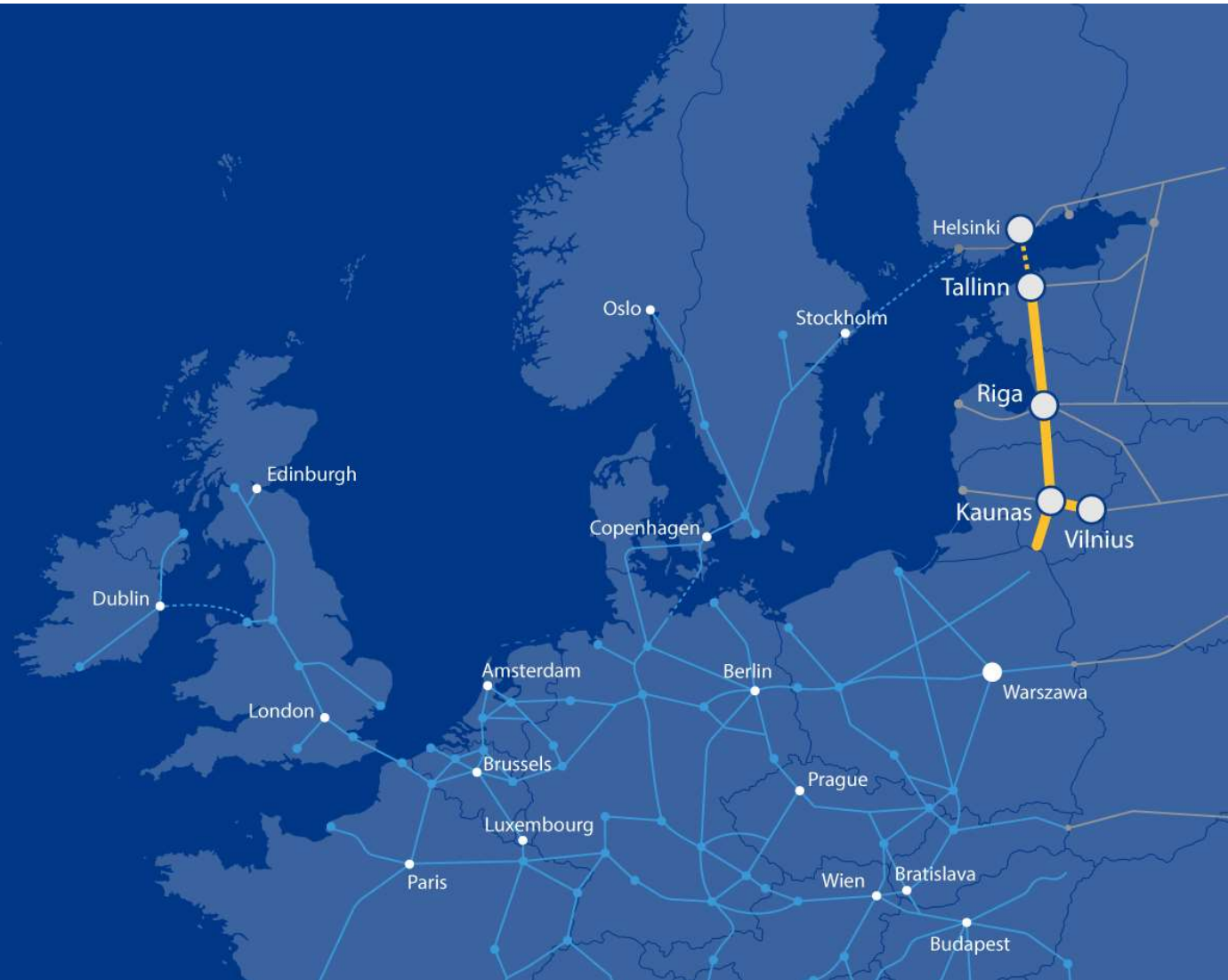


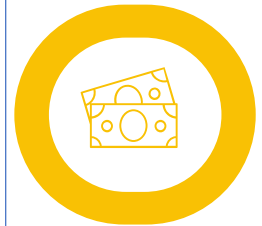


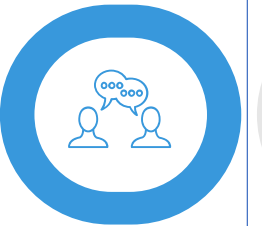


# Cross-border project delivery



Co-financed by the Connecting Europe  
Facility of the European Union

# Mega Projects Characteristics & Rail Baltica

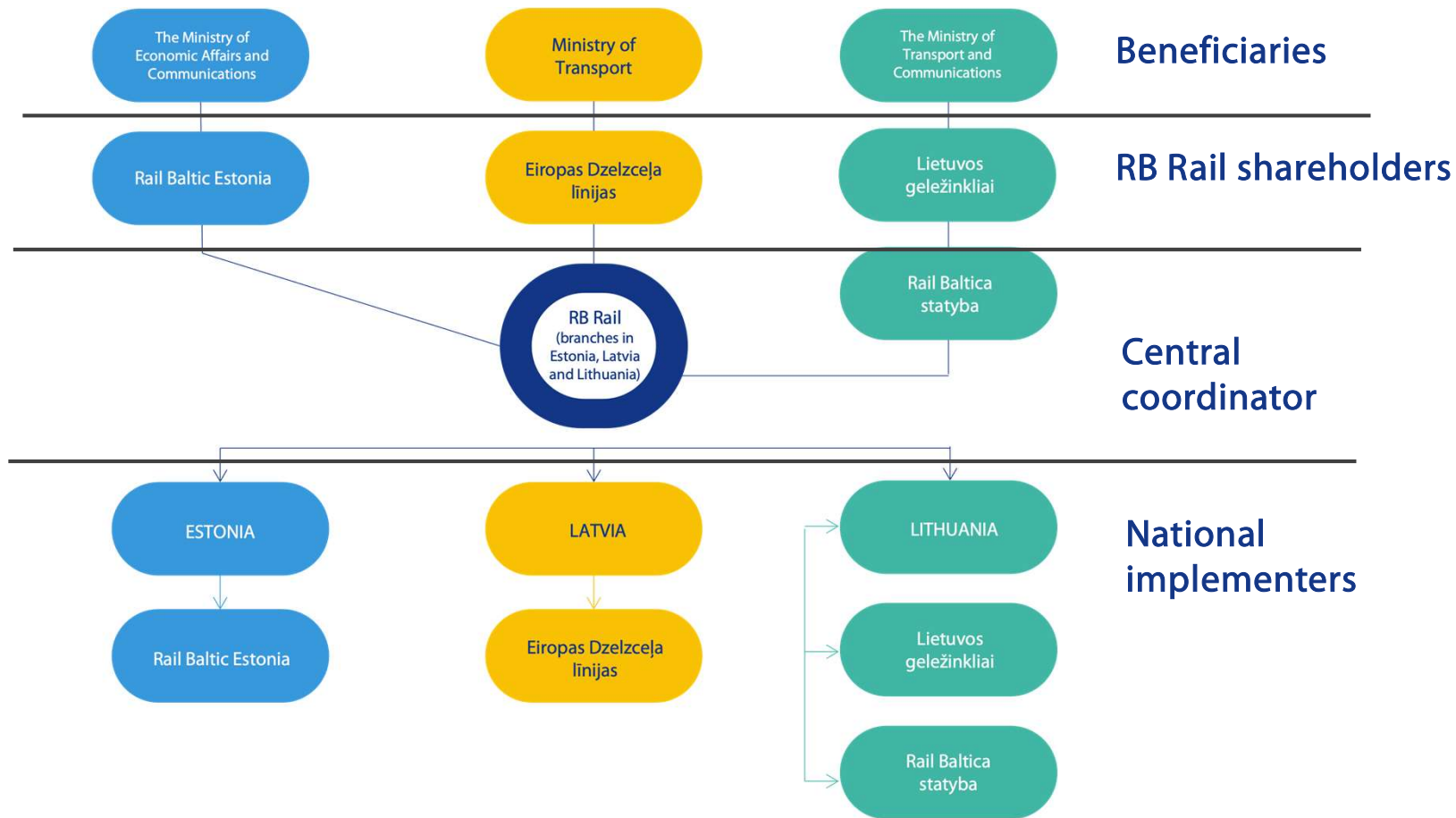
							
<p><b>Unprecedented scale and dimension</b></p>	<p><b>Large cost and unconventional financing schemes</b></p>	<p><b>Long duration</b></p>	<p><b>Dynamic life-cycle and complexity</b></p>	<p><b>Innovation in project delivery form</b></p>	<p><b>Significant socioeconomic impacts</b></p>	<p><b>High public profile and scrutiny</b></p>	<p><b>Multiple stake /shareholders</b></p>
<p>870km, 3+2 EU Member States</p>	<p>Est. 5.8 bn EUR, 85% EU co-financing</p>	<p>23 years since first idea, 3+y designs, 5-10y construction</p>	<p>Mix of planning, design and construction phases, legislation &amp; culture differences</p>	<p>Joint venture, BENs, NIBs + dedicated EU formats</p>	<p>Est. 16+ bn EUR</p>	<p>Regular national, Baltic and EU audits, media and communities</p>	<p>Political, strategic, technical, business, society and NGOs x3 + EU level</p>



## Importance of joint project controls

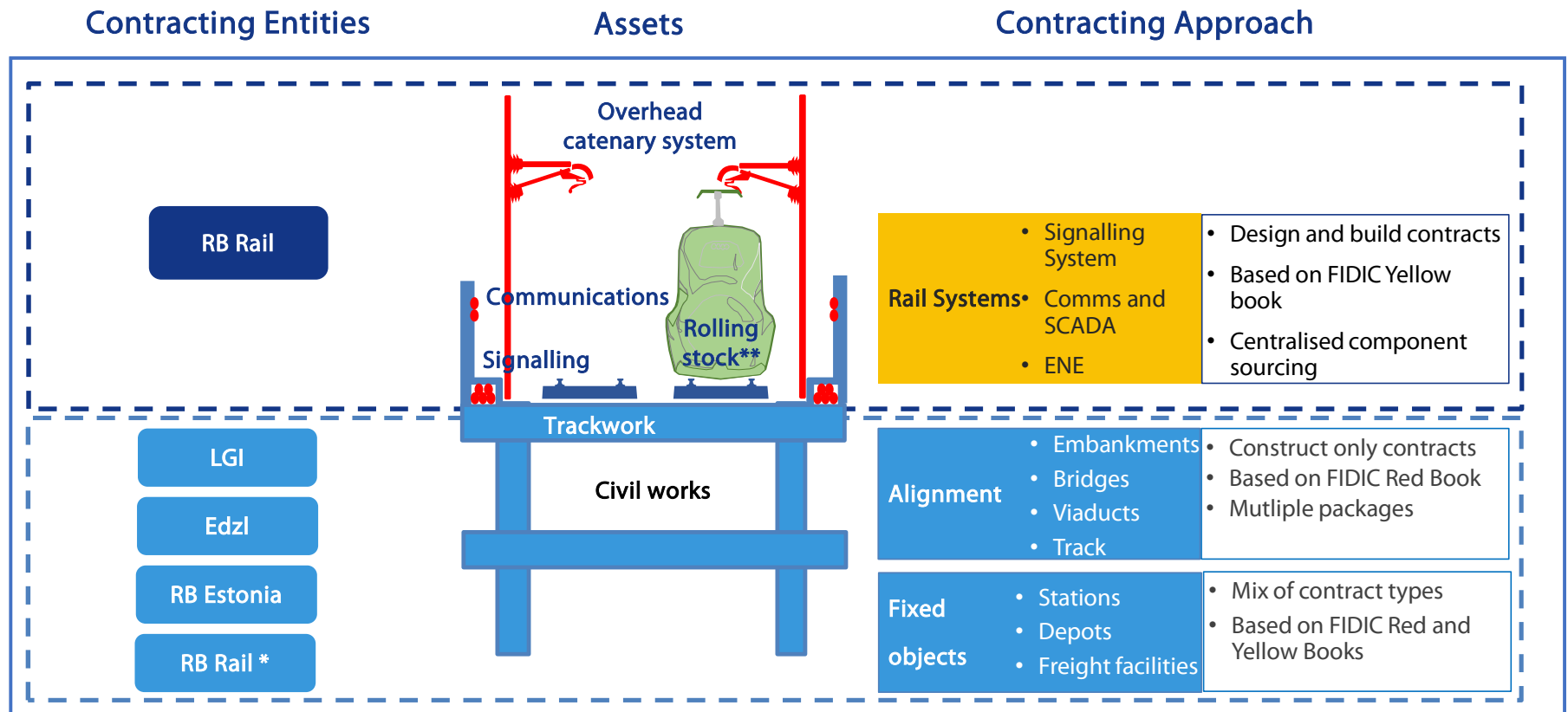
- ① Single global project GANTT chart with activities at regional, national, local and even community level
- ① Inputs from all 3 countries reflected in a synchronised programme
- ① One basis for project delivery analytics, priority action identification and strategic decisions on resource prioritisation
- ① Clarity of tasks and responsibilities
- ① Basis for unified Reporting and key project decision making at inter-governmental level
- ① Aligned cost estimates using unified production rates and unit costs, but taking into consideration unique features in each country

# Project delivery team and key principles



- **Standardisation & Systematisation**
- **Support**
- **Compliance**

# Contracting Overview



\* RB Rail AS is responsible for cross border elements of alignment

\*\* Rolling stock procurement is not part of the project scope

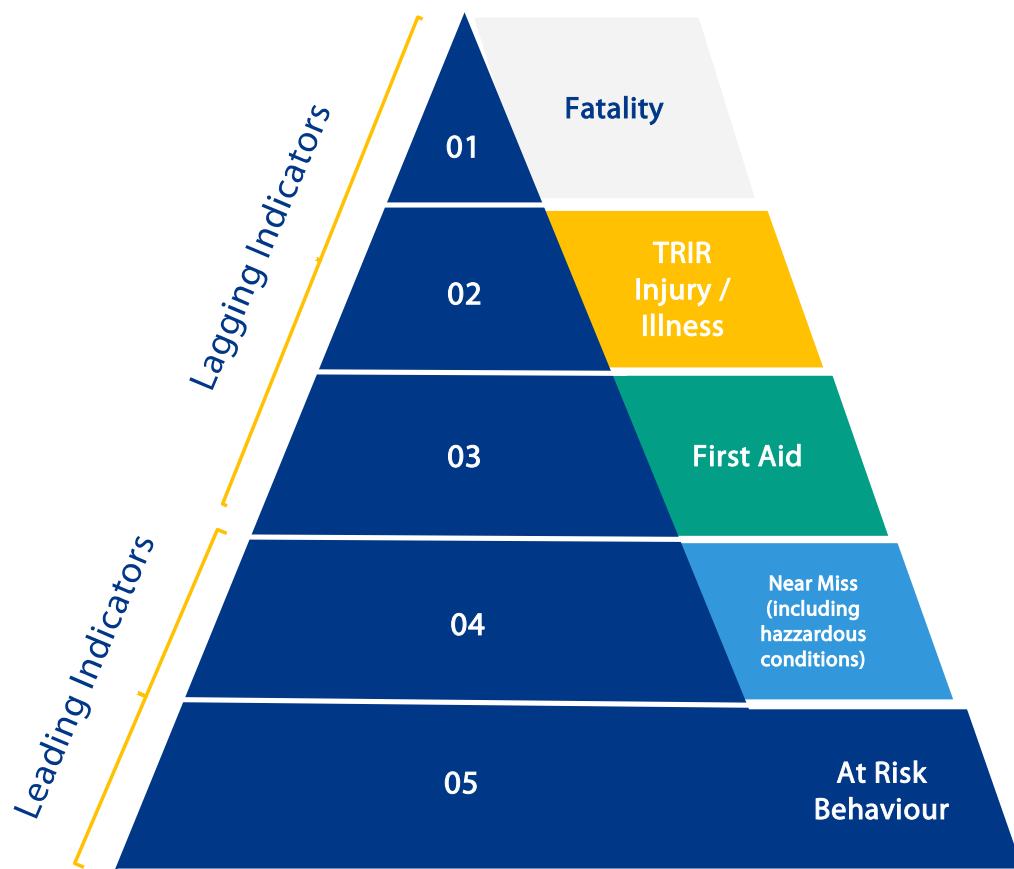
## Ensuring readiness for progress in a continuously changing environment

- Common Project planning guidelines
- Single IT interface (P6) across the project
- Unified risk management system, incl. Common risk register
- Consistent reporting and control
- Common training/education, best practice learning and sharing
- Prioritisation of meaningful stakeholder management
- Selecting the personnel with the right qualifications
- Introducing joint key performance indicators

& developing Project culture that accepts constant change, facilitates cooperation and acknowledges the game-changing potential of Rail Baltica



# Health and Safety



## Unified Health & Safety standard to be adopted

- Addressing the different national legislative requirements and practices for health and safety
- Setting new standard for construction projects in the Baltics
- Introducing common health & safety reporting system to promote effective data sharing and analysis
- Sharing knowledge across global project allowing for preventative approach
- Input requirements flow down to contracts

## Cost Management

Project funding is based on activities included in grant agreements

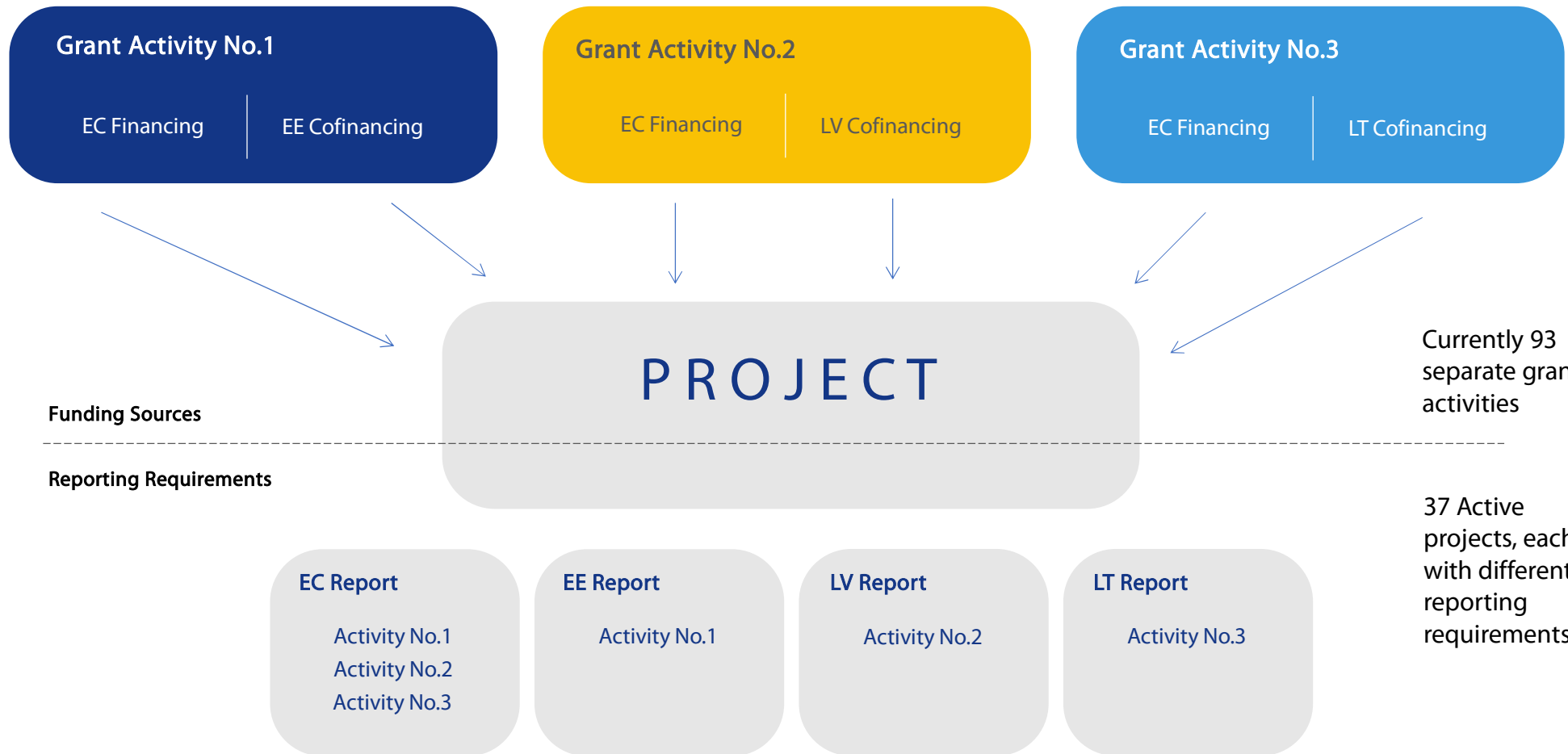
Costs need to be allocated to correct activities – funding cannot be switched between activities, and especially not between countries

There is also co-financing from the 3 national governments, each with own requirements

May require contract payments and invoicing to be “different”

Requirements flow down to contracts





## Key Takeaways

The unique complexities of the project, with differences in each country mean that common project controls approach is essential

Approaches that have been proven on other mega-projects have been adapted to meet the specific needs of the Rail Baltica project

Success will need an integration of global project experience and local knowledge of Baltic practices – both for RB Rail and for our contractors