



RioTinto

Additional Electrode Boiler Project

Basis of Schedule

Project Number

IOC: W051218

SNC: 682228

Document Number

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IOC Project No W051218
Additional Electrode Boiler

Document review and approval

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| Revision Record | | | | | | | Revision Details |
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| Issue Code | Revision | Prepared by | Review by | Approved SNC | Approved IOC | Date | |
| RI | 01 | AS | PD | RS | MvZ | 2022/08/24 | Released for Information |
| | | | | | | | |

Issue Codes: RC = Released for Construction, RD = Released for Design, RF = Released for Fabrication, RI = Released for Information, RP = Released for Purchase, RQ = Released for Quotation, RR = Released for Review and Comments.

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APPENDIX A – 682228 Steam Boiler Execution Schedule

1.0 INTRODUCTION

The purpose of this project is to increase the overall capacity of the Steam Plant to make it possible to process the increased concentrate throughput expected because of the Flotation Plant Capacity Increase Project.

The Basis of Schedule (BoS) outlines the development of the Execution schedule for IOC's Additional Electrical Boiler Project. It also identifies the assumptions, constraints, exclusions, special conditions, development methodologies and structure that is utilized in the preparation of the Execution schedule.

2.0 KEY MILESTONES

| Key Milestones | Start | Finish |
|--|-----------|-----------|
| NTP Issued | 05-Dec-22 | |
| Start Detail Engineering | 05-Dec-22 | |
| Project Management & Controls | 05-Dec-22 | 23-Feb-26 |
| Start Construction/Demolition 2023 | 03-Apr-23 | |
| Complete Detail Engineering | | 09-Feb-24 |
| Start Construction/Demolition 2024 | 26-Feb-24 | |
| Temporary Water Treatment Skids in Service | | 09-Apr-24 |
| Start Construction/Demolition 2025 | 24-Mar-25 | |
| Finish Construction/Installation | | 30-Sep-25 |
| Commissioning Deaerator and Boiler Completed - Ready for Operation | | 27-Oct-25 |
| Demolition Start - 2025 | 11-Nov-25 | |
| PROJECT COMPLETION | | 29-Jan-26 |

3.0 PROJECT DESCRIPTION AND SCOPE OF WORK

RT/IOC intend to reduce the carbon footprint at the Labrador City Operations. To this end a 40MW Electrode Boiler is going to be installed to displace the use of Bunker C oil currently used for two oil fired boilers. In addition, the new boiler will augment the current steam generating capacity to support recently implemented projects aimed at increasing production.

The project consists of five (5) separate, non-interacting construction sub-projects:

1. Steam Plant
 - Replacement of filters and softeners;
 - Replacement of flash Tank and heat recovery exchanger;
 - Staged demolition work to remove the existing deaerator, flash tank, heat recovery exchanger, filters and softeners, chemical dosing system, brine system and miscellaneous piping;
2. 46kV transmission line;
3. 46kV switchyard

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- Demolition of existing structures to make room for the switchyard;
- 46kV to 13,8kV stepdown transformer with supporting equipment and control room; and
- The 13.8kV cabling from the switchyard to the new E-room;
- 4. New Steam Plant building extension
 - The extension is stick-built;
- 5. E-room
 - E-room is also stick-built;
 - Once the necessary steel work has been erected the extension and E Room can proceed independently of each other.

4.0 EXECUTION STRATEGY

The Steam Boiler project will be executed by the Engineering, Procurement and Construction teams with the following considerations:

- Engineering will provide the following deliverables:
 - SOW documents for contracts awards;
 - SOW documents for procurement quotations and tendering;
 - Construction work packages.
- Multiple contracts will be used for site construction in 2023, 2024 and 2025.
- Transmission line will be a separate contract for materials supply and site installation.
- Roof steel reinforcement and cable tray supports (required for the cabling from the 46kV Switchyard to the extension) will be awarded to a Structural Steel Contractor.
- Procurement will be a joint effort of Rio Tinto Procurement who will be doing the contracting and purchasing award and SNCL who will handle all technical aspects of procurement as well as contract management, expediting, etc.
- The procurement packages are as below:

| Sr. No | Engineering Package Number | Procurement Package Number | Package Name |
|--------|----------------------------|----------------------------|---|
| 1 | EMNA-400 | PMNA-400 | 40MW Boiler |
| 2 | EMNC-401 | PMNC-401 | Deaerator |
| 3 | EMSL-400 | PMSL-400 | Flash Drum |
| 4 | EMSL-401 | PMSL-401 | Heat Recovery Exchanger |
| 5 | EMNL-400 | PMNL-400 | Crane |
| 6 | EMNL-401 | PMNL-401 | Sump Pumps |
| 7 | EMNF-404 | PMNF-404 | Raw Water Treatment |
| 8 | EENH-501 | PENH-501 | Medium Voltage Gas Insulated Switchgear. |
| 9 | EENH-502 | PENH-502 | Low Voltage MCC, VFD and Low Voltage Harmonic Filter Capacitor Bank |
| 10 | EENH-503 | PENH-503 | UPS, DC Battery and charger, panels, etc. |
| 11 | EMNH-404 | PMNH-404 | HVAC |
| 12 | EPYJ-500 | PPYJ-500 | 46kV / 13.8kV Stepdown Transformer |
| 13 | EPYJ-501 | PPYJ-501 | Switchyard equipment |

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| | | | |
|----|----------|----------|---|
| 14 | EGYG-100 | PGYG-100 | Temporary Water Treatment Skid |
| 15 | EZSL-600 | PZSL-600 | DCS |
| 16 | EZSL-601 | PZSL-601 | PLC |
| 17 | EZSL-602 | PZSL-602 | PSVs |
| 18 | EZSL-603 | PZSL-603 | On/Off Valves and Control Valves |
| 19 | EEYJ-503 | PEYJ-503 | Modular 46kV SWY E House |
| 20 | CCYL-300 | PCYL-300 | Structural Package for Roof and Wall Reinforcement 2023 |
| 21 | CDNB-300 | PDNB-300 | Civil and Concrete 2023 |
| 22 | CGNL-800 | PGNL-800 | Extension Steel Contract 2024 |
| 23 | CGNL-800 | PGNL-801 | General Construction Contract Mechanical, Electrical and I&E 2024 |
| 24 | CGYJ-800 | PGYJ-800 | 46kV SWY 2025 |
| 25 | CPYK-501 | PPYK-501 | 46kV Transmission Line 2024 |
| 26 | CGSL-400 | PGSL-400 | Tie-Ins Fabrication and Installation and 18in reroute 2023 |
| 27 | CLYJ-400 | PLYJ-400 | Demolition for 46kV SWY 2023 |

5.0 SCHEDULE DEVELOPMENT PROCESS

The Steam Boiler EPCM Schedule is a Level 3 schedule prepared in Primavera P6 Professional Cloud version R20.12 using the critical path method (CPM) with various levels of detail for different purposes in the project environment.

The schedule will be updated as necessary to include the latest adjustments to activity descriptions, logic, and duration's necessitated, material deliveries, and finalized commitments.

The schedule development process commenced with the identification of scope of work from the contract documents and execution strategy.

The schedule is developed using top-down approach with inputs, feedback and reviews by SNCL project team. Engineering Manager and Discipline Leads contributed to defining the engineering scopes, key dates, deliverables and cross discipline logic. The schedule integrates the engineering, procurement and construction through sequencing along a logical network using Critical Path Method (CPM) and Primavera P6.

The schedule duration has been estimated after consideration of the logical restraints on the engineering, procurement and construction activities. Engineering durations estimated by the engineering deliverables and information on manufacture lead times and delivery durations are from the bids received during the feasibility study. Construction activities duration estimated by SNCL construction team, also integrated with existing facilities and weather condition.

6.0 SCHEDULE ASSUMPTIONS

Following assumptions applies to the schedule:

- Steam Boiler execution schedule is scheduled to start the detail engineering on 05-Dec-2022;
- Construction starts on 03-Apr-2023;
- Permits will be received as required;
- Regulatory constraints will be incorporated into the schedule as required;
- Weather and seasonal conditions have been considered

7.0 WORK BREAKDOWN STRUCTURE

The high-level schedule WBS is as follows :

| Layout:None | |
|-------------------------|--|
| WBS Code | WBS Name |
| 682228-CUR | 682228 Steam Boiler Execution Schedule |
| + 682228-CUR.MS | Milestones |
| + 682228-CUR.Shutdown | Shutdowns |
| + 682228-CUR.ENG | Detail Engineering |
| + 682228-CUR.PROC | Procurement Packages |
| + 682228-CUR.CONTR | Contracts |
| - 682228-CUR.CON2023 | Demolition / Construction |
| + 682228-CUR.CON2023.1 | General |
| + 682228-CUR.CON2023.2 | Switchyard Demolitions and Civils - 2023 |
| + 682228-CUR.CON2023.3 | Extension Construction - 2023 |
| + 682228-CUR.CON2023.4 | Existing Steam Plant - 2024 |
| + 682228-CUR.CON2023.5 | Extension Construction - 2024 |
| + 682228-CUR.CON2023.6 | Mechanical Equipment Pre-Com and Commissioning |
| + 682228-CUR.CON2023.7 | Flash Tanks and Heat Exchangers |
| + 682228-CUR.CON2023.8 | Extension Electrical Equipment Installation |
| + 682228-CUR.CON2023.9 | Transmission Line |
| + 682228-CUR.CON2023.10 | Switchyard - 46 kV Substation |
| + 682228-CUR.COMM | Commissioning |
| + 682228-CUR.3 | Demolition |

8.0 ENGINEERING SCHEDULE

Engineering provides the scope of work to support the award of the construction contracts and IFI/IFQ equipment packages for tendering. The contractors/vendors data will be incorporated into the detail engineering for issuing construction work packages.

The deliverables review processes will follow the standard revision steps:

- PA – Issued for internal review;
- PB – Issued for client review;

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- IFC/Rev. 00 – Issued for construction.

The key engineering milestones are shown here:

| Engineering Deliverables | Date |
|-------------------------------------|-----------|
| Civil Engineering Completed | 20-Apr-23 |
| Process Engineering Completed | 26-Jul-23 |
| Conduct HAZOP/LOPA | 02-Aug-23 |
| Piling Engineering Completed | 02-Aug-23 |
| Electrical Engineering Completed | 29-Aug-23 |
| Architectural Engineering Completed | 29-Aug-23 |
| Steel Engineering Completed | 06-Sep-23 |
| Piping Engineering Completed | 13-Sep-23 |
| Concrete Engineering Completed | 12-Oct-23 |
| I&C Engineering Completed | 16-Oct-23 |
| Layout Engineering Completed | 26-Oct-23 |
| Mechanical Engineering Completed | 09-Feb-24 |

9.0 PROCUREMENT SCHEDULE

The procurement activities are planned according to the following steps:

- Prepare and Issue RFP
- Tender Period
- Technical Bid Evaluation
- Commercial Bid Evaluation & Client Approval
- PO Issued
- Obtain Vendor Data and Approved
- Manufacturing
- Delivery at Site

The duration for each step follows SNCL standard durations. The lead times are based on quotation from vendors or the best practices.

The equipment/material deliveries are planned as below:

| Equipment Deliveries | Date |
|--|-----------|
| Receive Temporary Water Treatment Skid at Site | 27-Jun-23 |
| Receive PLC at Site | 18-Dec-23 |
| Receive PSVs at Site | 18-Dec-23 |
| Receive On/Off Valves and Control Valves at Site | 18-Dec-23 |
| Receive DCS at Site | 20-Dec-23 |

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| | |
|--|-----------|
| Receive Saturation Tanks SUEZ at Site | 21-Feb-24 |
| Receive HVAC at Site | 18-Mar-24 |
| Receive Water Treatment SUEZ at Site | 18-Apr-24 |
| Receive Boiler at Site | 01-May-24 |
| Receive Deaerator at Site | 12-Jun-24 |
| All Vendor Data Received | 08-Aug-24 |
| Receive Flash Tank at Site | 13-Sep-24 |
| Receive Heat Exchanger at Site | 13-Sep-24 |
| Receive Chemical Tanks & Pumps SUEZ at Site | 02-Dec-24 |
| All Equipment Packages Bids Received | 13-Dec-24 |
| All Construction Packages Bids Received | 13-Dec-24 |
| All Equipment Packages Awarded | 13-Dec-24 |
| Receive UPS, DC Battery, Panels at Site | 18-Dec-24 |
| Receive LV MCC, VFD, Harmonic Filter, Cap Bank at Site | 20-Dec-24 |
| All Construction Packages Awarded | 24-Jan-25 |
| Receive 46kV / 13.8kV Stepdown Transformer at Site | 20-Jun-25 |
| Receive Modular Control Room at Site | 03-Jun-25 |
| Receive Switchyard Equipment at Site | 04-Jun-25 |
| Receive Medium Voltage GIS at Site | 05-Jun-25 |

10.0 CONSTRUCTION SCHEDULE

The construction schedule is based on the scope of work and construction sequence. The activity durations are estimated by SNCL project construction team.

The weather conditions are a significant consideration in the construction schedule. As such, major construction activities are scheduled in spring/summer/fall time.

11.0 NETWORK LOGIC

Network logic was developed with the input from discipline leads. Efforts were made to use FS logic as much as possible. There are still some uses of SS and FF relationships with lag time to reflect more realistic work logic. No constraints were used for contractual deadlines.

No negative links (lead or negative lag) were used in the schedule logic to comply with the Scheduling Best Practice Guidelines. A lead or negative lag indicates that a successor activity can start before its predecessor activity is complete.

12.0 CALENDAR

A 5 x 8 hrs/day (w/ holidays) calendar is assigned to engineering and procurement activities. It is based on 8 hrs/day Mon–Fri (standard five days per week) considering official Canadian holidays.

13.0 ACTIVITY ID AND ACTIVITY CODES

To facilitate sort capability with layout presentation within P6, the following activity codes were established in P6:

- Area
- Phases
- Discipline
- IOC EWP package
- IOC procurement package
- Document number

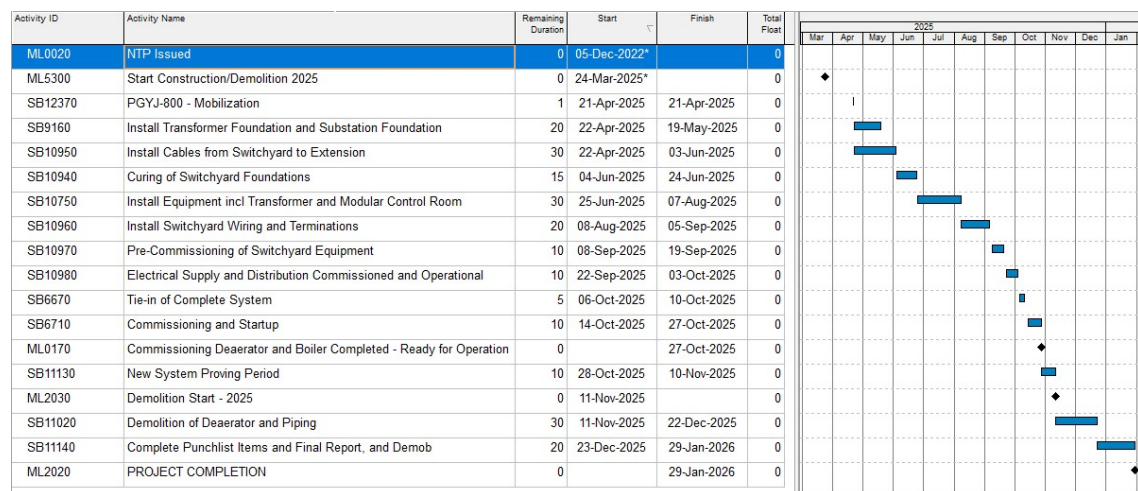
The Activity Codes will be further detailed during the development of the schedule.

14.0 RESOURCE LOADING

The direct hour from the Class 3 estimate will be loaded onto the schedule at a later date.

15.0 CRITICAL PATH

The critical path to Project Completion runs from the mobilization of the contractor after the thaw in April 2025, through installation of foundations, which allows for installation of the electrical equipment, leading to achieving permanent power:



This is a reasonable critical path, with no lags along it and only Finish-to-Start relationships.

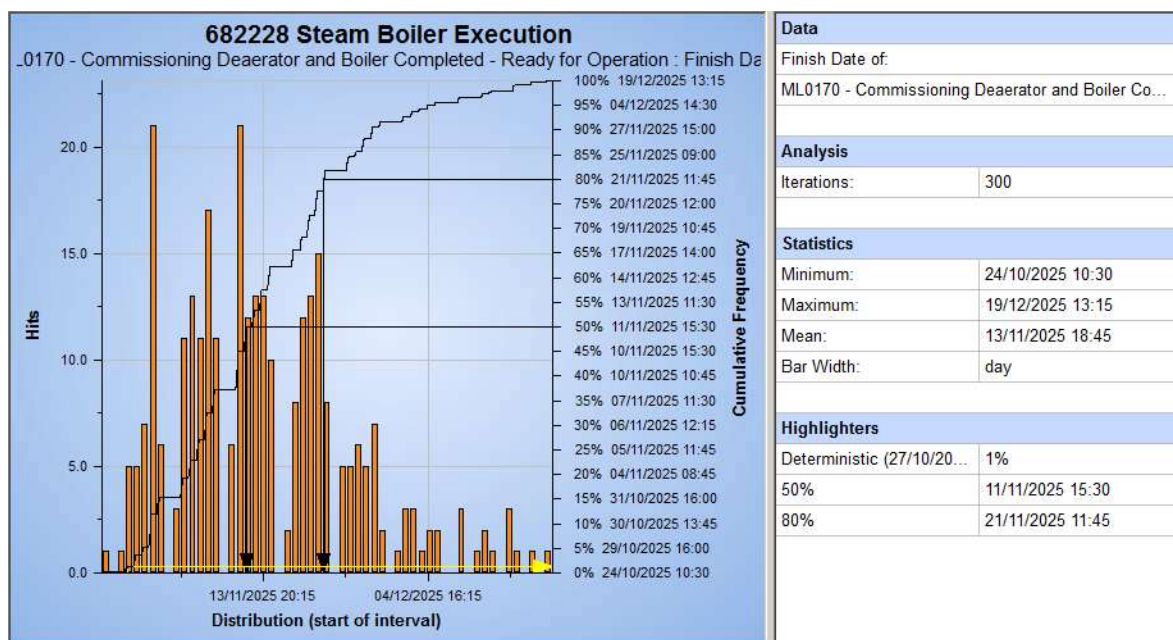
16.0 SCHEDULE RISK ANALYSIS AND SCHEDULE CONTINGENCY

A Monte Carlo analysis was performed using the following duration uncertainty template, which was established by the project stakeholders:

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| Templated Quick Risk | | | | | | | | |
|----------------------|-----------|-------|---------------|------|--------|------|--------------|--|
| Field | Value | Tasks | Distributi... | Min | Likely | Max | Correlati... | Description |
| 682228 SRA Codes | = 1ENGGEN | 155 | Triangle | 90% | 100% | 115% | 75% | Engineering - General |
| 682228 SRA Codes | = 2ENGCON | 89 | Triangle | 95% | 100% | 120% | 75% | Engineering - Conc/Steel |
| 682228 SRA Codes | = 3ENGELE | 30 | Triangle | 95% | 100% | 125% | 75% | Engineering - Electrical |
| 682228 SRA Codes | = 4PROC | 226 | Triangle | 85% | 100% | 110% | 75% | Procurement |
| 682228 SRA Codes | = 5FABMEC | 9 | Triangle | 100% | 100% | 115% | 75% | Manufacturing/Fab - Mechanical |
| 682228 SRA Codes | = 6FABELE | 10 | Triangle | 100% | 100% | 105% | 75% | Manufacturing/Fab - Electrical |
| 682228 SRA Codes | = 7SHIP | 20 | Triangle | 100% | 100% | 125% | 75% | Shipping |
| 682228 SRA Codes | = 8SHIP2 | 0 | Triangle | 100% | 100% | 135% | 75% | Shipping - Potential Overseas |
| 682228 SRA Codes | = 9SURV | 1 | Triangle | 95% | 100% | 105% | 75% | Survey Works |
| 682228 SRA Codes | = 10GEO | 2 | Triangle | 95% | 100% | 120% | 75% | Geotech Works |
| 682228 SRA Codes | = 11CIV | 12 | Triangle | 95% | 100% | 115% | 75% | Civil Installation |
| 682228 SRA Codes | = 12SA | 14 | Triangle | 95% | 100% | 125% | 75% | Concrete/Steel/Arch/Trays/Cabling/Instru. Installation |
| 682228 SRA Codes | = 13MPEI | 29 | Triangle | 95% | 100% | 120% | 75% | Mechanical/Piping/Elec Installation |
| 682228 SRA Codes | = 14TIE | 4 | Triangle | 100% | 100% | 100% | 75% | Piping Installation - Tie-ins |
| 682228 SRA Codes | = 15COMM | 12 | Triangle | 95% | 100% | 110% | 75% | Pre-Commissioning/Commissioning |

Here is the resulting histogram showing P-scores for the 'Ready for Operation' event:



This shows that our target date of October 27, 2025 is a P1, meaning low likelihood of achieving. We see that the P50 dates is about 2 weeks later on November 11, 2025, and a P85 on November 25, 2025.

This is 4 weeks of contingency to get to the P85 date, which is a conservative amount of buffer on a critical path that is 10-months long.

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| Activity ID | Description | CURRENT Internal Target | P-Score of Target Date | P50 Date | P85 Date | P100 Date |
|-------------|--|-------------------------|------------------------|-------------|-------------|-------------|
| ML0170 | Commissioning Deaerator and Boiler Completed - Ready for Operation | 27-Oct-2025 | P1 | 11-Nov-2025 | 25-Nov-2025 | 19-Dec-2025 |

17.0 SCHEDULE QUALITY

The schedule quality report is as follows (produced using Acumen Fuse):



We see that there are some issues to review regarding Logic Density and Merge Hotspot but generally the quality rating is positive.

The following schedule quality report was generated:

| 682228 Steam Boiler Execution2.plan-ScheduleCheckReport | |
|---|-----------|
| Report Summary | |
| Task view | All tasks |
| Constraints | 6 |
| Open-ended tasks (Does not include ignored links) | 22 |
| Out of sequence updates ("broken logic") | 0 |
| Lags longer than 0 units | 90 |
| Negative lags ("leads") | 0 |
| Positive lags on Finish-to-Start links | 12 |
| Start-to-Finish links | 2 |
| Lags between tasks with different calendars | 0 |
| Links to / from summary tasks | 0 |
| Duration uncertainty distribution shape 2 | 215 |
| Total number of items found | 347 |

The constraints are mostly soft constraints:

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| Bookmark | ID | Description | Type | Constraint Type | Constraint Date |
|-------------------------------------|------------------------|------------------------------------|----------------------|---------------------------------|---------------------------------|
| <input checked="" type="checkbox"/> | ML0160 | Start Construction/Demolition 2023 | Start milestone | Start on or after | 03-04-23 00:00 |
| <input checked="" type="checkbox"/> | ML0020 | NTP Issued | Start milestone | Start on | 05-12-22 00:00 |
| <input checked="" type="checkbox"/> | A2040 | Shutdown - September 2023 | Normal | Start on or after | 11-09-23 00:00 |
| <input checked="" type="checkbox"/> | A2060 | Shutdown - June 2023 | Normal | Start on or after | 12-06-23 00:00 |
| <input checked="" type="checkbox"/> | ML5290 | Start Construction/Demolition 2024 | Start milestone | Start on or after | 26-02-24 00:00 |
| <input checked="" type="checkbox"/> | ML5300 | Start Construction/Demolition 2025 | Start milestone | Start on or after | 24-03-25 00:00 |

The Start-to-Finish Links are due to link Start milestone to a Finish milestone and so cannot be avoided:

Start-to-Finish links

| From Task | | | | To Task | | | |
|-------------------------------------|------------------------|------------------------------------|----------------------|-------------------------------------|-------------------------|-----------------------------|----------------------|
| Bookmark | ID | Description | Type | Bookmark | ID | Description | Type |
| <input checked="" type="checkbox"/> | ML2030 | Demolition Start - 2025 | Start milestone | <input checked="" type="checkbox"/> | ML2020 | PROJECT COMPLETION | Finish milestone |
| <input checked="" type="checkbox"/> | ML5290 | Start Construction/Demolition 2024 | Start milestone | <input type="checkbox"/> | SB12380 | PGNL-801 - Mobilization | Normal |

The open ends are mostly on WBS Summary or LOEs:

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| 682228 Steam Boiler Execution2.plan-ScheduleCheckReport | | | | | |
|---|-------------------------|---|----------------------|------------------------------------|---------------------------|
| Bookmark | ID | Description | Type | Remaining Duration | Detail |
| <input checked="" type="checkbox"/> | SB7620 | PGNL-800 - Steel Delivery at Site | Normal | 150 | Finish has no successors |
| <input checked="" type="checkbox"/> | ML0020 | NTP Issued | Start milestone | 0 | No predecessors |
| <input checked="" type="checkbox"/> | ML2020 | PROJECT COMPLETION | Finish milestone | 0 | No successors |
| <input checked="" type="checkbox"/> | DE2760 | Extension and e-Room - Steel - MTO | Normal | 10 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE2800 | 46 kV Switchyard - Steel MTO | Normal | 10 | Start has no predecessors |
| <input checked="" type="checkbox"/> | SB9950 | PPYK-501 Transmission Line - Technical Bid Evaluation | Normal | 10 | Finish has no successors |
| <input checked="" type="checkbox"/> | DE1510 | Data Sheets - Raw Water Treatment - 01 | Normal | 15 | Finish has no successors |
| <input checked="" type="checkbox"/> | SB10890 | Curing - Piling and Grade Beam | Normal | 22 | Finish has no successors |
| <input checked="" type="checkbox"/> | SB10990 | Install Temporary Power Supply | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE3760 | MTOs - Piping | Normal | 15 | Start has no predecessors |
| <input checked="" type="checkbox"/> | SB11230 | PDNB-300 - Prepare and Issue RFI | Normal | 10 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4010 | SOW RFI - PDNB-300 - 00 | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4100 | Specification - PLYJ-400 - 00 | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4130 | SOW RFI - PLYJ-400 - 00 | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | SB11440 | PGSL-400 - Technical Bid Evaluation | Normal | 10 | Finish has no successors |
| <input checked="" type="checkbox"/> | SB11410 | PGSL-400 - Prepare and Issue RFI | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | SB11420 | PGSL-400 - Prepare and Issue IFQ | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4290 | SOW RFI - PGSL-400 - PA | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4310 | Data Sheets - PGSL-400 - PB | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4330 | SOW RFI - PGSL-400 - PB | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | DE4370 | SOW RFI - PGSL-400 - 00 | Normal | 5 | Start has no predecessors |
| <input checked="" type="checkbox"/> | SB11530 | PGYJ-800 - Technical Bid Evaluation | Normal | 10 | Finish has no successors |

18.0 SCHEDULE CHALLENGES

The following items could impact the schedule:

- Weather conditions;
- Working in existing facilities;
- Coordinating work around plant shutdowns;

19.0 SYSTEMS AND TOOLS

Planning and scheduling team will use Primavera P6 as the standard planning and scheduling tool used for development and maintenance of Project schedules. Other software packages (i.e., MS Project, Excel, Visio, NavisWorks Timeliner and PowerPoint) may be used to develop simplified schedules to produce illustrative roadmaps.

DOCUMENT END