



Memorandum

To: Tracie Winbigler
Executive Vice President and Chief Financial Officer

From: Jim Morrison *JM*
Assistant Inspector General, Audits

Date: March 24, 2022

Subject: Engagement Memo—Project Cost Management (Project Code 011-2022)

We are initiating an audit of the company's project cost management practices. Our objective will be to assess the effectiveness of the company's systems and processes to track and manage project costs. We may expand our scope or modify our objective during the audit. To complete our work, we plan to interview company officials with project cost management responsibilities, review relevant documents and data, and assess related policies and procedures.

We will perform our work in accordance with generally accepted government auditing standards. Further, we will conduct our outreach with the company as efficiently as possible, and we will coordinate meetings with company officials in advance to avoid significant disruptions. In our interactions with the company, we will follow P/I 2.1.4, which sets forth the relationship between our office and the company. In particular, section 7.0 of the policy discusses coordination between company officials and our Office of Audits.

We request that your office arrange an entrance conference for us with the appropriate company officials at the earliest possible date. Throughout the audit, we will advise you of the status of our work and any material changes in our objective, should they occur.

If you have any questions, please call (202) 906-4600.

cc: Stephen J. Gardner, President and Chief Executive Officer
Eleanor D. Acheson, Executive Vice President, General Counsel & Corporate Secretary
Roger Harris, Executive Vice President, Marketing & Revenue, Chief Commercial Officer
Laura Mason, Executive Vice President, Capital Delivery
Scot Naparstek, Executive Vice President, Service Delivery & Operations
Dennis Newman, Executive Vice President, Strategy, Planning & Accessibility
Steve Predmore, Executive Vice President, Chief Safety Officer
Qiana Spain, Executive Vice President, Chief Human Resource Officer
Christian Zacariassen, Executive Vice President, Digital Technology & Innovation
Mark Richards, Senior Director, Risk Management and Controls