

Confidential

DAVID MACBRAYNE LIMITED ("DML")
MINUTES of the BOARD MEETING
held on Friday 17 October 2025 at 11.00 a.m.

in the Lewis Meeting Room, Gourock, PA19 1QP and by audio/video conference

[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs) Section 33 (Commercial interests) and Section 36 (Confidentiality)]

Present: Erik Ostergaard (EO) – Chair
Tim Ingram (TI)
Duncan Mackison (DM)
Grant Macrae (GMac)
Kay Ryan (KR)

In attendance: Andy Robinson (AR) – Assessor, Transport Scotland
Janine Ward (JW) – Finance Director
Stephanie Griffin (SRG) – Company Secretary

Apologies: David Beaton (DB)

Item	Action
1. <u>GOVERNANCE</u>	
1.1 SAFETY & ENVIRONMENT MOMENT	
<p>G Macrae reported that vehicle incidents generally were often linked to new drivers or drivers new to the vehicle – especially drivers new to electric vehicles or switching between petrol/diesel and electric. Therefore CalMac crews needed to have sufficient training to assist passengers in their vehicles to reduce accident rates. Similarly there was a risk from crews switching between new vessels and older vessels and this needed to be mitigated by sufficient crew training.</p> <p>D Mackison reported that older vessels had less space for vehicles as modern vehicles were bigger and incidents with cars were increasing. He reported that management would monitor whether rates were lower on newer vessels with wider vehicle lanes. A Robinson commented that the Transport Scotland Roads team also encountered the issues with larger modern vehicles i.e. in relation to car parking spaces etc. D Mackison reported that increasing accessibility requirements including passengers requiring space to get in and out of vehicles or to be parked near lifts also needed to be factored in. E Ostergaard reported that he had recently travelled on ferries in Denmark and Sweden and there were very few staff on deck compared to CalMac ferries and that efficient running of new vessels would need to be considered.</p>	
1.2 APOLOGIES FOR ABSENCE	
<p>Apologies for absence had been received from D Beaton [FOISA Status – Exemptions under Section 38 (Personal data)]. Management attendee D Burke had also submitted her apologies.</p>	
1.3 DECLARATIONS OF INTEREST	
<p>There were no new declarations of interest.</p>	
1.4 MINUTES FROM BOARD MEETING OF 4 SEPTEMBER 2025	
<p>The Minutes of the Board meeting held on 4 September 2025 were APPROVED and the Chair was AUTHORISED to sign the minutes.</p>	

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1.5 ACTION LOG

The Board discussed the actions as follows:

13.25 2026 NETWORK VISIT DATES TO BE CIRCULATED TO BOARD

NETWORK VISIT 2026 VISIT

Action: D Burke and S R Griffin would work out the most suitable dates for the Board network visits as soon as possible and circulate them to the Board for their availability. SRG/DBu

The March 2026 network visit date had been agreed and responses from the Board members were awaited for the September/October 2026 network visit dates.

All other actions were complete.

2. **GROUP REPORTING**

2.1 **GROUP FINANCE UPDATE – September 2025**

The Board noted the report from J Ward and she reported as below.

2.1.1 **P&L – September Financial Performance**

The 2025/26 financial performance to end September was **[FOISA Status – Exemption under Section 33 (Commercial interests)]**.

2.1.2 **P&L – 2025/26 Financial Forecast**

This data was noted.

2.1.3 **DML Group Balance Sheet**

J Ward reported **[FOISA Status – Exemption under Section 33 (Commercial interests)]**.

2.1.4 **Group Cashflow Statement**

This was noted.

2.2 **[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs)]**

2.3 **TRANSPORT SCOTLAND UPDATE**

A Robinson reported as follows.

[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs)]

2.4 **POLICY APPROVALS**

The following Policies, which had been reviewed by the ExCo and submitted for Board approval, were noted:

- Risk Management – new policy
- Shore-based Employee Training – new policy

Decision

The Board **APPROVED** the Risk Management and Shore-based Employee Training Policies.

3. **GROUP BOARD COMMITTEES**

3.1 **AUDIT & RISK COMMITTEE**

It was noted that there had been no Audit & Risk Committee meetings in the period. **[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs)]**.

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3.2 HEALTH, SAFETY, ENVIRONMENT & QUALITY COMMITTEE

It was noted that there had been no Health, Safety, Environment & Quality Committee meetings in the period. T Ingram reported that the HSEQCo network visit to Islay would be held on 20 November.

3.3 REMUNERATION COMMITTEE

It was noted that there had been no Remuneration Committee meetings in the period.

4. ANY OTHER BUSINESS

4.1 DIRECTORS' & OFFICERS LIABILITY INSURANCE

The Board noted the reported from D Gill. **[FOISA Status – Exemptions under Section 30 (Prejudice to effective conduct of public affairs)]**.

4.2 NEW NON-EXECUTIVE DIRECTORS

E Ostergaard reported that the necessary administration was now complete for the two proposed non-executive directors and their appointments were now with the Cabinet Secretary for approval.

5. DATE OF NEXT MEETING

Wednesday 3 December 2025 at 9.00 am in Glasgow.

Signed:

E Ostergaard, Chair

Date: