

From: Jackson, Nick [Nick.Jackson@lr.org]

Sent: Tuesday, October 20, 2009 7:24 PM

To: Rose, Adrian (Houston)

Subject: Re: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Attachments: image001.jpg; image002.gif

Thanks Adrian

Nick

Sent using BlackBerry

From: Rose, Adrian (Houston) <Adrian.Rose@deepwater.com>

To: Jackson, Nick

Sent: Tue Oct 20 20:14:03 2009

Subject: RE: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Hi Nick,

Address is:

4 Greenway Plaza

Houston

Texas 77252

It is just off Highway 59 at Buffalo Speedway.

I expect we will be dealing with the Contract here in Houston. I'll check and get back to you on that.

Regards Adrian

From: Jackson, Nick [mailto:Nick.Jackson@lr.org]

Sent: Tuesday, October 20, 2009 12:51 PM

To: Rose, Adrian (Houston)

Subject: RE: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Hi Adrian

Good, I will come straight to you from the airport. I didn't bring the clubs this trip, perhaps Litey and I can fix a trip in the not too distant future!! Can you send me the address please. I also need to tie up our Contracts Manager with your people so that we can get the legal bits in place ASAP. Will we be dealing with Geneva or Houston to do this?

Best regards

Nick

Nick Jackson

Head of Consulting

Energy

EMEA

Lloyd's Register

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From: Rose, Adrian (Houston) [<mailto:Adrian.Rose@deepwater.com>]

Sent: 20 October 2009 18:30

To: Jackson, Nick

Subject: RE: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Nick,

Got your voicemail, apologies for late reply - been engaged in an Emergency drill all morning.

Please come straight here if you can on Thursday. I have Physical therapy on my back at 4 but hopefully we can get an hour or two together Thursday afternoon.

Unfortunately, I am slightly incapacitated so cannot play golf at the moment otherwise we could have arranged a game, but hopefully that will not last forever !

Regards Adrian

From: Jackson, Nick [<mailto:Nick.Jackson@lr.org>]

Sent: Monday, October 19, 2009 2:39 PM

To: Rose, Adrian (Houston)

Subject: RE: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Thanks Adrian.

I will arrive in Houston early Thursday afternoon and can meet either later that afternoon or Friday (I have a meeting on Friday at 9.00)

Regards

Nick

Nick Jackson

Head of Consulting

Energy

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From: Rose, Adrian (Houston) [<mailto:Adrian.Rose@deepwater.com>]

Sent: 19 October 2009 19:05

To: Jackson, Nick

Subject: FW: FINAL DRAFT: FIRST TO KNOW: Transocean Launches Major Evaluation of Safety Processes and Culture

Nick,

This is the "final" version which is going out today.

Regards Adrian

Oct. 19, 2009

Transocean has launched a major evaluation of our safety processes and culture.

We will send a message about this evaluation to all employees on Wednesday, October 21, via a FIRST News e-mail. HYPERLINK \l "bobandstevenmessage"Click here to read the text of this message, or it can be located below.

Transocean will be assisted in this important effort by Lloyd's Register, a leading risk management organization.

Lloyd's Register will report to a Transocean Steering Committee consisting of:

Bob Long, CEO

Steven Newman, President and COO

Adrian Rose, VP QHSE

Sherry Richard, Sr. VP, HR and IT

Rob Saltiel, Executive VP, Performance

The evaluation will consist of two phases, which at times will occur concurrently:

Phase 1: Systems Assessment

A thorough review of the safety management system within the Company Management System, including related performance standards, audit results, employee surveys, risk studies and incident investigations.

Phase 2: Culture Assessment

A comprehensive assessment of our safety culture through discussions with individuals at all levels in several geographical areas to determine risk awareness, knowledge and implementation of Transocean standards and systems and perceptions of safety performance.

The first phase will occur largely behind the scenes, involving senior management and various departments. Phase 2 will require visits to approximately 24 rigs and a number of shore-based locations around the world in order to obtain a sufficient evaluation sample. More information about the nature and timing of these visits will be provided to the relevant Divisions at a later date.

We expect the full participation and engagement of our worldwide management team as we undergo this evaluation. To ensure the Division visits receive the appropriate attention and support, the Division General Managers will act as the key interface points with Lloyd's during site visits.

Bob Long

Steven Newman

CEO

President and COO

The following will be distributed to all employee e-mail addresses on Wednesday, October 21.

Dear Co-Workers,

In less than four months, four of our friends and colleagues – Mirza Aliyev, Stuart Hepburn, Dontray Porter and Balwant Singh – died while at work on four different Transocean rigs. Today, four Transocean families – not just the immediate family at home, but also the rig families – are grieving these losses. Lives have been changed forever.

We are deeply concerned about these fatalities, as well as the nature and increasing number of high-potential incidents and personnel injuries we are experiencing across our fleet. We believe such incidents should have been prevented with

the effective use of our THINK planning and START monitoring processes.

This tells us something's not right. We're clearly not executing our safety processes as well as we once thought – and we need to find out why. It is vital that we learn from these recent experiences so that no one else is injured or killed.

The fleet is now undertaking a "Stand Up for Safety" review on every rig. Rig Managers are working with their rig supervisors and crew to make sure everyone understands how to effectively use the THINK and START processes. We believe this is a critical step to immediately help keep every person on board our rigs safe.

But it's not enough. We must learn why we cannot seem to operate without serious incidents and injury to our people. Once we have a better understanding of why this is, we can then start to define what we need to change.

Our first step – starting now – is an evaluation of our current safety policies and procedures, and our safety culture.

Transocean will be assisted in this important effort by Lloyd's Register, a leading risk management organization. Lloyd's will thoroughly review our systems, policies and procedures, our training programs, day-to-day safety practices and much more to help us understand where our practices are effective and where we need to improve.

Lloyd's representatives will visit four rigs in each of the following geographical areas: Asia, the Mediterranean, North America, South America, the U.K. sector of the North Sea, and West Africa.

Lloyd's Register will report to a Transocean Steering Committee consisting of:

Bob Long, CEO

Steven Newman, President and COO

Adrian Rose, VP QHSE

Sherry Richard, Sr. VP, HR and IT

Rob Saltiel, Executive VP, Performance

We will periodically communicate our progress and openly communicate our conclusions, including the changes required to achieve our safety vision of an incident-free operation, all the time, everywhere.

GET STARTED NOW.

In our journey toward an incident-free workplace, every positive step counts – especially yours. So don't wait for the results of the Lloyd's evaluation. You have the ability to impact the safety of yourself and your co-workers every single day – starting now. As you go through your tasks today, and every day, please re-commit yourself to applying leadership, compliance and accountability to all you do, and make sure that everyone leaves your work location just as they arrived – safe.

Thank you for your continued commitment and dedication to helping us achieve our vision of an incident-free workplace, all the time, everywhere.

Bob Long

Steven Newman

CEO

President and COO
