

# There is a spectrum of relationships for operators and non-operators

Non-operators'  
"targeted"  
participation

Non-operators  
"embedded" with  
operator via IPT

- Independent assessments (technical, HSE, economics, etc.)
- Formal & informal technical discussions
- "Partner meetings"
- Stage-gate decision meetings
- AFEs
- Usually peer-to-peer communications

- IPT = integrated project team
- # non-operator staff ~ % ownership
- IPT organized into major teams (subsurface, well design, well delivery, facilities, etc.)
- IPT key to HSE
  - Leadership
  - Culture