

Risk ID	Class	WBS	Risk Name	Risk Owner	Cause Description	Event	Consequence Description	Impact Type	Current OMS Rating	Action Plan Name
46	1	HSE	MAR - Well Control	Andy/ Charlie, Frank	BOP failure, wrong well control process, equipment failure, competency. (S&OI), casing Failure,	Loss of containment	Potential release of hydrocarbons. (S&OI)and infrastructure damage. Spill exposure. HSE and licence to operate.	Health & Safety		
47	1	HSE	MAR - Damage to Infrastructure	Andy, Charlie	Riser failure leading to loss of containment of existing well and potential damage to drill centers.	Loss of containment	Potential release of hydrocarbons. (S&OI)and infrastructure damage. Spill exposure. HSE and licence to operate	Health & Safety		
48	1	HSE	MAR - Marine (Station and Stability)	Andy, Charlie	Rig excursions beyond the design envelope	Loss of containment	Potential release of hydrocarbons. (S&OI)and infrastructure damage. Spill exposure. HSE and licence to operate	Health & Safety		
49	1	Organizational Capabilities	Managing Interfaces between SPU and CDO during and after reorganization	Pat O'Bryan, Richard Lynch,	Interfaces not managed correctly during initial handover to CDO, and handover of projects between SPU and CDO thereafter. This includes new greenfield and brownfield developments, as well as the movement of project personnel between the two groups.	Distractions, confusion and uncertainty	Inefficiencies and organizational unrest. Organizational capability adversely affected and critical interface issues overlooked or not managed effectively	Business Value		
50	2	Performance	HWO Start-up on TH	Andy,	New rig start-up efficiency and ops readiness, 3rd party readiness,	Delay to rig startup and availability	Schedule impacts and reliability issues. Impact on drilling program and production. Operational milestones or targets missed	Business Value		
51	2	Production Operations	Managing Atlantis / TH SIMOPS	Andy/ Charlie, Frank	Workscope and accountabilities not adequately defined.	Operational milestones or targets missed.	Schedule impacts, reliability issues, environmental, HSE and reputational issues	Business Value		
23	2	Performance	Completion execution and performance	Andy/ Charlie, Frank	Smart Walls, High activity levels, Team stress, Rig schedule changes. Long lead time. Aggressive schedule. Re-directing focus on big well failures. Staffing and competency HSE, Dropped Objects, CoW	Failure to deliver competent completions and associated production	Failure to produce reserves efficiently with the potential early well failure. Miss revenue targets with the need to request additional capital.	Business Value		
38	2	Project	Kodiak Decision	Bill	Poor Appraisal Well Result	Not Proceeding with Kodiak Development	Project will default to T Bells only	Business Value		
39	2	Project	Tubular Bells - Upcoming gates	Bill	Upcoming gates are dependent upon the results of the Kodiak Appraisal Well	The Select/Define gate could slip further into 2011	Slowdown in Project for D&C, could be extended Define period.	Organization impact		
41	2	Project	Paleogene	Bill	IFT does not result in IP increase	IFT well test	Paleogene is not technically or commercially viable	Business Value		
42	2	Project	Freedom Support	Bill	D&C Input to OBO Project	Decision to provide D&C tech support for Freedom	Significant well delivery delay or significant well integrity issues	Business Value		
40	2	Project								
9	2	Performance	DDIII rig start-up	Charlie	New rig start-up efficiency and ops readiness, 3rd party readiness,	Delay to rig startup and availability	Schedule impacts and reliability issues. Impact on drilling program and production. Operational milestones or targets missed	Business Value		
10	2	Performance	Ops readiness for Mad Dog	Dave	New rig start-up efficiency and ops readiness, 3rd party readiness,		Schedule impacts and reliability issues. Impact on drilling program and production. Operational milestones or targets missed	Business Value		
25	2	Performance	Contractor Equipment Reliability	Dave	Supplier overload and lack of QA/QC effect on equipment reliability - TD, PRS, BOP,	NPT due to downtime and equipment failure	Schedule impacts, reliability issues, environmental, HSE and reputational issues	Business Value		
2	2	Production Operations	Well Intervention SIMOPS	Frank	Workscope and accountabilities not adequately defined.	Operational milestones or targets missed.	Schedule impacts, reliability issues, environmental, HSE and reputational issues	Business Value		
16	2		Intervention Readiness	Frank	Not having the appropriate org capability and/or equipment	Delays in well repairs	Missing production targets	Business Value		
4	2	Performance	Start up of Ascension Clarion	Glenn, Paul	New rig start-up efficiency delays, ops and 3rd party readiness,	Delay to rig startup and availability	Schedule impacts and reliability issues. Impact on drilling program and production. Operational milestones or targets missed	Business Value		

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<u>15</u>	2	Performance	Zone isolation and well integrity	Jon. Frank	Poor primary cement job, Stress contrast between sand and shale not understood, Shallow water follow	Frac-pack early screen-out, Early water production Potential loss of containment	Loss of reserves HSE and reputational additional capital for remediation. Schedule impacts	Business Value		
<u>17</u>	2	Performance	NDS	Jon. Frank	Depletion, Salt, Anti-Collision	Poor sand face completion,	Loss of production	Business Value		
<u>18</u>	2	Performance	Rightsourcing	Jon. Frank	Well complexity, Debris Management			Business Value		
<u>7</u>	2	Performance	Rig schedule Changes and project uncertainty	Pat O'Bryan	Unplanned events, allocation decisions and program delays and distractions caused by re-organization in 2010	Excessive rig standby time, inefficient use of resources for planning and execution for D&C activities	Negative impact on D&C performance and delivery, rushed programs, loss of momentum and risk of SIMOPs issues	Business Value		
<u>9</u>	2	Performance	Rig readiness for Mad Dog and availability of personnel.	Paul	New rig start-up inefficiency and BP ops and 3rd readiness	Inefficient startup of rigs and planned wells	Schedule impacts and reliability issues, Impact on drilling program and production	Business Value		
<u>12</u>	2	Performance	Kaskida Equipment delivery	RICHARD W HARLAND	Supplier overload and lack of QA/QC. Delays possible with raw material, manufacturing or acceptance testing	Schedule slippages and targets not achieved	Operational delays and HSE issues	Business Value		

[illegible]

Action Plan	Action Plan	Action Due
Owner	Status	Date