

From: Lacy, Kevin

Sent: Thu Oct 01 15:28:47 2009

To: Thierens, Harry H; Tink, Steve; Little, Ian; Frazelle, Andrew E; Holt, Charles A

Cc: Jackson, Curtis W (HSSE); Johnson, Dennis P; Morrison, Richard

Subject: Safety Leadership

Importance: Normal

Team,

As a follow up to the SPU effort regarding personal safety I wanted to give you a heads up.

Curtis, Steve Tink, Dennis Johnson and I met yesterday to map out the plan to meet Neil's request for a "5Q" plan.

The recent conversations at the SPU LT table are encouraging on what needs to happen both in terms of action and personal leadership.

You will be invited to the HSE QPR on the 13th from 2-5 along with the SPU Asset Managers and several of the key HSE and functional leads.

There will be work done ahead of the meeting by the SPU LT to clarify their personal actions going forward and this material will be used to start the meeting on the 13th. In addition feedback from the OIM's will be brought into the meeting and we need to consider how to bring in feedback from both our WTL's and the WSL's.

In preparation D&C needs to come up with our collective effort by end of next week and be prepared to discuss it on the 13th. I feel we have a lot of this done given recent efforts but not fully summarized and it is probably not adequate in terms of specific actions both as D&C and as individuals. Plan on meeting with me late next week to summarize and review either late Thursday or on Friday - Susan will send a request. I will send out further thoughts on what we need as well as discuss with individuals.

Our effort must be underpinned by solid professional judgment of an effective plan, be risk based and data informed, and clearly focus on the "soft issues" like culture. It needs to step up in terms of visible leadership at all levels and as we discussed yesterday fully address the operating and personnel realities facing Pride and Transocean.

For purposes of 4Q 2009 it has to be couched as getting to Dec 31 and being able to say there was not one thing more we could have done as leaders. It is also setting up to make 2010 a step change year in personal safety. You have heard me use the phrase "overwhelm" the risks with effective leadership and safe behaviors and that is how this has to work. Without this effort we are on a path for a serious injury given our operating environment and contractor challenges.

For 2010 the theme is better leadership, different culture, different results. When we review the incidents this year all have elements of gaps in leadership or supervision, personal responsibility, and ineffective process implementation due to inexperience, competency, or poor hazard assessments.

On the 13th we will review the personal actions of the SPU LT and after hearing about the collective effort from Production and D&C we will have time for each individual to make comments and commitments leading to full ownership of the 5Q plan and actions. This is the first step in making a break through of our plateau and targeting zero injuries and high potential incidents.

I am leading this effort jointly with Curtis on behalf of the SPU LT with key roles played by Richard Morrison, Simon Todd, and Dan Replogle.

More to come but hope this gives the background and expectations for the next two weeks.

Kevin

EXHIBIT # 2918

WIT: K. Lacy

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