



Exceeding Expectations

CELEBRATING
25 YEARS

Safety at Ensco

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11 April 2012



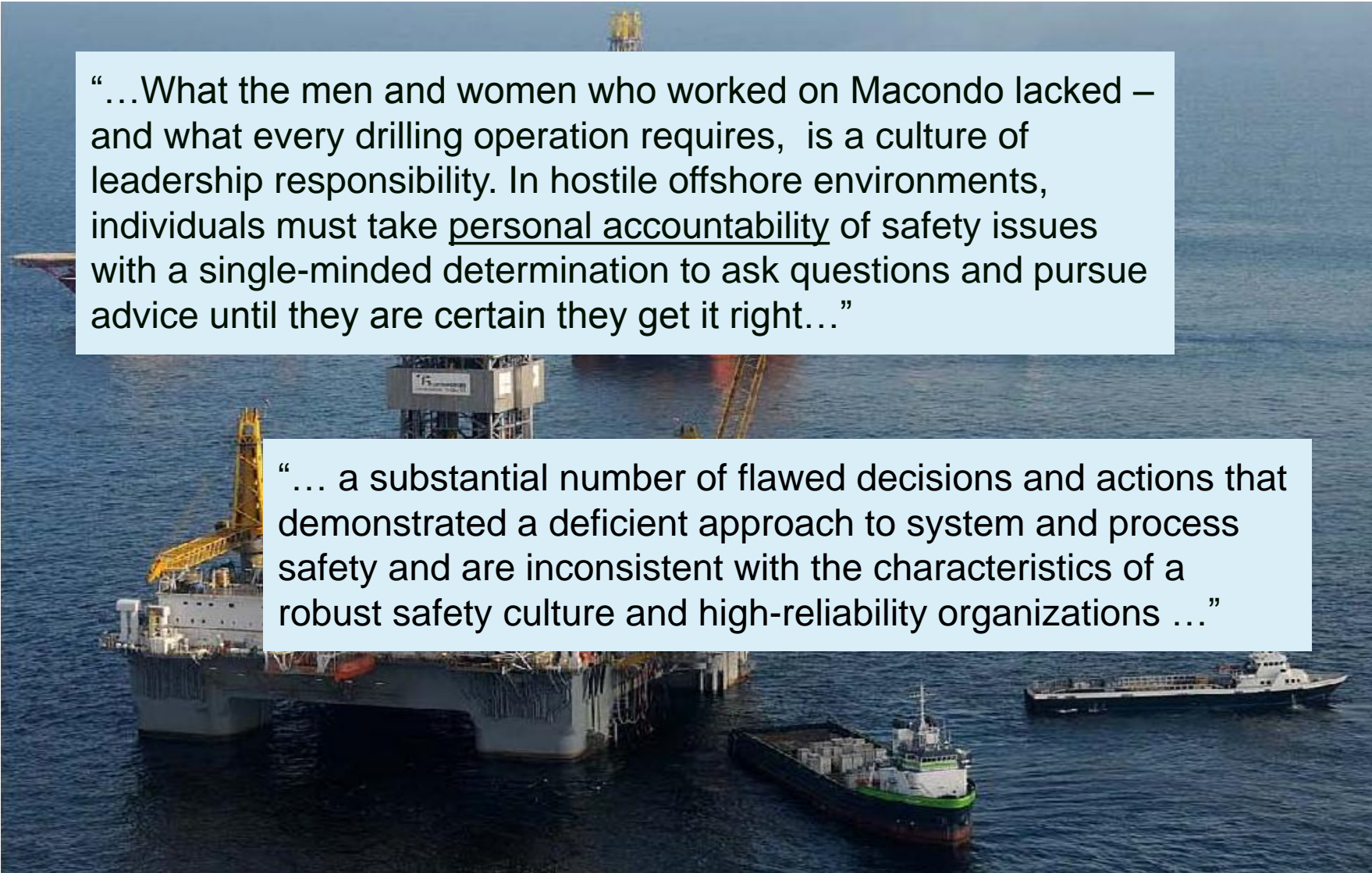


Industry Safety Post-Macondo

April 20, 2010 Macondo tragedy resulted in:

- Loss of life for 11 industry peers
- 17 others injured
- Uncontrolled blowout, fire
- Sinking of rig 36 hours later
- 87-day spill of “..national significance..”
- Damage to industry reputation among general public

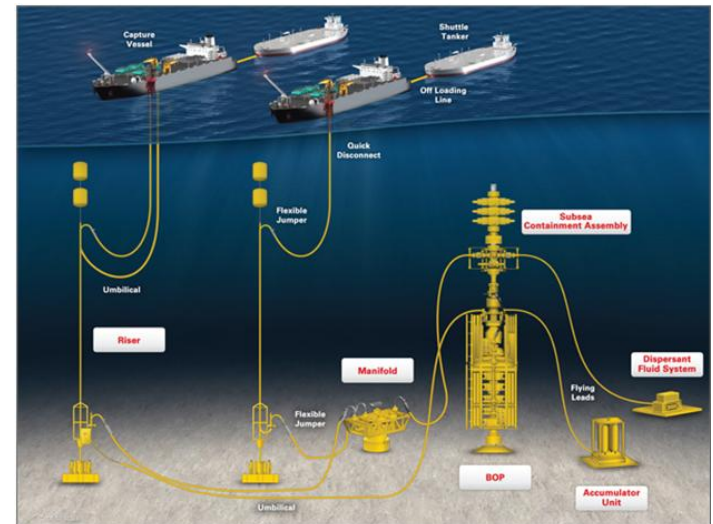


An aerial photograph of an offshore oil rig in the middle of the ocean. The rig is a large, complex structure with various platforms and cranes. Several support vessels, including a supply ship and a tugboat, are positioned around the rig. The water is a deep blue, and the sky is clear.

“...What the men and women who worked on Macondo lacked – and what every drilling operation requires, is a culture of leadership responsibility. In hostile offshore environments, individuals must take personal accountability of safety issues with a single-minded determination to ask questions and pursue advice until they are certain they get it right...”

“... a substantial number of flawed decisions and actions that demonstrated a deficient approach to system and process safety and are inconsistent with the characteristics of a robust safety culture and high-reliability organizations ...”

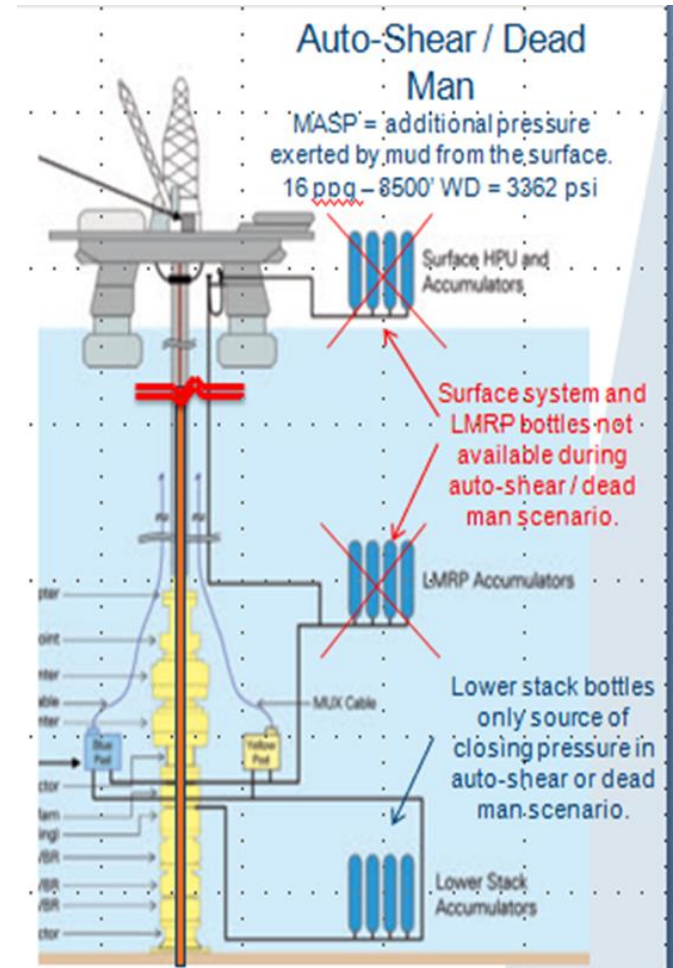
- Four joint industry task force teams (operating procedures, equipment, subsea intervention & oil spill response)
- Updated industry safety and operating guidelines
- Improvements in well containment technologies
 - Establishment of Center of Offshore Safety (COS)
 - Safety Environmental Management System (SEMS) legislation in the U.S. Gulf of Mexico
 - Release of SEMS Toolkit by COS
 - Audit
 - Knowledge & skills
 - Training





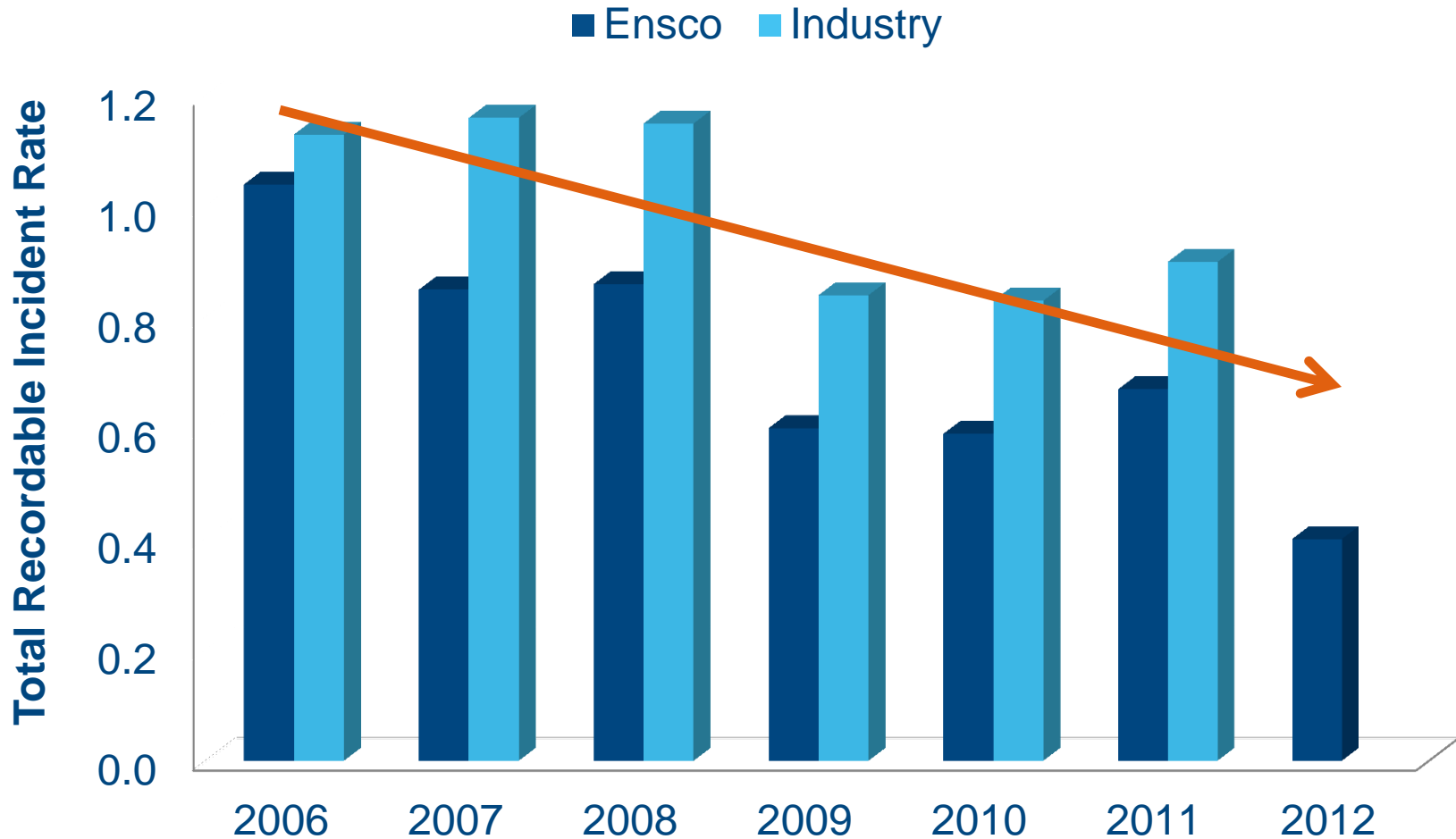
Safety at Ensco

- Multi-discipline team formed to develop comprehensive action plan focused on sustainable & verifiable results
- 7 major categories with 81 discrete action items assigned & tracked
 1. Equipment
 2. Procedures & Operations
 3. Training/Personnel
 4. Well Control Manual
 5. Engineering
 6. SHE
 7. Other





Our Strong Safety Record



TRIR = Total recordable incident rate. IADC industry stats are Oct 11 for U.S., S. America, Middle East, Asia Pacific, Europe and Africa waters. Enesco stats are as of April 2012.

- **Goal:**
 - Ensco’s committed goal is to achieve a safe and secure working environment, which results in a zero incident workplace.
 - Start with a “step change” in recordable metrics.

- **Major Principles:**
 - Zero incident workplace is achievable.
 - No business objective is so important that it will be pursued at the compromise of safety, health or damage to the environment.
 - Safe work and a high level of operational performance can be achieved.
 - Safety Management and Safety Leadership is the responsibility of all managers and supervisors.
 - Everyone is responsible for their own safety and that of their colleagues.

Strategic approach

Executive
Management
Visibility

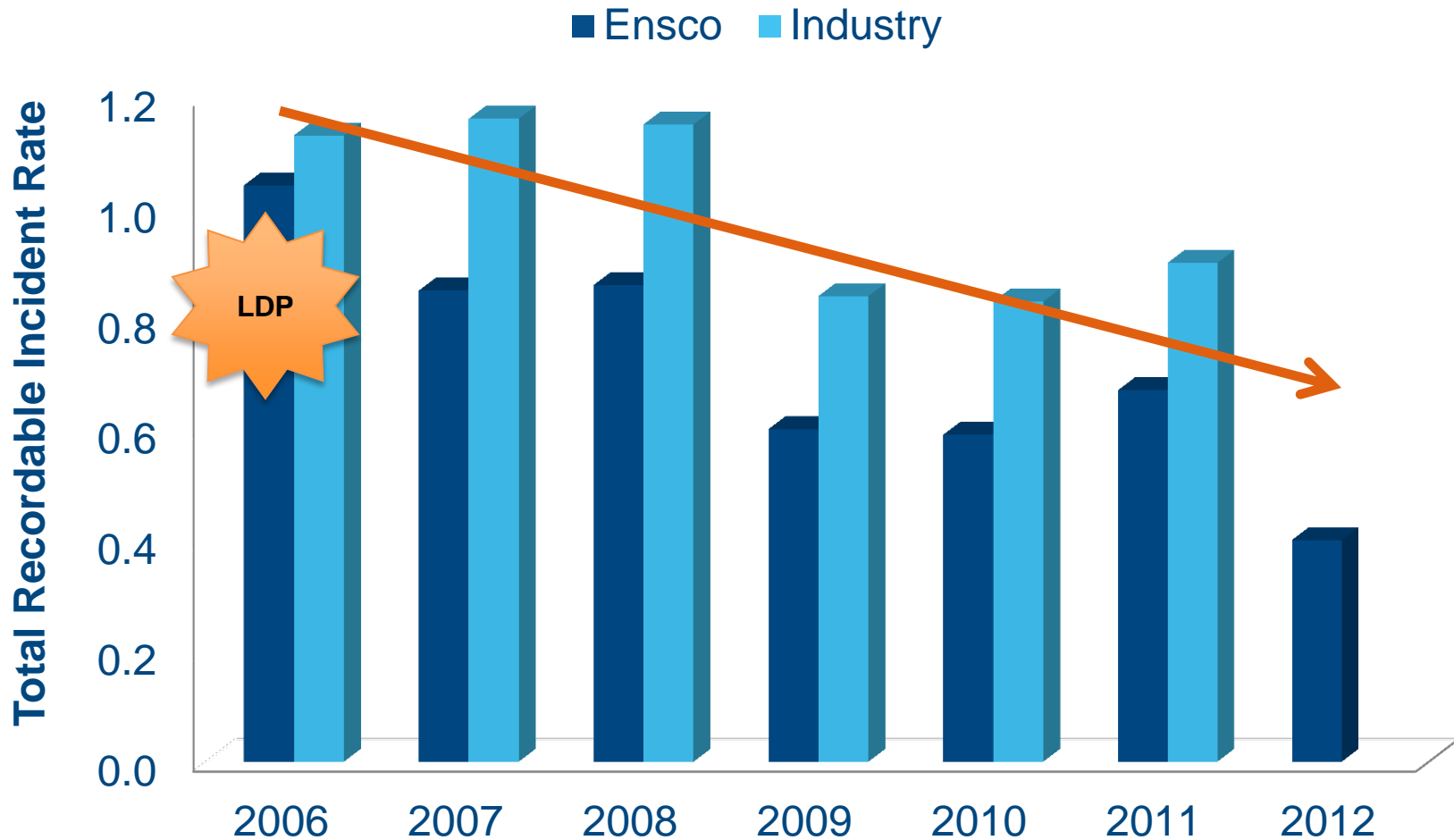
Safety
Management
Systems

Leadership
Training

Supervisor
Training

Employee
Training

Auditing and
Assurance



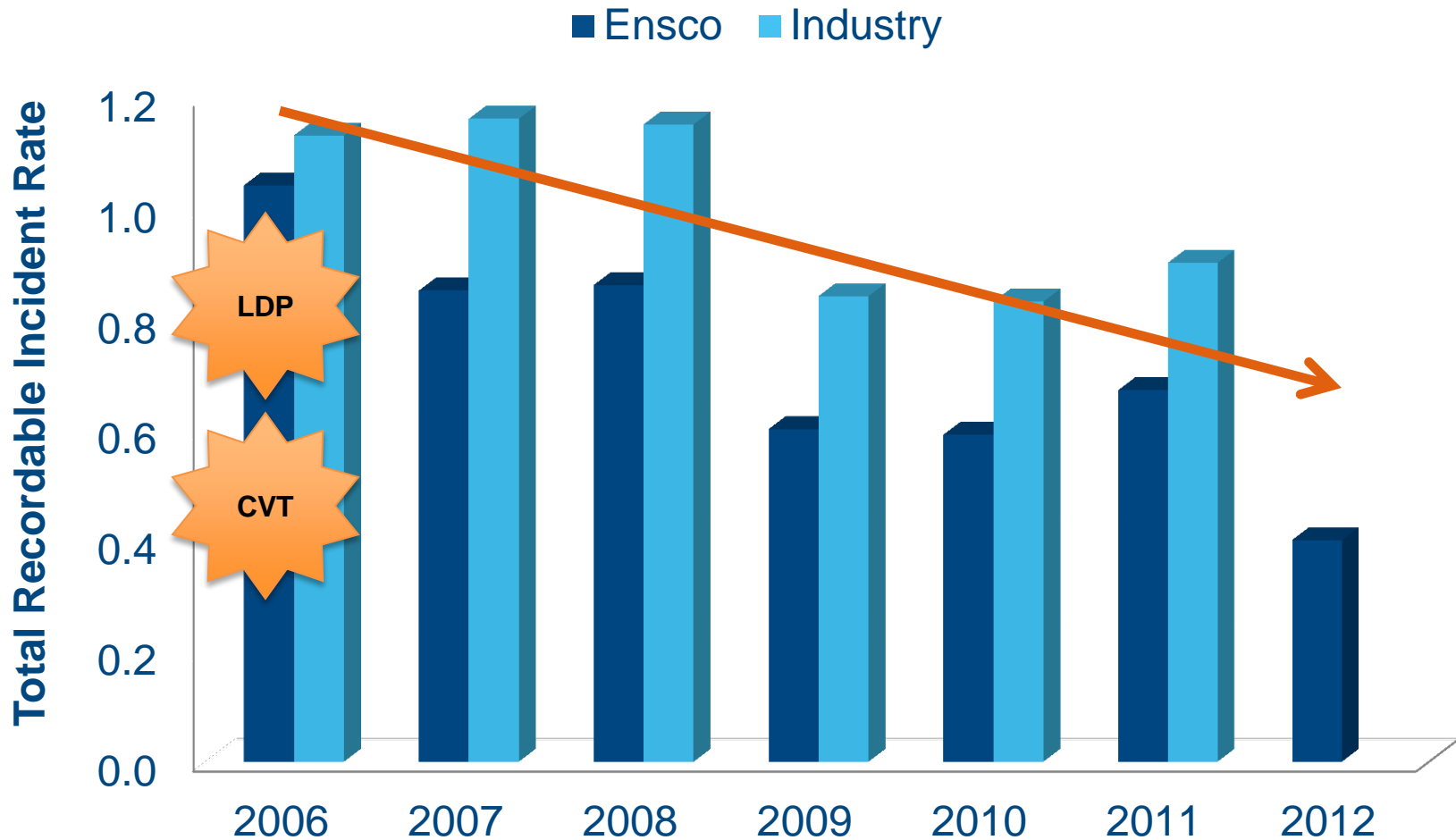
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2006– SHE Leadership Development Program

- Connect leadership and safety performance
- Start at the top
 - Offshore Installation Managers (OIM) and above
- Five-day training
 - Leadership/change management skills
 - Breathe life into Vision & Values
 - Address real work issues
 - SHE focus



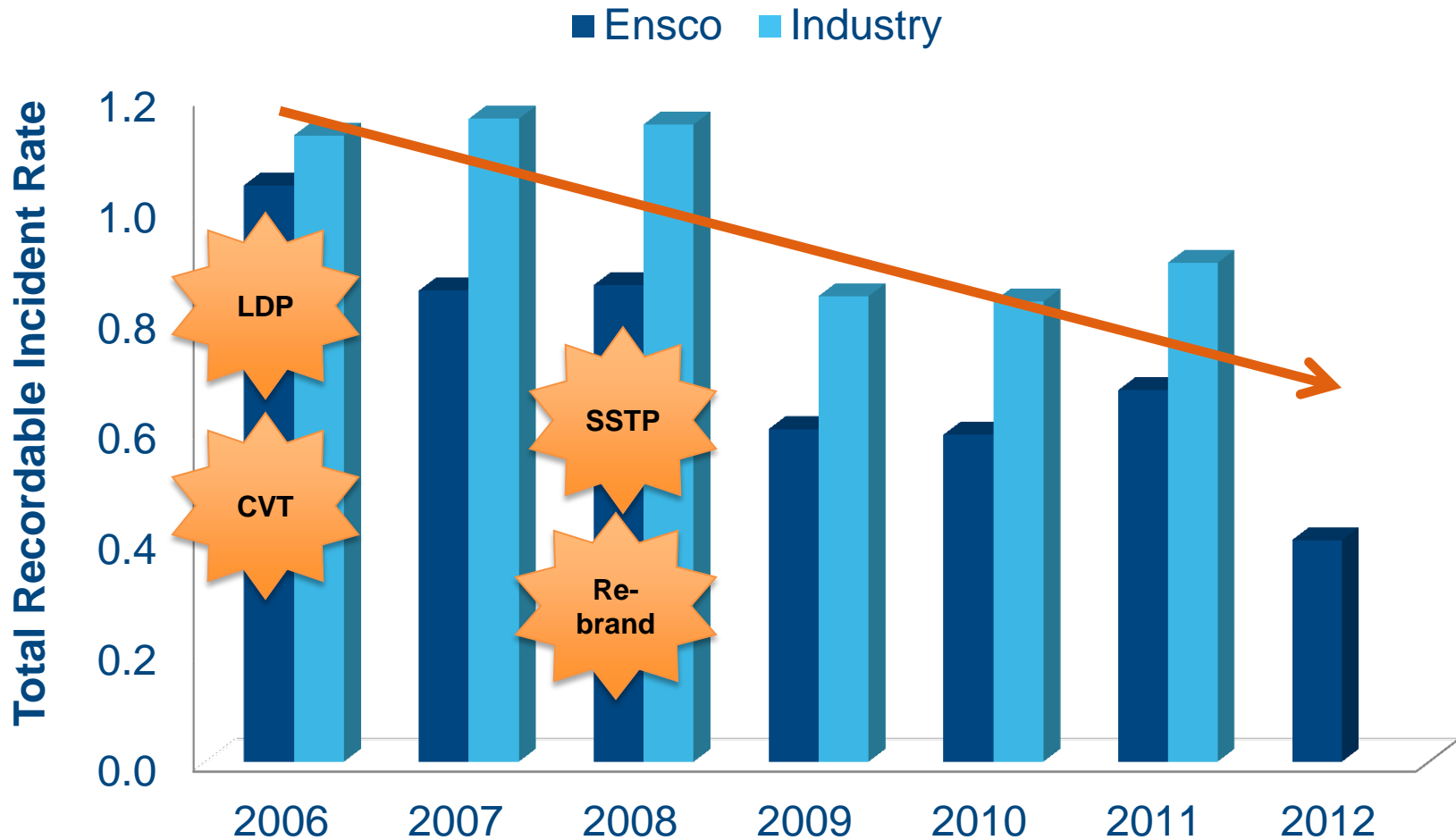


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- Core Value Team
 - Formal audits of equipment and behaviors
 - Mentor/coach
- Senior operational leaders from business units
 - Full time, average 2-3 years
 - Two 3-man teams with budget for third team
- “No surprises” approach
 - Debrief on rig at end of visit
 - Debrief with business unit
 - Report to corporate leaders once a month



Reaching Supervisors



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- Supervisor Safety Training Program
 - Focus on specific tools of Ensco Safety Management System
 - Offshore Installation Managers and below

- Five-day program
 - Address specific programs
 - Safe Systems of Work (job safety analysis, permit to work, etc.)
 - STOP™ for Supervision
 - Leadership/change management

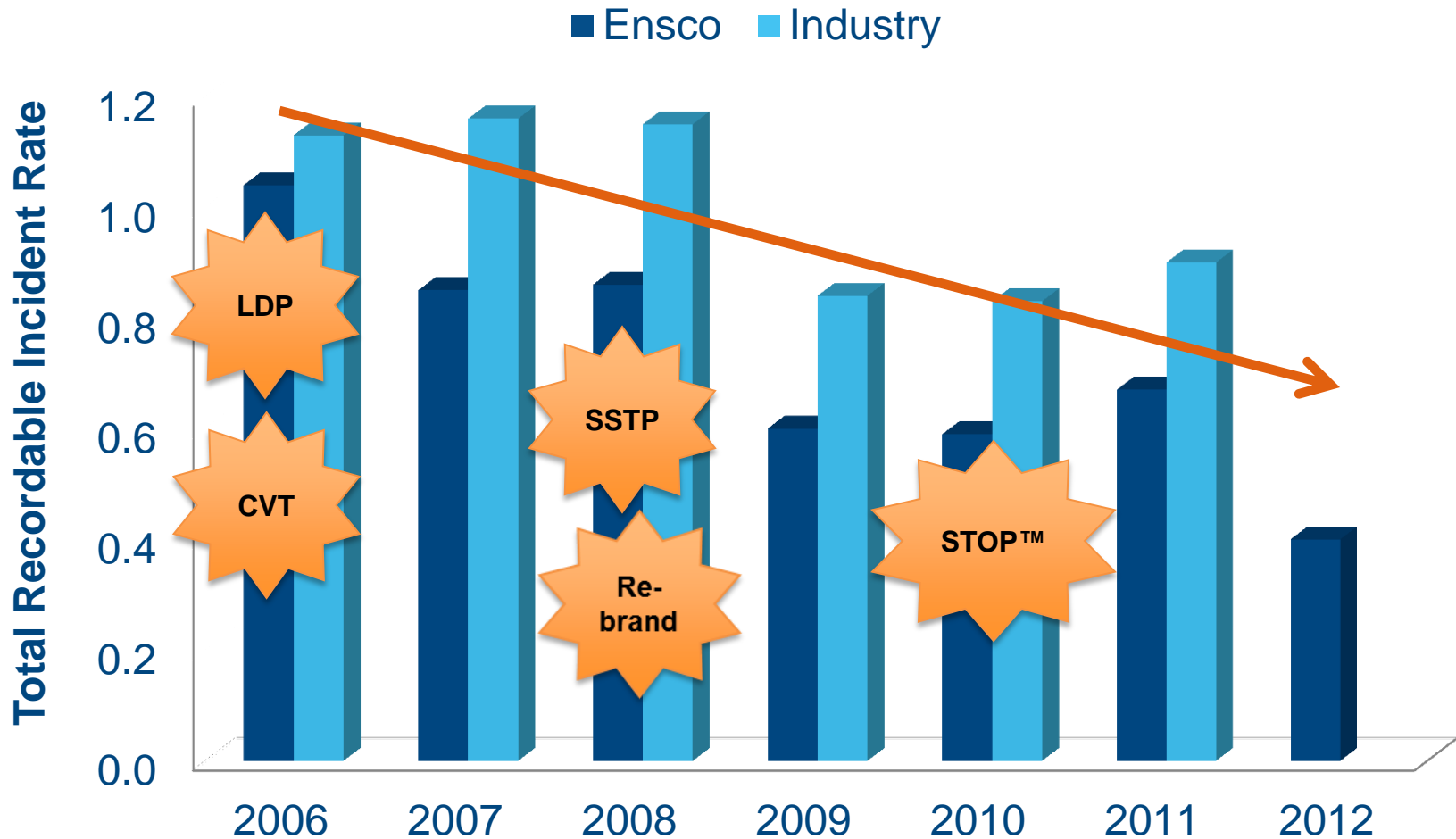
- Program generates cultural change

2008 – EnSCO Rebranding Initiative

- Rebranded EnSCO
 - New logo/colors
 - Extensive two-way communication around change
 - Increased employee engagement
 - New orange uniforms



Reaching All Employees



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2010 – STOP for Supervisors

- DuPont STOP™ for Supervisors – behavioral-based safety
 - Focus: intervention and conversation
- Two-day “train the trainer” program
 - Several supervisors from each rig
- Six-month cascade training on rig
 - All supervisors



- Accelerated program to integrate Safety Management System into acquired operations
 - SHE LDP:
 - 1 session in 2011, 8 planned in 2012
 - SSTP:
 - 8 sessions in 2011, 43 planned in 2012
 - STOP:
 - 9 training sessions to reach all acquired rigs in 2012
 - Core Value Team
 - Focus on coaching and mentoring in 2012

| 2012 SHE Training Programs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------|----------------|---|---|---|---|---|---|---|---|----|------------------------|----|----|----|----|---------------------|----|----|----|----|---------------------|----|----|----|----|---------------------|----|----|----|----|----|
| Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| January | STOP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEXX - Brazil | | | | | MEXX - Brazil | | | | | SSTP | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEA - London | | | | | MEA - London | | | | | SSTP | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEA - Houston | | | | | London | | | | | SSTP | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| February | 2012 SHE Forum | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2012 SHE Forum | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEA - Houston (EP) | | | | | MEA - London (EP) | | | | | MEA - Houston (EP) | | | | | | | | | | |
| | SSTP | | | | | | | | | | Houston (EP) | | | | | SSTP | | | | | | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| March | STOP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEXX - Brazil - LK | | | | | BRZU - Houston (EP) | | | | | MEXX - Brazil (EP) | | | | | MEA - Houston (EP) | | | | | |
| | SSTP | | | | | | | | | | London (UK&C) | | | | | SSTP | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | London (UK&C) | | | | | SSTP | | | | | | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| April | STOP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEA - Houston (EP) | | | | | MEXX - Brazil (EP) | | | | | BRZU - Houston (EP) | | | | | BRZU - Houston (EP) | | | | | |
| | SSTP | | | | | | | | | | BRZU - Houston (EP) | | | | | BRZU - London (EP) | | | | | SSTP | | | | | | | | | | |
| | SSTP | | | | | | | | | | Houston (EP) | | | | | SSTP | | | | | | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | STOP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | MEA - Houston (EP) | | | | | BRZU - Houston (EP) | | | | | BRZU - Houston (EP) | | | | | BRZU - Houston (EP) | | | | | |
| | SSTP | | | | | | | | | | BRZU - London (EP) | | | | | MEA - Houston (EP) | | | | | BRZU - London (EP) | | | | | | | | | | |
| | SSTP | | | | | | | | | | Houston (EP) | | | | | MEA - Houston (EP) | | | | | SSTP | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| June | STOP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | SSTP | | | | | | | | | | BRZU - London (EP) | | | | | MEA - Houston (EP) | | | | | BRZU - London (EP) | | | | | MEA - Houston (EP) | | | | | |
| | SSTP | | | | | | | | | | ADPBU - Singapore (EP) | | | | | London (EP) | | | | | SSTP | | | | | | | | | | |
| | SSTP | | | | | | | | | | London (EP) | | | | | SSTP | | | | | | | | | | | | | | | |
| | SBCW | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

ENSCO



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