

THE WORLD OF Seadrill



A Herculean Effort

THE WEST HERCULES BECOMES OUR FIRST SEMI-SUB TO WIN RIG OF THE QUARTER

How our new Standard Operating Manuals improve rig performance

Seadrill's first remote-operated seabed survey takes place

Contents

3 West Hercules wins Rig of the Quarter

4 West Auriga becomes our first Performance KPI Champion



5 First remote seabed survey takes place in Aruba

6-7 Understanding our new Operating Unit structure

8-9 Seadrill Future State: supporting our success

10-11 Getting to know our crews on extended hitches



14-15 Talking Time with Gary Tenney, West Oberon Rig Manager



“ Our new OU structure is part of our journey to be a more sustainable and efficient business.”

The commitment and resilience that you have shown and are continuing to show to keep our business running effectively during these difficult times is impressive.

We still have many people offshore on extended stays. Unfortunately, this is likely to be case while the worldwide COVID-19 situation is ongoing. While we have made significant progress, a small number of our people have been offshore for a long time and we are working hard to get these people home. We are continuing to focus on getting crew rotations working better, and chartering flights to facilitate that.

We recently announced our plan to move to an operating-unit (OU) structure within operations. This is part of our journey to be a more sustainable, more effective and more efficient business. Having greater leadership focus and transparency within our asset classes will improve our operational effectiveness and efficiency. It also means that how we run our business internally will be aligned much better with how the outside world views us. See what plans our new operations leaders have for their respective asset classes on pages 6 and 7.

I want to extend my congratulations to the West Hercules and the West Auriga who have both received awards recently for their operational performance, which you can read

about on pages 3 and 4. I am well aware of the focus, hard work and long hours that many of you have put in to achieve these results, and you should be very proud of your performances.

As I have said many times, this crisis is a marathon, not a sprint. As an organization, we did a fantastic job of being safe as we entered the COVID crisis. We are now into the middle stages of this marathon, which some of you may know is the hardest part.

Many of you have been offshore for an extended period and there is considerable pressure on the industry and the business right now. So we need to continue watching out for each other and keeping focused on all our safety. We saw an increase in recordable incidents over the summer, but I would like to congratulate you for turning that around in recent weeks. We know how to do this when we put our mind to it; we can operate safely and efficiently.

My challenge to all of you is to continue focusing on staying safe one day at a time. Let's help each other to work through this difficult time and come through it a stronger, safer and more sustainable business.

Keep safe.

Anton Dibowitz, CEO



WEST HERCULES IS FIRST FLOATER TO WIN RIG OF THE QUARTER

The West Hercules (WHE) has been awarded Rig of the Quarter (ROTQ) for Q2, making it the first semi-submersible to win the award.

The win is testament to the efforts of the WHE crew who achieved the award after a lot of hard work and effort.

A continuous-improvement process, in place since 2019 on the rig, laid the foundation to this success. In particular, the rig team have been focusing on building a “One-Team” culture offshore and onshore.

Rig Manager, Kolbjorn Kanebog, says, “When West Hercules wins ROTQ it’s the ‘One-Team’ that have won. Seadrill, Equinor, Weatherford, JWS, Oceaneering, Sodexo, Schlumberger and many more have all been part of this achievement. We are not stronger than our weakest link, and our focus is always to lead each other and improve that link.”

While not wanting to take anything away from the efforts of the other ROTQ rigs, Kolbjorn believes that it has taken until now for a floater to win the award because semi-submersibles have different challenges to overcome, such as the harsh environments they often work in.

“The floaters have additional equipment to maintain and keep control over, the rig is constantly moving, and on the West Hercules, we

are rarely more than 35 days on one location before we move to a different field,” he says. “This prevents us from developing a steady operational rhythm, so all team members need to be able to successfully adapt to the challenges in order to secure a strong rig performance 24/7.”

“

It’s encouraging to see that any rig type with determination and focus can achieve [the] top spot.

The team was proud to achieve their goal, and the offshore teams celebrated with a well-deserved seafood dinner. However, they are well aware that ROTQ reflects what has been achieved in the past—they are already looking ahead by focusing and planning on what the near future will bring to continue improving their performance.

The WHE is currently drilling an appraisal well west of Bergen called “Swisher” for Equinor on the Norwegian Continental Shelf (NCS), after the client made a discovery there last year.

After Swisher, the rig will move to six

further wells on the NCS in the Barents Sea, and then in Q1 2021, it will drill the “Tiger Lily” well on the UK Continental Shelf for Equinor UK.

These are busy times for the West Hercules with new locations and conditions to manage—but as Kolbjorn explains, “This is now the trademark for the West Hercules operation.

“We have the ability to continuously deliver world-class well operations for our client in various well locations.

“We are looking forward to our upcoming challenges and continuing to deliver for our client. ROTQ isn’t the goal; delivering a safe and efficient operation day in day out, with low financial and environmental cost is the goal. When we continue to work toward that, more ROTQ [awards] will come our way.”

COO Leif Nelson says, “The West Hercules has been continuously improving their performance over the last 18 months and it’s encouraging to see that any rig type with determination and focus can achieve that top spot.

“By focussing on their HSE performance as well as achieving an impressive 84% on their tripping speeds throughout Q2 2020, the crew’s focus on these areas has paid off.”

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DIGITALLY ENHANCING OUR PERFORMANCE AND SAFETY

Seadrill has been developing three transformative products for our operations, and they will be piloted on selected rigs in the next few weeks.

Plato Performance, Plato Condition Based Maintenance (CBM), and Vision IQ have been designed in close collaboration with our crews to transform the way we operate.

The products have been through multiple rounds of development and user acceptance testing in the laboratory and on our rigs.

Andy Westlake, VP Engineering, says,

“We want safe and consistent drilling performance across all our vessels. The technology products we are introducing will provide insights to help our crews make informed decisions and safely manage our Red Zone activities. They will better understand and fingerprint standard operations whilst comprehending equipment utilization, its current health and remaining life.”

We’ve outlined below how these three transformative technologies will impact and improve the performance of our rig crews.

Plato Performance

Developed collaboratively with Operations, Drilling and Technical teams to define business and data requirements for the product. It combines data insights with our drilling experience to deliver consistently for our customers.



How it works: Drill crews can see in-depth performance data relating to their most recent or historic operations. This data will highlight improvement opportunities and best practices, which may be shared between rig families.

Benefits: More consistent performance across the fleet and ability to leverage operational excellence from our highest performing rigs.

Plato CBM

The combination of revolutionary condition monitoring sensor packs and PLATO’s Data Acquisition Layer will transition Seadrill from calendar-based maintenance to usage and condition-based maintenance on our critical load path equipment.



How it works: Using data sets collected by PLATO Performance combined with custom-made, smart sensor packs, enables us to execute our Asset Lifecycle Management philosophy and evaluate equipment health in real-time.

Benefits: Improved equipment health visibility that will decrease our downtime exposure and allow us to better plan our maintenance interventions around operations.

Vision IQ

Uses advanced technologies (LiDAR, vision processing and edge computing) to detect and track movements of people and equipment in Red Zones.



How it works: The tool monitors the drill floor, detecting the location of people and equipment. Audio and visual alarms will be triggered if someone enters either a Red Zone or the path of a moving equipment.

Benefits: Vision IQ increases the safety of our drill floor and demonstrates Seadrill’s commitment to the wellbeing of crews working in the offshore drilling industry.

West Auriga is our first Performance Champion

Congratulations to the West Auriga for winning Performance KPI Champion for Q2. This new fleet-wide award celebrates the strongest operational performance of a rig according to key metrics measured in Power BI, such as tripping speed, casing speed and how quickly the BOP is deployed.

A key factor in the rig’s win was the fact that they finished the quarter with a perfect score of 100% in June, a feat they managed to repeat in July and August.

Strong performances also came from the West Capella and West Linus, who finished second and third, respectively. The Seadrill fleet improved its performance year-to-date by 33% by the end of August.

Seadrill Americas Operations Director Alok Jha says, “The West Auriga is a performance leader within Seadrill’s and BP’s fleet, with year-to-date uptime greater than 99%.”

“This award is a clear reflection of our team both offshore and onshore working closely with our client BP as one team delivering on our ‘2020 Strong’ agenda.”



WEST PHOENIX COMPLETES DUAL DRILLING ON A SUBSEA TEMPLATE

In June, the West Phoenix successfully completed the world’s first dual drilling operation from an integrated subsea template structure in the Norwegian North Sea, while drilling for Neptune Energy.

To mitigate the risk of shallow gas, a pilot hole was drilled off the template at the same time as the top hole on the template. While many crews will be familiar with dual operations, dual drilling is different because both derrick drilling machines (DDMs) drill simultaneously simultaneously, which involves many challenges.

The Drillview system was not designed with dual drilling in mind, so when operating the mud pumps, each driller used different controls to avoid inadvertently changing the other driller’s parameters. The operation limited the amount of hydraulic power unit pumps the team could assign for hoisting and furthermore, the pilot hole had to be started in exactly the right spot with zero tolerance.

For added complexity, the marine crew were unable to optimize the vessel heading with the weather once the operation had started. They had to achieve all this while maintaining remotely operated vehicle (ROV) visibility on the riserless drilling activities below.

How did the crew meet these challenges? As with any operation, planning and execution were key and the team had a good, clear TBRA prior to start-up. Clear lines of communication were needed from both drillers’ cabins to ensure that correct information for each well was shared across both rig floors and the mud pump room.

Rig Manager Jan Vervik attributed the success of the operation to the West Phoenix’s “One Team” mentality. “The attitude of everyone onboard and the willingness to perform as ‘One Team’ is testament to all involved with West Phoenix,” he says. “It doesn’t matter what we are asked to do, we always assess, plan, and if it can be done, it’s done safely.”

Seadrill commissions its first remote-operated seabed survey

Seadrill, in collaboration with ocean data company X-Ocean, recently commissioned the first remote-operated seabed survey in Aruba using an unmanned surface vessel (USV).

The survey was commissioned after Seadrill became the first offshore driller to get approval to cold-stack rigs in Aruba. Usually the island relies on tourism for its income; however, after discussions with the maritime authorities, the government agreed to allow Seadrill to cold-stack several rigs offshore.

Aruba’s convenient location between the Gulf of Mexico and Brazil makes the island an ideal place to cold-stack rigs. Not only is it relatively low cost, but when marketing opportunities arise, assets will be easily accessible to the area.

The specific location where Seadrill agreed to drop anchor had never been surveyed before, and a USV survey was commissioned because not only is it lower-cost than a traditional seabed survey, but it also requires fewer people to conduct the survey. This was particularly important at the time, as the Aruban borders were closed due to COVID-19 and the vessel could be piloted remotely from the X-Ocean base in Dublin, Ireland.

A local engineering company received the equipment, carried out the pre-launch tests, and launched the vessel. A small guard boat followed it out, as a contingency, so they could take control with the manual joystick if necessary.

NOR Technical Manager, John McLean, believes there are many good reasons to use this survey type

in the future. “Firstly, it can save on high mobilization and demobilization costs for survey equipment and vessel charter costs. Then, it’s convenient—especially if you’re looking at remote parts of the world or where there’s no suitable boat available,” he says. “For this operation in particular, we saved about 33% when compared with traditional survey methods.”



“A standard operational approach will allow us to offer better customer service”

In our Ask the CEO in late August, Anton announced Seadrill’s plan to move its organizational design to become center-led, with an operating-unit (OU) structure in operations. This new structure will help us effectively address current challenges and transform our company for the future. From Q4 of this year, our OU structure for operations will be

organized by asset class: Harsh Environment, Jack-ups and Floaters.

We spoke to the leader of each new asset class to find out more about them and how they think the new structure will benefit Seadrill.

Harsh Environment

This OU includes harsh environment (HE) floaters and jack-ups in the North Sea and Canada. It will be managed out of Stavanger and led by Marcel Wieggers, VP Operations.



Marcel Wieggers, VP Operations

Personal

I’ve worked for Seadrill just over 11 years. I’m from the Netherlands and grew up in the south, in a village close to Eindhoven. I’m married and I have a 14-year-old daughter. My family has never moved overseas with me and I’m back in the Netherlands after living in London, Rio de Janeiro and Luanda. I’m currently working from home prior to moving to Stavanger, Norway to pick up my new role.

Benefits of the new OU structure:

One big advance will be to compare apples to apples. By having all the drillships, jack-ups or HE in one OU, it will be easier to standardize and we will

be able to provide a better service to our customers.

Main challenges and opportunities for your asset types:

From an operational point of view, working in a harsh environment brings additional challenges for the crews onboard. Handling heavy loads or operating supply vessels is not as straightforward as in other areas. Commercially, the future is looking bright in Norway, with six rigs operating for various clients.

Focuses for the remainder of the year:

My main focus is the safe performance of the rigs. We’ve had too

Marcel’s bio

Seadrill

2020 – Present: VP Eastern Hemisphere
 2019 – 2020: Director of Operations – Africa / Managing Director Sonadrill JV
 2016 – 2019: Director of Operations – Latin America South
 2014 – 2016: Head of Performance Enhancement - Corporate
 2011 – 2014: Rig Manager - West Hercules / West Capella / West Tellus
 2011 – 2011: Rig Leader - West Hercules
 2009 – 2011: Drilling Section Leader – West Hercules
 2009 – 2009: Performance Toolpusher – West Hercules

many incidents and accidents year-to-date. We have to go back to basics and use the tools available to work safe (PIMED, TBRA, WSV, STAR drills, etc.) Coaching and developing people will play a big role in this.

Final thoughts:

I’m excited about the current changes in the company, both on a personal and a professional level. I’m looking forward to moving to Norway and starting work with the teams over there.

Jack-ups

Currently covering our business in Asia, Latin America North (LAN) and the Middle East (ME), this will be managed out of Dubai and led by Erin Cunning, VP Operations.



Erin Cunning, VP Operations

Benefits of the new OU structure:

It will better enable the organization to realize additional efficiencies across each of our asset classes through focused standardization to further drive our safety and operational performance.

Main challenges and opportunities for your asset types:

Our jack-up operations are currently concentrated in LAN and ME with established partnerships in each area. The challenge/opportunity will be to cultivate a collaborate culture that leverages all the unit’s strengths, resources etc. to deliver consistent and sustained world-class performance across all areas of operation.

Focuses for the remainder of the year:

The main focus will be on process safety and utilizing all available tools and resources to effectively manage operational challenges.

Final thoughts:

I am excited for the new challenge and look forward to meeting the jack-up teams and collaborating across the wider organization to contribute to the realization of our vision of setting the standard in drilling.

Personal

I have worked for Seadrill for three years. I was born and raised in Akron, Ohio, USA and moved to Singapore for my MBA studies in 2007. I’m currently in Singapore with my family (my husband, 7-year-old son, 6-year-old daughter and 3-year-old son); we’re in the process of relocating to Dubai and are looking forward to the new adventure.

Floaters

Encompassing our floaters in Latin America South, the US Gulf of Mexico, West Africa and Asia, this class will be managed out of Houston and led by Ben Cole, VP Operations.

Personal

I will have worked for Seadrill for eight years in November 2020. I was born in Houston, Texas and raised in San Antonio, Texas. I live in Sugar Land, Texas, to the Southwest of our Houston office.

Benefits of the new OU structure:

For the floater OU specifically, it will provide an opportunity for more consistent management of our assets, people and operations from a global perspective. We should also be able to

add more value to how we bid for rigs, manage long-term maintenance and share lessons learned.

Main challenges and opportunities for your asset types:

Our first challenge will be to find effective ways to communicate and collaborate, both internally as an OU and then with the new center-led organization. I think our biggest opportunity will be to have more cohesive management of our assets and equipment, but hopefully we are also

able to have a better management of our personnel across the OU as well.

Focuses for the remainder of the year:

To continue to keep our operations teams focused on safe and efficient operations amidst all of the distractions that can deter us from delivering to our customers. There have been so many challenges to overcome in the first half of the year, and we can’t let new challenges or other changes in our organization steer us off course.

Ben’s bio

Seadrill

2020 - Present: VP Western Hemisphere
 2018 – 2020: VP Technical Services
 2014 – 2017: Director of Operations – Americas
 2012 – 2014: Operations Support Director Americas

Transocean

2012: Operations Manager North America
 2009 – 2012: Operations Manager Brazil



Ben Cole, VP Operations

Erin’s bio

Seadrill

2018 – present: Director of Operations – APAC
 2017 – 2018: APAC Technical Manager

Transocean

2009 – 2016: Country Manager/Rig Manager

INSEAD business school

2007 – 2009: MBA, Singapore

AECOM

2000 – 2007: HSE Manager/Structural Project Manager

Seadrill Future State

Supporting the Success of Seadrill

During a recent Ask the CEO, Anton Dibowitz introduced a new program called Seadrill Future State (SFS), our response to the current challenging market conditions compounded by the COVID-19 pandemic.

SFS is a set of six actions Seadrill has prioritised over the next two years to address our short-term cashflow pressures and build the right organization for the long-term. It is our accelerated plan to navigate the current crisis and we believe it is an essential program for the long-term success of Seadrill. It's a measured approach to make Seadrill even more robust and efficient in the face of current challenges.

SFS has three key objectives: deliver safe, efficient and cost-effective operations for our customers, restructure our finances and legal setup, and implement a flexible operating model that can easily adjust to the ever-changing market conditions.

As you've seen on pages 6 and 7, operations will be moving to an operating unit structure in Q4 organized by asset class. This is part of the fifth action, which establishes a Target Operating Model to enable us to scale our business for the future.

We've put together a brief overview of these six actions so you can easily understand what they all mean, how they might impact you, and how, collectively, they all play parts in building a company that leads on all fronts.

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Seadrill Future State is an essential program for our long-term future success

Stream	Priority	What is it?	How does this impact me?	Benefits for Seadrill?
1 Deliver for customers	A Cash preservation	This initiative is about making savings versus budgets until the end of 2021. It includes reducing external consulting fees, travel and inventory recycling.	Much of this was implemented in Q2 2020. For most of us this means doing “less with less.”	Helps protect our cash balance at a critical period.
	B Continue working on transformation plans throughout the company (STEP)	These are the 12 initiatives we launched at the end of 2019 to improve efficiency and cost-savings. Includes rig-stacking and optimizing inventory.	Impact will vary depending on your role or team. Rolling out Plato CBM will impact drillship crews, for example. Some of these projects are now complete.	These initiative were identified as major sustainable cost-saving projects and/or ways to generate more revenue from our customers.
2 Fix balance sheet and LE structure	C Restructure the balance sheet	This complex process involves working with our banks to create a sustainable balance sheet.	Minimal or no impact on the day-to-day operation of our business.	The restructuring, when complete, will enable us to become more agile, resilient and sustainable.
	D Simplify our legal entity setup	As we restructure our business, we are also looking at the number of legal entities we have (currently around 300) and whether we need them all.	This project will have very little impact on 90% of the business. Groups that are likely to be involved are individuals from legal, tax and finance.	This will lighten our administrative load and reduce the costs of running dormant legal entities.
3 Build the future	E Develop and implement the Target Operating Model	This is about working out how our systems, processes and structure will work most efficiently and effectively together.	This will impact everyone in different ways. You'll see it for example, in how we change the way we are organized or run our processes.	Having a clear target operating model will allow Seadrill to easily scale the business up and down for the future.
	F Keep making our fleet fit for purpose	Accelerating sales opportunities for our older, cold-stacked rigs to be recycled. Developing a framework to support future fleet adjustments.	Recycling cold-stacked rigs shouldn't affect our crews. The admin and maintenance involved in managing our cold-stacked assets will be reduced.	The cost reductions of removing these assets from circulation benefits our balance sheet as well as the wider industry, by improving utilisation.

How can I support the Seadrill Future State program?

Some of you may already be involved in supporting one or more of these workstreams. For most of our people, the best

way to support the program is to continue providing safe and efficient operations for our customers day in, day out.

“The beginning was hardest because it was unprecedented for anyone to be on board for more than five weeks.”

In the past few months, many of you have worked, and some of you continue to work offshore on extended stays that are unprecedented in the industry.

When the COVID-19 pandemic led to the closure of international borders and the cancellation of hundreds of flights, many of you were directly impacted by the evolving situation.

As we have heard from what you have said, it has taken courage, positivity and above all, incredible dedication to continue supporting and delivering our operations in these extremely demanding times.

We spoke to some of you to get a snapshot of what you have gone through on your extended hitches, and to understand how you stayed motivated during the toughest of times.



Jonathan Terán Hernandez, West Polaris

Extended hitches on rig: Approx 18.
Morale on the rig? We tried to keep it as high as possible, especially when we had setbacks. We were resilient, but there were up and downs.
How you got through it: My daughter and my wife were my strength. The company needed us as we were the only unit in Africa and Asia still operational at that moment. We chose to stay and not leave the rig shorthanded to avoid penalization and

ensure that it kept its contract.
What changed on the rig? We had always been an excellent team, and we united even more.

How you felt on leaving the rig: That incomparable feeling you have when you go home: complete satisfaction.
In hindsight, what did you learn? I can count on my team and they can count on me. In these moments, you really see what people are made of.



Medhat Hassan Ahmed Elshaer, AOD1

Extended hitches: 18
Morale: Lower than normal.
How you got through it: By spending more

time with crews on board.

What changed on the rig? I had to adjust myself to continue to work with the same focus and alertness as I do

on a normal hitch.
How you felt on leaving the rig: Freedom.
In hindsight, what did you learn during this time? How to manage an extended hitch as well as how to manage my morale and emotion away from my family.



Martin Xuereb, Senior Electrician, AOD2



Extended hitches: 15
Morale: Low in the beginning. However, things got better when we realized the situation was a global problem, so we accepted what needed to be done and got on with it.
How you got through it: We performed physical exercises and kept motivated with calls back home. Knowing that our families were safe and that most were in lockdown also helped.
What changed on the rig? Procedural changes were made to ensure all the crew and the rig were safe, including

daily temperature checking. Anyone who was able to come onto the rig was rigorously tested as well.

How you felt on leaving the rig: Relieved and looking forward to seeing my family.
In hindsight, what did you learn? In this line of work, you have to be prepared for everything as things can suddenly change in an instant.



Sachin Gonsalves, Material Administration, West Callisto

Extended hitches: Four crew over 150 days.

Morale: As we are used to seeing our loved ones every 28 days, it became difficult. To be frank, morale was very low, but the thought of seeing my family again was a booster.

How you got through it: The thought of meeting my family again and my daily prayers helped me a lot. On the rig, management and colleagues were of great help and support. Our OIM was always there and allowed us to take a day off if we were feeling low.

What changed on the rig? Increased emphasis on sanitation, use of gloves, masks, and sanitizers.

How you felt on leaving the rig: It's difficult to describe my feeling when I got the news, but I was very excited and eager, as I was finally going to see my kids and family for real.

In hindsight, what did you learn? – You have to be mentally tough to face any situation. In good times, never forget to spend quality time with friends and family. Always remember God, as he will carry you through difficult times. It also showed me the importance of choosing a good company as my carrier. Seeing the way Seadrill has treated its employees during this difficult time makes me feel proud and honored to work for such a great family.



Christopher Taylor, DSL, Sonangol Libongos

Extended hitches: All crew.

Morale: At first there was a lot of uncertainty so morale was low. Once the crews realized the size of the situation, the moral improved. During this period we carried out operations that were well above the client's expectations.

How you got through it: We know how fragile the industry is and it was in all our best interests to keep the rig running, not just for the company but on a personal level. The crew are professional enough to know you look out for each other and we all go home the way we came out to the rig. I would be in contact with home most days to make sure everybody was OK.

How you felt on leaving the rig: Bittersweet. Couldn't wait to see the family, but on the other hand, the future is uncertain.

In hindsight, what did you learn? It made you realize how good some of the guys are that you work with.



Christopher Allan Short, OIM, West Polaris



Extended hitches: Over 100.

Morale: It was up and down. In the beginning it was worse because it

was unprecedented for anyone to be onboard for more than five weeks. Morale would be back up the next day due to a combined effort of all onboard, HR & rig manager Phil Noon.
How you got through it: First and foremost was my amazing wife, knowing she and our two daughters were safe and for being so supportive of me. Motivating the crew was my biggest concern and what kept me occupied.

What changed on the rig due to COVID? Several incentives were given to improve morale, like more bandwidth, days off, chocolate for all onboard, a rig day-off for fishing and a BBQ. Most of all, people just wanted me to listen to their concerns.

How you felt on leaving the rig: Relieved and excited to get home to my family.

In hindsight, what did you learn? Always be flexible in planning anything, and listen without having to respond or fix the issue; people are much more resilient than they think.

NEW “STANDARD OPERATING MANUALS” IMPROVE RIG PERFORMANCE

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We started with the manual on the Libongos in Q4 last year, and it made things a lot easier on the rig. The guys doing the rollout made it very clear for the crews what their roles would be, and everyone bought into it. The manual makes our work more efficient, and it makes everyone's life easier.

Chris Taylor, DSL, Libongos

Since late 2019 when the first standard operating manual was rolled out on the Sonangol Libongos, the rigs that have received them have consistently improved their performance. So what is a standard operating manual, why are they important and how are they helping to improve performance on our rigs? We spoke to *Dan Leil, Head of Performance Enhancement*, who is responsible for the rollout of the manuals throughout the fleet, to find out more.

What is a standard operating manual?

The standard operating manual shows our crews the safest and most efficient way to conduct their activities. It follows the “core activity list”, which is the group of activities for which each rig is expected to have a formal procedure. The manual is standardized so our floaters have a manual for each rig type: drillships and semi-submersibles.

Tell us about the checklists.

Each operation covered by the manual also has a checklist, which represents the minimum set of checks and measures to be taken before starting the operation. When an operation is covered by the manual, the checklist replaces the TBRA.

How do you go about writing one of these manuals?

For every procedure that we write, we first read ten. If we're writing a procedure for the drillships to trip pipe, we gather every single drillship procedure for that operation and we analyze all of them before we write one. Then, we check with our subject matter experts that they are happy with the direction provided by the manual. It's a huge amount of work to put in, but you end up with the best possible document to work from.

Do these manuals mean even more work for the crews?

There is a need to simplify our systems. The offshore crews are at the leading edge of the business and they

deserve the most effective, intuitive systems that we can give them. The manual is easy to use from a tablet that syncs with the rig computers, so there's no more running paperwork around the rig. The manual replaces the rig's existing procedures, once we have analysed them to check for gaps.

Why are the new standard operating manuals important?

Firstly, because they represent our drive to improve by becoming a learning organization. They're important for the driller in the chair because if he's following the manual and something goes wrong, then the organization is accountable. The manual gets updated and all rigs benefit as a result. If we use the system as designed, then there will be no more repeat mistakes.

How do they improve safety and performance?

This is what the airlines did many years ago. Safety improved when they started to shift accountability away from the pilots and onto the organization. If a pilot made a “human error”, the airlines would look at how they'd failed to prepare him correctly. They encouraged self-reporting of potential mistakes which helped them to refine their systems. When they accepted that change in responsibility, that's when they went from being pretty good to extremely good. That's what we need to do to set the standard in drilling.

Which rigs have them currently?

Right now, the manuals are live on the Libongos, Carina, Polaris and the Mira. We're currently onboard the Tellus in Brazil and the Neptune in the Gulf of Mexico.

How do you rollout the manuals?

We have two Drilling Section Leaders, Mark Bell and Joshua Allen, who are extremely good at what they do. They spend eight weeks on each rig, where they run a final gap analysis between the manual and the rig's procedures. They run training sessions

for all the crew, and after Mark or Josh have been on board for two weeks, the rig starts working off the new manual. We spend a further six weeks on board, continuing to train crews coming in and addressing any issues that arise.

How has COVID impacted your rollout plan?

I had a Gantt chart showing the full rollout plan. COVID made me throw it in the bin and start again. Now we're looking at countries that are lifting restrictions, countries we can get into and rigs that are likely to be working in the near future.

Which rigs will they be rolled out to this year?

After the Tellus and Neptune, we'll head to the Saturn and Gemini. Saturn is starting a new contract with Exxon which is massively important to us, and the Gemini will be going back to work with Total in Angola.

What feedback have you received from the rigs?

Feedback so far has been excellent. I spoke to the DSL on the Libongos a couple of weeks ago. He says he loves it and the guys love it because it's made their lives easier and safer.

How is the manual impacting performance?

The Libongos has been performing well since introducing the manual. Since the Polaris started up for a customer in South Asia, it has had the manual and we have seen a marked improvement in its performance since then. It's early days for the Tellus and the Neptune but so far, the feedback is positive.

How can we get one on our rig?

COVID and contracts are currently dictating our schedule. My mandate is to get the drillships done before moving on to the rest of the semi-subs. Both rig designs offer levels of complexity that really benefit from a standard operating manual.



“There are many rock stars on board West Oberon!”

Gary Tenney, Rig Manager for the West Oberon, may be new to the rigs in Mexico, but during the COVID pandemic, he found a way to motivate and stay connected to his colleagues across the globe. In late March, Gary began posting videos of him playing the guitar on Yammer, to bring some solace and community to those who were offshore for extended hitches. The videos gave our people a moment of peace in what was for many a difficult and often challenging time. We spoke to Gary to find out more about himself, and why he started sharing those music posts.

What is your career background?

After school I started an apprenticeship as a machinist but once that gig dried up, I joined the US Navy and worked as an Interior Communications Electrician. I made it all the way to first class after about five years, becoming sailor of the year and gaining several Navy achievement awards and commendation medals. I

stalled making chief for two reasons: firstly, my rating or job title was top-heavy. Secondly, I was a severe alcoholic. So I worked two years onshore teaching electronics to young sailors. After 15 years of drinking, I was sober for these two years (by the grace of God), and when I was looking for what came next, I always knew it would be offshore drilling.

What was your first role in the offshore industry?

I worked as an Electronic Technician on the Ocean Yatzy for Diamond Offshore. This was before electronics were mostly software. In fact, my first computer experience in the US Navy was working on a General Electric system called “Directomatic Logic”. Programming was done by screw-in diodes or physically clipped diode matrices. I think it came right after the abacus.

How long have you been with Seadrill and why did you join the company?

I have been with Seadrill over six years. I joined Seadrill mainly because I felt like there was an abundance of assets working which translated to more upward mobility available if I was willing to put in the effort. Rebuilding my reputation, which is something that always comes when making a move, started anew. People driven by success are interested in what your potential is and what you can do today, tomorrow and into the future.

How is your new role in Mexico going?

I am still getting to know my crew here in Mexico and they are getting to know me. It has not been easy as I find leadership more difficult when you can’t be face to face with, the people you are working with and I still have not been able to visit my rig. The team is impressive, and while a run of bad luck has recently caught us out with some equipment issues, the team has the correct ingredient to win and that is tenacity! There’s no such thing as quitting until the task is complete.

There are many rock stars on board West Oberon and she will overcome!

Why do you post on Yammer?

Most of my posts while I was working in Saudi were to uplift my crew who always uplifted me, often more than I deserved.



Gary Tenney, playing his guitar in a video he posted on Yammer.

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Most of my posts were to uplift my crew, who always uplifted me



Cheryl Tenney (center) with their two youngest children.

Tell us about your guitar posts.

They started after we had an online meeting here in Mexico to cheer each other up due to the working-from-home requirements which can be arduous at times. My co-workers responded kindly to my playing and tolerated my mistakes, so I thought I would post a few tunes.

When did you start playing guitar?

I am embarrassed to say I have played guitar most of my life, but it is one of many hobbies and so had to share time with all the others.

Who are your favorite influences?

My inspiration involves different phases throughout my life: following and learning Rock, Bluegrass, Blues, etc. I’ve spent quite a bit of time playing folk music from the British Isles, which is the origin of Bluegrass anyhow, more or less.

Tell us about your home and family.

I was born in New Orleans but grew up on the Gulf Coast in Mississippi and I call that home. I am married to the most beautiful woman (inside and out) named Cheryl Tenney who has the voice of an angel!

I have six amazing children ranging from 32 all the way down to 10 years old. The two younger ones are at home as well as four grandchildren—all from one son and his wife.

What advice would you give to someone new to our industry?

Never stop learning. Take advantage of every single opportunity to study something you don’t already know. Don’t be very good at just one thing. People who survive know lots of things! When it comes down to selecting the last person standing, it is never someone who specializes in only one thing!

Protect yourself, protect your team

To maintain the health and safety of our people and the sustainability of our operations, we are continuing to make every effort to minimise transmission of COVID-19 in all our working environments, both offshore and onshore.

By maintaining Seadrill’s safe distance of 2 metres or 6 feet from a potentially infected person, you are protecting yourself, your team and the operation from COVID-19 virus transmission.

Due to the nature of our operations and the physical design of our offshore facilities, it is challenging, if not impossible, to maintain Seadrill’s safe distance in some areas.

This is why we require using protective level masks (KN95 or higher standard) in Close Work Zones. These are the areas where work cannot be performed whilst maintaining a 2-metre separation.

By wearing a protective-level mask in Close Work Zones, you are helping protect the health and safety of everyone on board and maintaining the sustainability of our operations for the duration of the pandemic.

For more information about “2 metres or a mask”, see Synergi case 1470642 for HSE Communication HSE-2020-006 and the FAQs, both of which are also available on SeaNet.



West Saturn
Fernando da Silva

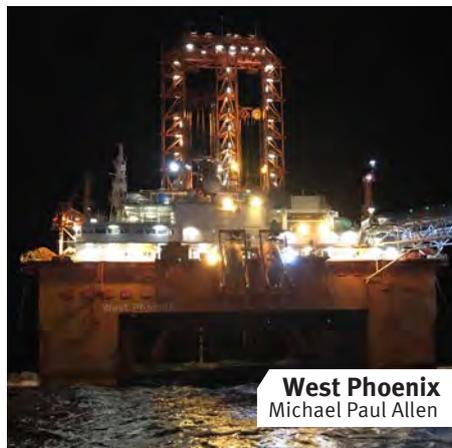


West Linus
Safety Officer

Thanks for sharing your photos on Yammer! Some amazing images have been posted this month. Please keep sharing your images, and we’ll feature the best of them in the next edition.



West Auriga
Drilling Section Leader



West Phoenix
Michael Paul Allen



West Bollsta
Steve Wiseman



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