

rigamarole



SPRING 2013, NO. 37
A PUBLICATION FOR THE PEOPLE, CUSTOMERS, SUPPLIERS
AND FRIENDS OF DIAMOND OFFSHORE DRILLING, INC.



A VALIANT EFFORT IN AFRICA

IT'S BEEN SCARCELY A YEAR
SINCE THE *OCEAN VALIANT*
MOVED TO EQUATORIAL GUINEA
AND NOW IS IN THE THICK
OF HELPING HESS TRANSFORM
THIS WEST AFRICAN NATION
INTO A SIZEABLE HYDRO-
CARBON PRODUCER. PAGE 2

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SPRING 2013, NO. 32



Diamond Offshore was recently ranked first in two categories of EnergyPoint Research's 2012 Offshore Drillers customer satisfaction survey: #1 in Deepwater Drilling and #1 in Latin America & Mexico.

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A Letter from Larry Dickerson, President and Chief Executive Officer



I was looking through some old photographs

and came across one from my grandfather's retirement party in 1960 when he left the Southern Pacific Railroad. I'm guessing that the wrapped present in the picture is a fishing rod.



But my eye was drawn to the safety poster on the depot wall: "Tomorrow's Railroaders Work Safely Today." I went and looked up railway safety statistics for the U.S. for that period, and I discovered that their safety results were little changed through the 1960s and into the mid-70s. If safety is a journey, then

these guys weren't really moving much at all. Today we realize that in order to make progress in our safety performance, we must continuously improve, year after year.

Why were they satisfied with no improvement? Was it lack of knowledge of modern safety tools? Were they complacent because of the tremendous progress that had been made in the early years? These were probably important factors, but I think it was mostly that safety was considered to be a sideshow that was separate from, rather than an integral part of, operations.

In my thirty years at Diamond Offshore, we have made the greatest strides in safety since taking to heart the idea that *safety* and *operations* are not separate—we only have *safe operations*. What tremendous progress we've made, but we've still far to go. In both rigs and rails, safety remains a journey. Diesels and drillbits are apt metaphors for a journey, since both of these endeavors mean moving down the track or deeper in the hole. I am sure that 50 years in the future, people



will look back at pictures of the drilling industry in 2013 and think how much progress we still had yet to make. However, I don't want our successors to think we were ever complacent about what we had achieved, but instead that we were always seeking to improve our performance. Tomorrow's Drillers will be able to Work Safer because of the progress we make Today.

One more thing about the old safety poster—even in 1960, drilling contractors had figured out that engineer caps needed to be replaced with hard hats!



A VALIANT EFFORT

IN AFRICA

AN ARTICLE WRITTEN BY SCOTT REDEPENNING AND PHOTOGRAPHED BY CHRIS SHINN



SCARCELY MORE THAN A YEAR AGO

THE OCEAN VALIANT MOVED FROM ANGOLA TO EQUATORIAL GUINEA (EG) AND IS NOW IN THE THICK OF HELPING HESS TRANSFORM THIS DIMINUTIVE WEST AFRICAN COUNTRY INTO A SIZEABLE HYDROCARBON PRODUCER.

In 2001 Hess came to Equatorial Guinea and has since developed two of the country's most productive offshore oilfields. As one of the primary operators in EG, Hess has formed a close symbiotic partnership with the nation's government in bringing new progress, new prosperity, and new oil production to this country. For the past year the company has executed a vigorous drilling, workover and completions campaign to go after reserves in the Ceiba (pronounced Say-ba) field that were previously bypassed. Diamond Offshore's *Ocean Valiant* has been the lone rig on the job from the start, and the semisubmersible continues to bring in the new wells.

"Right now the *Valiant* is sitting in about 2,400 feet of water, working on the eighth well in the drilling program," says Stuart Utting, Operations Manager for all Diamond Offshore assets in EG. "The wells we are drilling are around 8,000 to 10,000 feet, and significantly deviated. This rig can work in much deeper water and can drill deeper wells, but it wasn't so much the specs that attracted Hess."

Utting says that less tangible factors won the day when the time came for Hess to award the contract. "We were up against several other rigs that are newer and have more capabilities, but Hess chose us for a number of reasons. They had successfully used the *Valiant* years ago in the Gulf of Mexico, the rig was already nearby in Angola, they liked the experience of the crews, and there was a high level of comfort with our company in terms of working relationship and safety."

Ladell Bounds of Hess confirms this from the client side. As Drilling Superintendent he is the man in charge of ensuring the day-to-day progress and efficiency of the Ceiba

campaign. Bounds says that in terms of specs, the 1988-built *Ocean Valiant* wasn't ideal, primarily because the rig could use more mud capacity. Yet he is quick to add that there is much more to drilling than mud.

"The *Valiant* has performed excellently for us, but that's exactly what we expected. The rig is a little older, but really a rig is people, and these people have made her performance outstanding," he says. "She is well taken care of. Diamond Offshore put in a new derrick, and the guys do a terrific job with maintenance and keeping her really clean. You can tell the crew takes a lot of pride in the rig. Another big plus is the management. There has been a lot of continuity of leadership on the rig, and their people and our people have meshed together very well. When you start up there is always a steep learning curve, but they climbed it very quickly and safely. They have become a very efficient team."

RIG TIME

Looking from the deck of the *Valiant*, a featureless horizon of ocean surrounds, and a thick haze blots the sky due to seasonal dust storms blown in from the Sahara. The lush jungles of Equatorial Guinea are far too distant to see, yet for Ray Third, Senior Drilling Supervisor and lead company man on the rig for Hess, this is paradise.

"Beautiful. The performance of this rig is just beautiful. Diamond Offshore people are extremely professional. Their skills are great, and they take the time to really train the nationals who have come to work here," Third says. "This unit was not perfect for Hess from a technical standpoint, but their people have overcome that. We have had no downtime due to rig limitations. The crew bends over backwards to meet our needs, and the respect they show is awesome and pretty rare. There are no egos on board like I've run into on some other vessels. Here it is not an us-versus-them culture. We are a team. I would love to have this rig for many years more. To me it's a dream."

Peter Holland, Offshore Installation Manager (OIM) on the *Valiant*, can't conceive of a situation where a rig could function without complete teamwork. "There are 18 nationalities on this rig right now who must work together. Communication is key," he says. "It doesn't matter the job, you have to treat all crewmembers with respect and train them to do the job well and safely. Hess is a great partner in this. They are very committed. Safety isn't just some policy on paper. They really practice what they preach."

In addition to the thorough safety practices already in place, Ray Third uses two other devices to stimulate safety alertness. One is the Golden Hardhat. Every week, every person on board is eligible to win this coveted award, which goes to the crewmember who has done the most exceptional job on safety and accident prevention initiatives. "They get a bag of goodies and get to wear the hardhat for a week," says Third. "This is a point of immense pride for the winner, especially among the EG nationals."

The other device is the hazard hunt. "There are times when we decide to stop all operations and focus the entire crew on safety. Everyone goes over the rig with a fine-tooth comb and identifies potential safety hazards, no matter how small. Then we prioritize and address them in order. days





Sometimes you have to stop and sacrifice a little production for the sake of safety. All of us who manage this rig's productivity are perfectly good with that."

Ladell Bounds shares another example of safety culture prevailing above all else. Last year some damage was discovered in the lower clutch shaft of the rig's draw works, necessitating a replacement. Together Hess and Diamond Offshore decided against waiting for an opportune time to do this, which was a possible option. Instead, work was suspended and the repair was done immediately. This cost Hess money, and it cost Diamond Offshore money. Bounds says that truthfulness is what brought the companies together on the decision.

"One thing I tell every contractor is just to tell me the truth. We can fix the truth, but we'll have to chase a lie forever. I expect transparency on performance, safety, everything, and we are also very transparent in return. Diamond is very good with this. They are always frank with us regarding any modifications and safety issues, even if it may cost them some rig time. We may be the client, but really we are a team working for the same goals. They even helped us to get the rig ready before they were on the payroll. To see that attitude makes all the difference in the world."

THE ONSHORE SIDE OF OFFSHORE

Don VanDeLinder is Drilling Superintendent for the *Valiant*. He is part of the shore-base team at Diamond Offshore's office in the city of Bata, along with Ops Manager Stuart Utting, Safety Supervisor Tim Taylor, and Area Administrator Sharon Bayliss. The office building was originally the Spanish embassy, thus there are several rooms spread across a generous floor plan. Yet this team of four occupies a single office, working within 15 feet of each other in a tight cluster of inward-facing desks. Much of the day's work happens on the phone and every conversation by default is public. The closeness is akin to working conditions out on the rig, and VanDeLinder says this is by design.

"We all support the same rig, so the setup is very efficient. If I have a question about safety, I just lean over my monitor and ask Tim. Every call any of us takes is really like a big conference call. This is a huge advantage for getting things done. I've worked in an office where someone would email me from two doors down. That doesn't happen here."

VanDeLinder handles rig personnel, the most important component in Hess's decision to hire the *Valiant*. Many of the supervisors have been with the rig since it was in the Gulf of Mexico, and that continuity has been vital to the *Valiant*'s fast success in EG. "Some of the supervisors had never even been on a plane when it was in the Gulf," says VanDeLinder. "But we kept them with the rig when it went to Angola. They learned very quickly how to bring on a large number of nationals, train them and get to work. Then we had to do it again when we came to EG. They are very experienced at this now and the startup here was very smooth. They are seasoned international operators. We could send these guys anywhere in the world."

Another challenge of hiring large numbers of nationals in a short timeframe is safety training, a job overseen by Tim Taylor. During startup, once the right crewmembers were identified and hired, they were given a two-day preparatory orientation onshore. This was followed by intense comprehensive training on the rig, which was done in multiple groups to get everyone up to speed. "We are very serious about incorporating the new crews into our safety methods," says Taylor. "Many of these crewmembers have experience working for other offshore companies, but we take them as if they are completely new and train them the Diamond Offshore way. One thing that probably surprises them is that we give them the power to stop a job at any time if they think there is a safety issue. Hess has this policy as well. Our two companies really see eye-to-eye on safety."

The training works. As of printing, the *Valiant* had achieved 626 days without an LTA (Lost Time Accident), 113 days without a recordable doctor case, 106 ZIO days (Zero Incident Operations) and 82 days without a first aid case, which occurred when a cook cut his finger slicing vegetables in the galley.

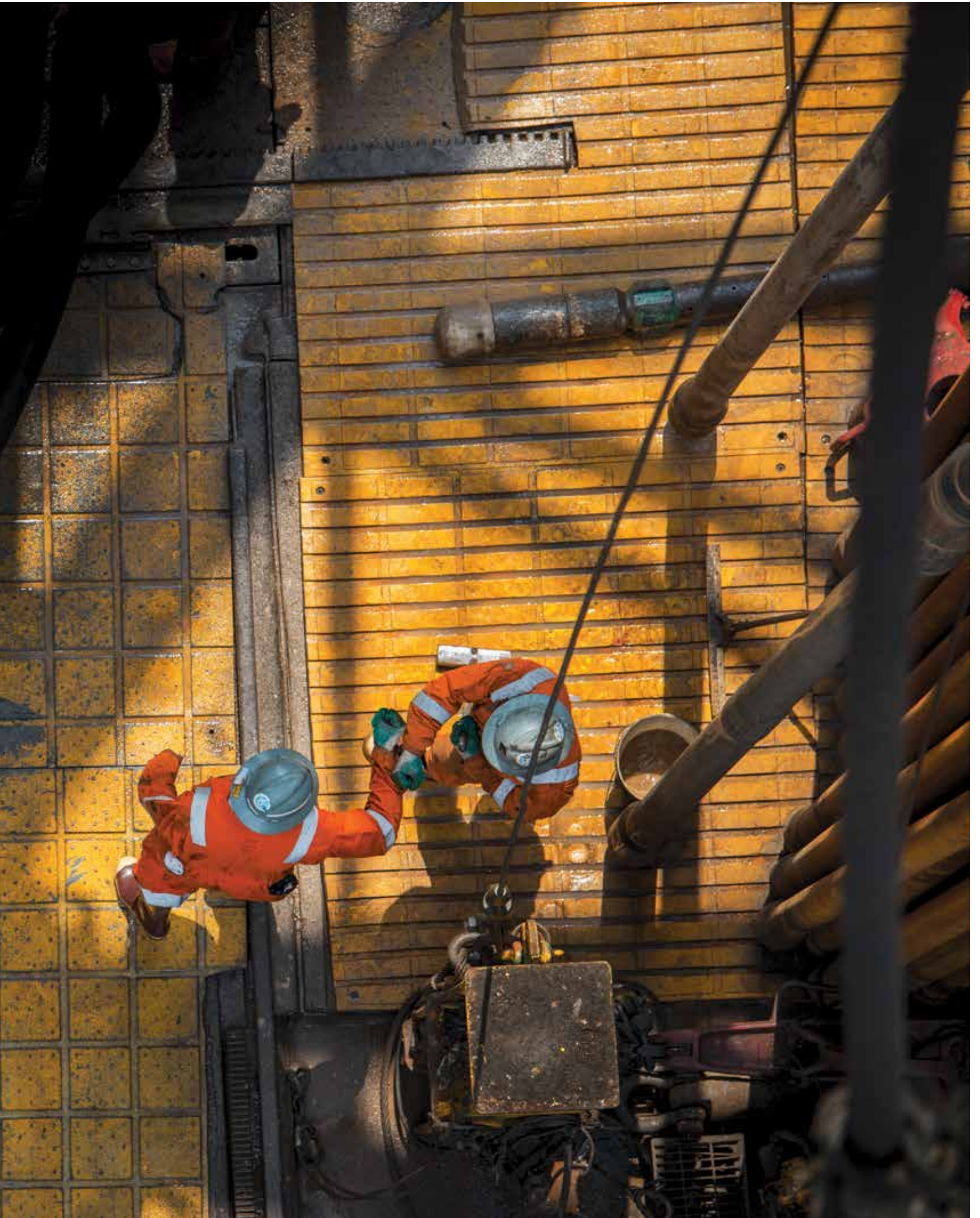
VanDeLinder says that ultimately the key to good safety and performance is to sincerely welcome the nationals and make them feel a sense of ownership in the rig as a means for prosperity and opportunity. The Equatorial Guinean government dictates that its citizens be hired for about 60% of crew positions. Diamond Offshore tries to make those the best positions possible. "When we are in a place for a good amount of time, we try very hard to promote nationals to higher levels. We have four national derrickmen on the *Valiant*, a position with a lot of responsibility and importance to the drilling operation.

"Hess also treats nationals very well," VanDeLinder continues. "The company pays to fly the crewmembers to Bata so they can catch the helicopter to the rig. It gives the nationals a great deal of pride that they fly over instead of taking a ferry. This makes us one of the more desirable teams to work for."

**I WAS ALREADY FAMILIAR WITH WHAT SHE COULD DO,
BUT REALLY IT COMES DOWN TO SAFETY RECORD.**

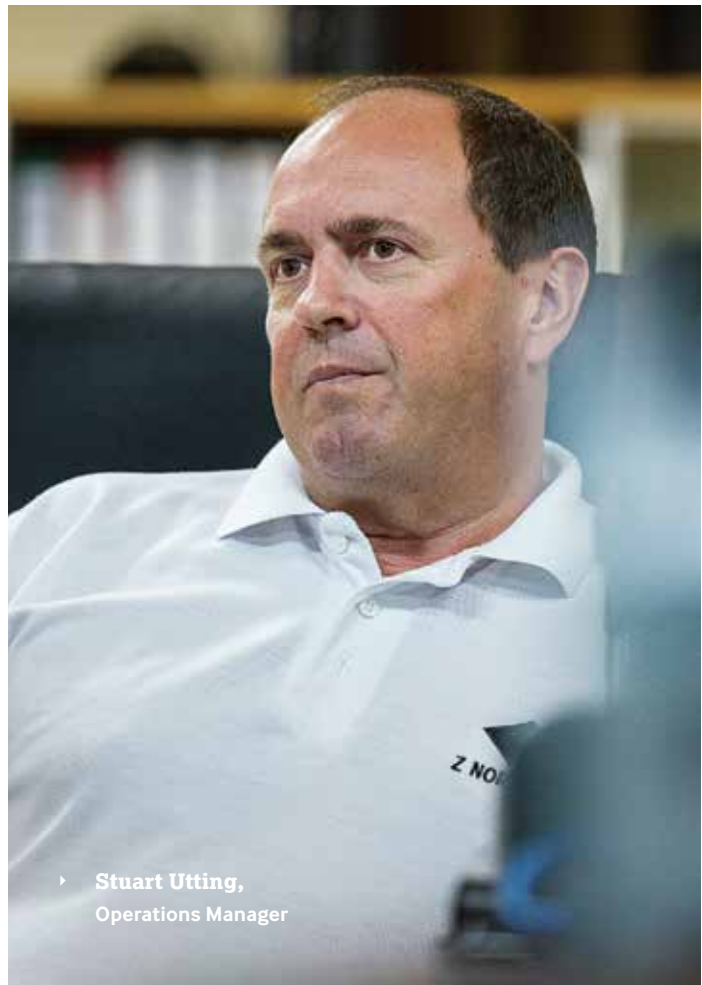
**IT WAS AN EASY CALL.
THIS RIG HAS PROVEN ITSELF
FOR MANY YEARS AND STILL IS.**

Ladell Bounds, Drilling Superintendent, Hess





▶ **Chris McKeithen,**
Materials Supervisor, *Ocean Valiant*



▶ **Stuart Utting,**
Operations Manager

MATERIAL WORLD

The fifth member of the shore-base team is Materials Supervisor Chris McKeithen, who manages all equipment and supplies that must be imported to EG, and in turn shipped out to the *Valiant*. He is the lone Diamond Offshore man in Luba Freeport, a bustling logistics center on the island of Bioko that supplies offshore installations up and down the coast of Western Africa. His office is a 40-minute plane ride plus a 50-kilometer journey by car from the main shore base in Bata. He doesn't sit at the "cluster of desks," but he is tightly integrated with the team.

"My job is to keep equipment and supplies ready that can't be stored on the rig. In EG that can be pretty challenging," says McKeithen. "It takes a ton of advanced planning to get things the rig needs on time. We are on an island so everything needs to be imported, mainly by ship, and then turned around on another supply boat to be sent out to the rig."

EG is a relatively new area of operation compared to regions like the North Sea, Gulf of Mexico, or even other parts of Africa. Many of the usual offshore vendors are not established here, and the supply chain is much longer, with most of the equipment coming from the U.S., the U.K. and Singapore.

VanDeLinder says the success of any rig is totally dependent on how good the materials supervisor is, and McKeithen wears out a fair amount of tire rubber meeting the challenge. Many of the smaller items can be sourced locally, from gas bottles to office supplies, and McKeithen often goes into Malabo, EG's capital city also on the island

THERE ARE NO EGOS ON BOARD LIKE I'VE RUN INTO ON SOME OTHER VESSELS. WE ARE A TEAM. I WOULD LOVE TO HAVE THIS RIG FOR MANY YEARS MORE. TO ME IT'S A DREAM.

Ray Third, Senior Drilling Supervisor, Hess







of Bioko, to procure whatever he can. "It's not always about huge pieces of equipment," he says. "The other day I got a request from the rig for a little pocket calculator, but that's not as easy as it sounds. I can't just run out to Office Depot."

CLOCKING IN

Nothing about working in EG is particularly easy. Say you're a toolpusher from Thibodaux. When it's time to go to work, you'll make your way from Louisiana to Houston where you hop a 10-hour flight to Frankfurt, Germany. You change planes and fly down to Nigeria, then on to Malabo, another 8 hours in the air. Finally you are in EG, and even though the entire nation is only the size of Massachusetts, you're still not close. You are driven to a hotel, then at the crack of dawn you climb aboard a prop plane to Bata, where you catch a helicopter out to the rig. Time to work.

This routine takes different forms depending on where in the world you are coming from, but the passage is no less arduous. Area Administrator Scott Birnie lives in South Africa. When coming to work he has to fly right past EG all the way up to Europe and then back down into Africa. In the end, VanDeLinder says the journey is well worth it.

"We have a great client in Hess, and we are doing good work for them," he says. "Besides that, life is good here. This is a safe, peaceful country. There are certainly struggles compared with the comforts of home. Electricity and water pressure are unpredictable. You avoid drinking the water or having ice in your drinks. You have to take your malaria meds. But you don't have to deal with crime and fear. There is no hostility toward expats here. We can walk around just about anywhere and feel safe."



AMBASSADORS

TO EQUATORIAL GUINEA

FOR MORE THAN A DECADE EQUATORIAL GUINEA (EG) HAS BEEN LIKE A SECOND HOME TO HESS. SINCE ARRIVING IN 2001 THE COMPANY HAS BEEN INSTRUMENTAL IN HELPING THIS SMALL WEST AFRICAN COUNTRY TAKE ITS RIGHTFUL PLACE AMONG THE WORLD'S OIL-PRODUCING NATIONS. HESS HAS ESTABLISHED TWO MAJOR OFFSHORE OILFIELDS IN EG, AND NEW DRILL STRINGS CONTINUE TO PROBE TOWARD UNTAPPED POCKETS OF PRODUCTION.

In square miles, Equatorial Guinea is about the size of Massachusetts. The nation's entire population roughly equals that of El Paso, Texas, at just over 600,000 people. But to John Simon, Senior Vice President of Global Exploration & Production at Hess, the place is enormous – at least in terms of importance to his company.

"Worldwide, Hess produces about 350 to 400 thousand barrels of oil equivalent per day, and EG represents about twenty percent of that. This is a very significant, high-priority region for the company," he says.

Hess, in partnership with Tullow Oil and GE Petrol, has developed two of the country's largest oilfields—Ceiba (pronounced Say-ba) and Okume, both named after enormous tree species that dominate the jungles of Equatorial Guinea. Hess entered the country through the 2001 acquisition of Triton Energy, the company that discovered and first developed Ceiba. "This field was one of the cornerstones of the acquisition," says Simon. "We took over and further developed Ceiba and also discovered Okume, a field that encompasses both shallow and deepwater reserves."

Roughly 250 million barrels have been produced from Ceiba, and a projected 100 million barrels still await extraction. Hess considers the field to be far along on the development continuum, which has inspired the company to take a new approach here.



▶ **Sam Brown,**
Drilling and Completion Manager, Africa



▶ **John Simon,**
Senior Vice President,
Global Exploration and Production Services





SWEEPING UP

According to John Simon, Hess endeavors to perform high-impact exploration, which can be transitioned to high-impact developments. But he adds that another key part of the company's strategy is further exploitation of current, more mature assets. "Certain developments such as EG have been very important to our company in terms of cash flow, production and the relationships we've developed," he says. "When we have a strong asset like this, we look for more ways to exploit it and prolong our presence in the country.

"So in EG, Hess acquired 4-D seismic which has enabled us to identify unswept volumes. In the past these opportunities would not have been economically attractive to pursue. But now that we're able to pinpoint these

targets, and since over time we've learned how to be much more cost efficient with our drilling programs, we can now justify pursuit of these smaller reserve pools. Those are what we are currently going after with Diamond Offshore."

Sam Brown, Drilling and Completion Manager for Africa, further elaborates on the drilling campaign. "Most of the targets we're hitting are between two and three million barrels. With the costs of drilling a new well and the subsea infrastructure needed, two million barrels is the minimum to meet our economic thresholds," he says. "However, our seismic surveys have also identified a number of targets that are less than two million barrels, so we are looking for ways to successfully monetize those by sidetracking from existing wells to access them. We are trying not to leave anything behind."



▶ **Ladell Bounds,**
Drilling Superintendent, Hess

DIAMOND IN THE ROUGH

In December of 2011, Diamond Offshore's *Ocean Valiant* was moved up the African coastline from Angola and began drilling Hess's Ceiba campaign. The 5,500'-water-depth rated semisubmersible hasn't taken a breather yet. So far the *Valiant* has completed a well that had been suspended a few years ago, conducted three workovers, drilled and completed three new wells, and is now working on the first of another three-well drill-and-complete program.

Brown is pleased with the results. "The *Valiant* has performed very well. When the rig came to us from Angola, she had seen quite a bit of action and was in need of some tender loving care. The crews have worked hard to clean her up and make everything very tidy. For a rig of this age and generation, I have to say it is performing admirably."

Brown adds that there were newer rigs with higher specs available for the assignment on a faster timeframe, but Hess decided to delay the campaign and wait for the *Valiant* to finish work in Angola. "When we evaluated the *Valiant* from both the safety and operations standpoints, we determined it was the best choice for us of all rigs available in that part of the world," he says. "The rig's experience in doing completions was attractive, as that specialization is vital to us in a field like Ceiba, but safety was the primary factor. The safety commitment and culture on the rig is very good and very much in alignment with our own. We work closely with Diamond to make sure our teams actively and constantly work together to assure safety. We like that our management systems complement each other. These factors give us a lot of comfort and confidence in partnering with them."



LIFE IS GOOD HERE.

**THIS IS A SAFE, PEACEFUL COUNTRY...
WE CAN WALK AROUND JUST ABOUT ANYWHERE
AND FEEL SAFE.**

Don VanDeLinder, Drilling Superintendent Ocean Valiant



**WHEN DRILLING DEEPWATER WELLS, YOU WANT
TO BE SURE YOU'RE MAKING THE RIGHT DECISIONS.**

**WE BELIEVE IN HAVING A
PARTNER IN THAT ENDEAVOR
WHO IS NOT TAKING CHANCES
OR CUTTING CORNERS.**

John Simon, Senior Vice President, Global Exploration and Production Services

Drilling Superintendent Ladell Bounds is the man on the ground in EG who manages the Ceiba drilling program. He had worked with the *Valiant* years ago in the Gulf of Mexico and was instrumental in choosing the rig this time around. He says there is a lot of value in knowing what to expect. "We submitted the tender and several rigs were bid, but I knew when I saw the *Valiant* on the list, that would be the one we want," says Bounds. "I was already familiar with what she could do, but really it comes down to safety record. That is more critical to our operation than a scheduling issue. When we looked at the safety and performance record, we said to ourselves, 'why are we even talking about this?' It was an easy call. This rig has proven itself for many years and still is."

PARTNERS FOR GOOD

Among the world's operators, Hess is difficult to categorize. There are the majors, there are the independents, and somewhere in between there's Hess. According to John Simon, the difference isn't just the size of the company, but the size of the company's character. "We are big but still an independent. Our footprint is global and rivals some of the majors, yet we maintain that entrepreneurial spirit. The company is very open, and I think this has given us a strong culture to do the right thing.

"And doing the right thing has taken on a whole new dimension since Macondo," Simon continues. "When drilling deepwater wells, you want to be sure you're making the right decisions. We believe in having a partner in that endeavor who is not taking chances or cutting corners. Certainly rates are important, but what is most critical to us is to have a real partnership in safety and efficiency, and Diamond has been very responsive on these fronts. Also, working in a place like Equatorial Guinea, it's important to have a good track record as a corporate citizen, just to have the right to operate there. The contractors we choose have to play a role in this with

us. Efforts around hiring nationals and giving them training and opportunities to improve their lives are quite important, and Diamond Offshore shares in these goals as well."

Another way Hess is doing the right thing is through PRODEGE, a large-scale national education program funded by the company in partnership with the EG government. In 2006, Hess and the government each committed \$25 million to a five-year program designed to elevate the level of instruction in EG for grades K-6. "The program has trained about a thousand teachers in a more advanced approach, using modern educational materials and management systems. We also rebuilt a number of schools," says Simon. "The program has been very successful and we are now entering a second phase of new funding focused on strengthening secondary education and continuing ongoing efforts around primary education. PRODEGE is having a profound impact on the citizens of Equatorial Guinea."

While there are many issues that could be addressed in Equatorial Guinea, Hess chose this program because education is the key to sustainable advancement of the country and her people. Just by being active in EG, Hess does much to bolster the economy now even beyond oil production. The company's EG headquarters occupies 165 acres of offices, homes, amenities, even a healthcare facility. Between this complex and the offshore installations, Hess employs several hundred EG nationals. However, the day may come that Hess departs from these shores, and it's important to the company that they leave the nation a better place.

"Equatorial Guinea has been good for our company and is very important to us," concludes Simon. "We have established great working relationships with the government and the local communities. We have been successful with our development and production. And we have established a corporate citizenship there that is good for the country long term." ■



▶ **Don VanDeLinder,**
Drilling Superintendent, *Ocean Vallant*



▶ **Tim Taylor,**
Safety Supervisor



NATION BUILDING

WRITTEN BY SCOTT REDEPENNING
PHOTOGRAPHED BY MATT WRIGHT-STEEL

AS DIAMOND OFFSHORE
RIGS GET DEPLOYED TO NEW COUNTRIES
AROUND THE WORLD,
A TEAM OF SPECIALISTS
GOES IN BEFORE THEM TO MAKE WAY
FOR GOOD BUSINESS.





▶ **From left to right:**
Mark Keener, Patsy Nettles, Pio D'Acosta, Jane Munoz, Ron Relf and Jim Cantrell

Diamond Offshore currently works in 17 countries spread across every continent except Antarctica, and as new rig contracts come in the company steadily adds new nations to the mix. Yet well before a rig can come anywhere near a new shoreline, a specialized team sweeps in and takes care of the details required for doing business in a foreign country—everything from creating an evacuation plan if the government gets overthrown, to figuring out where to get refills for the inkjet printer. They are known as the New Country Startup Team—six individuals who are adept at setting up complex operations in a strange land in a matter of weeks. The most recent startup occurred in Equatorial Guinea (EG) in Western Africa, where the *Ocean Valiant* is currently drilling several wells for Hess. Tomorrow the call could come in to enter yet another new country, and the team would start making plane reservations.

JOB ONE: GET A TOehold

Diamond Offshore frequently bids on new drilling assignments, often calling for rigs to be sent places the company has never been. When one of these contracts is awarded, the clock starts ticking and the New Country Startup Team storms the field. Imagine trying to import hundreds of foreign personnel and millions of tons of assets, equipment and supplies on short notice and set up operations in a country that many people have only vaguely heard of, often in less developed regions of the world. Pulling this off takes unique experience, a talent for handling curveballs, and according to Area Business Manager Pio D'Acosta, most importantly it takes a detailed plan.

"After we've studied the country's legal and tax structures, the first thing we do is find a trustworthy agent there to help us get set up," says D'Acosta. "Typically we find the agent

through our network of industry contacts. This person helps us perform a scouting trip, where we come in and basically take a snapshot of the country and figure out the details of what it takes to work there. From this trip, many processes get set into motion."

D'Acosta emphasizes the grave importance of this first point of contact. "The agent is our way in. We have to find the right person who has the right connections to help us be productive right away. For example the first time we went to Equatorial Guinea, we arrived at the airport with no means for doing anything. We had no credit card that worked, no local currency, no bank account, no local phones. A good agent helps us get off the plane and get to work very quickly."

The scouting trip usually focuses on operations logistics, security factors and health, safety and environment (HSE) issues. Team members fan out to make key contacts, begin to build relationships with the appropriate businesses, suppliers and government leaders, and lay the groundwork for an even more involved trip.

THE BIG SETUP

When the team returns for the setup trip, commitments are made, deals are done, and square footage is claimed. Area Business Manager Mark Keener directs a large part of this effort. Looking over his checklist of tasks, he marvels at how many details go into living and working in a new country—things that are taken for granted at home.

"We have to find office space for the shore-based management personnel who will be coming, and homes for them to live in. We have to find ample yard space for the equipment and supplies needed on the rig. We have to get utilities hooked up, buy furniture and supplies for the offices and homes, set up computer networks, obtain local cell phones, find vehicles and drivers, open bank accounts, just lots and lots of details," says Keener. "And that's just for the onshore operations. Let's not forget that all of this activity is because a rig is coming, or multiple rigs, which brings up more tasks. We have to arrange for importation of the rig, everything from ensuring a safe towing plan to making sure we comply with customs laws. We have to hire a catering company to keep our crews fed, we have to find a good helicopter contractor to transport our people to and from the rig, and a reliable supply boat company to move our cargos."

Typically the team also must strike an agreement with a local labor broker. Most countries require foreign companies to hire a significant percentage of national labor. Diamond Offshore relies on the labor broker to supply qualified locals for a wide range of jobs—everything from roustabouts and derrickmen who work the rig to the interpreters and meet-and-assist personnel who ferry expats through the various airports, heliports, hotels and security checkpoints that must be cleared when entering or leaving the country.

“WE HAVE A ZERO TOLERANCE POLICY REGARDING CORRUPTION.”

“NO MATTER WHERE WE ARE WE DO EVERYTHING ABOVE BOARD. THAT’S THE ONLY WAY.”

“The more rigs that are coming or the longer the contract, the more complex the tasks,” says Keener. “If we know we are going to be in a location for a number of years, we create a much more permanent setup. It’s like when you’re going on vacation for a longer time, you pack more.” Good examples of this are Mexico and Brazil, where Diamond Offshore has several rigs contracted for multiple years. In these places the company has gone so far as to design and construct its own office buildings and materials complexes, rather than lease space.

NATIONAL SECURITY

Ron Relf sweats the details. As Diamond Offshore’s Chief of Global Security, thousands of crewmembers and managers worldwide are counting on him to protect their lives, property and interests. He handles all of the security issues inherent to a new country startup, and the job has many facets.

“Diamond Offshore policy is that in everything we do, we protect our people, our assets and our reputation. These are the pillars on which we make all plans and decisions,” says Relf. This policy puts a lot on his plate.

In broad terms, he is tasked with facilitating safe travel to and from the rig for employees coming from all over the world, keeping the rig secure as it is moved into the country and for the duration of the stay, maintaining the security of the shore-base facilities, and keeping shore-base personnel secure as they live, work and move about the country. Before entering

a new nation, his job is to anticipate everything that could possibly go wrong, set up shop in a way that mitigates those risks, and put a plan in place to respond if the worst happens.

“As soon as we’re told we might be going somewhere new, we start doing an overall risk and threat assessment of the country’s recent history,” Relf says. “For example when we went into Trinidad, it was important for us to know that in 1990 there was a government hostage situation there, and in 2005 there was a bombing a few blocks from Parliament. We take a good hard look at the current geopolitical atmosphere and how it might impact our ability to work there. We look at corruption issues, the stability of national leadership, and the likelihood for regime change. We assess threats of terrorism on land and sea, and the potential for piracy of the rig in transit and in place. We research all of this, determine what the potential threats are, and assess whether or not it’s safe to be in the country at all. Then when we get there, we modify the assessments by what we observe. A lot of experience goes into knowing what to look for.”

Relf is a former Navy SEAL and former Federal Special Agent. He has worked in almost every country in the world, more than 120 nations and counting. Basically, he has been sniffing out and abating threats his entire career. At Diamond Offshore, his observations are turned into detailed contingency plans.

“We put response plans in place for all types of emergencies, including complete country evacuations for the rig and shore base. If we had to move out of any country tonight,

we could do it," he says. "Our plans include precise step-by-step instructions with trigger points for certain actions. We identify trusted locals on the ground who can help our people. We have backup plans for air and sea transport out of the country, and rally locations in case our people have to hunker down." Relf adds that they also have a constantly progressing plan for the rig while in transit, because it is a moving target. "For example, when the *Ocean Valiant* was moving from Angola to Equatorial Guinea, we had evac plans all the way up the coast of Africa, because crews are working on the rig while it's moving."

Another major startup task is to plan for a secure shore base. Relf's assessments ask the hard questions. What is the crime rate? What's going on with drug activity? Where are the safe neighborhoods for housing? Is the office building that's being considered secure? Who else is in the building? Is there an entity that draws a lot of attention, such as an embassy? Which roads are safest for moving people around? How hazardous is the traffic?

"Some of our people want to have their own vehicles and drive themselves, but we may recommend that they always have a driver who knows the roads, speaks the language, knows a lot of people around town, and knows what to look out for," says Relf. "We look at heliport security measures to make sure there are strong screening processes for who gets taken to the rigs. We also assess the security of our materials yards. The company will be keeping many millions of dollars worth of equipment and supplies there, so the site has to be well protected."

Keener adds that setting up in some places also presents ethical challenges. "There are times when we have to wait a lot longer to get things cleared, because we won't pay a facilitation fee, which is really just a bribe. We have a zero tolerance policy regarding corruption. No matter where we are, we do everything above board. That's the only way to operate."

HEALTHY RESPECT

Jim Cantrell's job runs a close parallel to Relf's. As HSE Manager, he takes care of all health, safety and environmental aspects of working in a new country. The first step is to look at which diseases are endemic to the location, which vaccinations will be required for employees, and what special health precautions should be provided. Cantrell is responsible for making recommendations regarding in-country healthcare treatment. He tours the local medical facilities, interviews doctors and staff, analyzes the sanitary conditions, and assesses their catastrophe readiness.

"Next up is safety," says Cantrell. "We assess the safety procedures of any company that interfaces with our crews. For example, we visit helicopter companies, look at their audits, pilot qualifications, maintenance programs, and their pre-departure safety orientations. And finally we look at how to be good environmental citizens. We meet with local government officials to understand their environmental policies, so we know how to comply with them. The operator hiring the rig usually gets involved with us on this."

CREW CHANGE

After the setup trip, it's time to get the crews in and get to work. Jane Munoz, Director of Global Employee Services, and Patsy Nettles, Manager of Staffing Services, are in charge of quickly getting hundreds of crewmembers and managers ready for working in a strange new land. They help to choose the right people for the jobs. They handle visas and passports, as well as the appropriate compensation adjustments and personal income tax issues for employees working abroad. They also provide each crewmember with a welcome packet that explains everything from immunizations to local customs to exactly what to do when stepping off the plane.

For example, when deplaning in Equatorial Guinea, all travelers crowd into a small arrivals hall, choose a line and wait to be called. When your turn comes, the immigration officer takes your fingerprints and picture and asks who you work for. The correct answer is "Dee-a-mond" said in your best Spanish accent. Once you clear immigration, look for a man wearing a reflective Diamond Offshore safety vest.

He may have it on backwards so you can spot him. This is Marcus. He will help you get your bags cleared and take you from the airport to the hotel.

The welcome packet gives you these kinds of valuable details, including showing you a picture of Marcus. "Arriving in some of these countries can be very stressful and disorienting, so we really try to prepare our guys," says Munoz. "We also try to get them culturally prepared so they know how to conduct themselves. Some of these guys have never

“IF WE KNOW WE NEED TO BE IN A LOCATION FOR A NUMBER OF YEARS, WE CREATE A MUCH MORE PERMANENT SETUP.”

“IT’S LIKE WHEN YOU’RE GOING ON VACATION FOR A LONGER TIME YOU PACK MORE.”

traveled out of the U.S. We mention things like not to wear an “America Rules” t-shirt, or talk about politics or religion. We tell them not to wear camouflage because while in the U.S. it’s hunting gear, over there it is military and sometimes illegal. We let them know that in Singapore you don’t spit on the ground or you could be arrested. For the Middle East we gave training on the Muslim religion to encourage understanding and dispel preconceptions. Everywhere we go we try to teach our crews about the culture and traditions and to show respect for things that are unfamiliar or might seem odd to them. We want to set a good example for Americans and our company. We never want to forget that we are guests.”

Nettles adds that her team also prepares crewmembers on practical matters. “We tell them what they need to do to make their credit cards work, how much cash they should be carrying, and how to exchange currency. We tell them about special rules, like the fact that you cannot bring any cell phones or electronic devices to the rigs in Mexico. We also provide a map so they can show their families where in the world they will be,” she says. “In some cases a manager might move to the country permanently and bring his family along. So we also give cultural orientation to spouses who will be residents abroad.”

BON VOYAGE


Performing a new country startup takes experience, alacrity, extraordinary attention to seemingly mundane details—and it takes a healthy dose of the adventurer spirit. Pio D’Acosta says he never tires of sailing off into uncharted territories.

“Dealing with new cultures is great, as long as you keep an open mind and have some fun with it,” he says. “Some places in Africa if you ask for directions they don’t give you a street. They say go down this road to a big tree with a goat attached to it. Turn right at the goat. You just have to smile and hope the goat is still there so you can find your way.

“Or this other time in Senegal we came upon a merchant selling some beautiful big prawns. They were so big we only wanted to buy six, but the alarmed merchant said, ‘I don’t sell six! My boss say you can only buy dozen or half dozen!’ So we said, ‘OK, give us a half dozen.’ He sure was happy to hear that.” ■



HAND SAFETY



IN AN INDUSTRY AS “HANDS-ON” AS OFFSHORE DRILLING, IT MAY BE NO SURPRISE THAT HAND AND FINGER INJURIES ARE THE MOST PERVASIVE AND FREQUENT ACCIDENTS ON RIGS. THEY’RE SO COMMON, SOME MIGHT BELIEVE THEY’RE IMPOSSIBLE TO ELIMINATE. BUT AS DIAMOND OFFSHORE HAS DISCOVERED, WHEN THE WHOLE COMPANY WORKS TOGETHER, ANYTHING IS POSSIBLE.

WRITTEN BY MOLLY GLENTZER
PHOTOGRAPHY BY CHRIS SHINN



IN LINE WITH INDUSTRY STATISTICS, hand and finger injuries have historically accounted for half of the recordable injuries on Diamond Offshore's rigs. While that ratio holds, the total number of injuries of all types has declined to record lows thanks to the company's proactive stance.

"It's not just a Diamond problem. It's an industry problem," says Ronnie James, Vice President of International Operations.

"Hand injuries are a thorn in every drilling contractor's side," adds Scott

Vaughn, Vice President of HSE. "It's not something we take lightly. Without your hands, you're very limited as to what you can do. That's why we've worked so hard to prevent these injuries."

Diamond Offshore has taken increasingly ambitious steps to eliminate hand injuries since 2008, when it introduced its "Get a Grip on Hand Safety" awareness campaign worldwide. The campaign encouraged employees to search their installations for pinch points; to identify the hazards with

stickers, magnets or paint highlights; and where possible, to remove pinch points entirely.

In spite of some success, the company soon realized a significant reduction in hand injuries would require something more concrete than a cultural initiative.

Since many of the recordable hand injuries during that period occurred when employees put their hands on suspended loads, the Hand Awareness Committee—comprised of

Operations and HSE leaders—set out to develop an ambitious solution that almost sounded crazy at the time: They wanted to create a tool that would eliminate the need for employees to put their hands on suspended loads.

The project began humbly when the Hand Awareness Committee built a rudimentary prototype designed from a shovel handle dipped in plastic with a v-shaped metal end that could push suspended loads. After several operations and safety managers inspected the prototype, they decided to carefully test it on a rig.

A small team from Houston took the prototype to the *Ocean Star* so crew members could try it in controlled environments. Over two days, a videographer and supervisors observed several roustabouts and floorhands

tool needed modifications before it could be safely implemented fleet-wide. “It couldn’t have sharp points, and it couldn’t be conductive, things of that nature,” James says. The tool would also need to be sturdy but not too heavy. The handles had to be spaced at just the right length, and the v-shaped end needed to be able to “stick” to the load it was maneuvering.

The Hand Awareness Committee relied heavily on rig employees—those who most frequently maneuver suspended loads—to make the tool the best it could be. Over the next several months, more test runs were conducted with increasingly advanced prototypes based on rig employees’ suggestions that made the tool safer, more effective and more suitable for real-world operations.

think of, and many times from employees working in groups,” says Vaughn. “You could tell that most of these personnel had put a lot of time and effort into writing and explaining their ideas. We took them seriously and spent many hours of many weeks considering every idea.”

Some of those ideas led to the implementation of sub straps and stiff tag lines. Sub straps make it possible for personnel to replace or remove subs on or off the racks without placing their hands in between other subs. As with the push poles, they were developed with assistance from crew members—and with great success.

The stiffer tag lines essentially eliminate the possibility of tag lines wrapping around an employee’s wrists or ankles when a load is suddenly lifted



“THE PRIMARY GOAL IS TO KEEP YOUR HANDS AWAY FROM A POTENTIAL INJURY OR HAZARD WHEREVER POSSIBLE. WE JUST HAVE TO THINK A LITTLE DIFFERENTLY.”



using the tool for the first time as they maneuvered subs, bundles of casing and various loads around the rig. The tool performed well in some situations but poorly in others. Crew members spoke candidly about the tool and suggested several improvements.

A few days later, in a conference room at Diamond Offshore headquarters, the Houston team watched the test footage with the Hand Awareness Committee. “Everyone was looking for what worked and what didn’t,” says Vaughn. “Our primary concern was that the new tool might replace one hazard with another. But the team continued to talk it out and think of ways to make it work safely, and the feedback from crew members made it possible.”

Committee members were enthusiastic about the possibilities, but the

People were also starting to call it a “push pole.”

After exhaustive testing and design modification, Diamond took the final prototype to a supplier for finishing touches, and the industry-standard “Stiffy” push pole was born.

The Stiffy tool, rolled out in 2010 along with a ‘Hands Free Lifting’ policy, “pretty much cured” injuries associated with suspended loads, James says—that number dropped from six in 2009 to zero in 2010.

Encouraged by that progress, the Hand Awareness Committee solicited more ideas from the fleet to combat hand injuries. All employees were encouraged to submit ideas, and over 90 submissions were received.

“The committee received ideas from nearly every position you can

with a crane. These lines were already in the marketplace but weren’t implemented into Diamond’s fleet until they were carefully tested on its installations.

The Committee received enough innovative and actionable ideas to write a detailed hand and finger safety policy that was introduced in early 2011.

The new hand safety tools, policies and procedures met some resistance, partly because they required doing some tasks much differently, says James. “Some people thought it was too much, too big.”

One of the biggest changes requires employees on all Diamond rigs to wear gloves any time they’re outside the living quarters on the company’s rigs—a step they were not accustomed to taking unless they were working with their hands.

And they couldn't just wear any gloves. All employees are required to wear special gloves appropriate for the job they're performing, so they now change gloves more frequently. This has helped reduce the significance of some injuries. Pinch points aren't the only hazard; hands must also be protected from dangerous chemicals, static electricity, microorganisms and cold.

Steadily, however, employees are embracing the requirements because they've been effective: the new tools, policies and procedures have helped to reduce hand injuries.

Instead of severe wounds that would have been "recordables" or required sutures, the right gloves can help reduce an injury to a first aid incident—a bruise or a scratch, James says. "But we also discovered people were so focused on using the gloves they forgot our whole objective, which was not to put our hands on it if we could avoid it."

Vaughn adds, "As we've seen in the past, sometimes personal protective equipment can cause employees to let their guards down in another area, which invites another hazard. So we're always thinking two steps ahead."

Now the company encourages personnel to begin each task with a question: "Can we do this hands-free?" And during each task, employees are now encouraged to let the machines do the work.

"Our biggest future hurdle is convincing people that the gloves are just an aid," James says. The primary

goal, he says, "is to keep your hands away from a potential injury or hazard wherever possible. We just have to think a little differently."

James says that he's encouraged that recordable hand and finger injuries continue to decrease, but he knows old habits are hard to change overnight. "The people who work on rigs for the most part work with their hands. And if something happens, your natural defense is to use your hands." As newer employees advance through the ranks, James hopes cultural change will occur more naturally. Wearing gloves, for instance, will be second nature; so will the idea of a hands-free work environment.

"Scott and I well know that 20 years ago, hardly anyone ever wore safety glasses. Today not a person would even think about walking outside the quarters without safety glasses on," James says.

"And down the road, hardly anyone will think of going outside without gloves on, or about placing their hands on a suspended load," says Vaughn.

"It may take five years. But if we can reduce our hand injuries to 25 percent, we will have made significant gains in safety and how we approach our job," James says. "I believe it's achievable."

The Hand Awareness Committee continues to take suggestions from all Diamond employees through a dedicated email box that's easily accessed from the company's intranet. ■







TRAVEL TALES

LOGGING 145 MILLION AIR MILES
ANNUALLY, OUR FREQUENT
FLIERS ARE PUTTING DIAMOND
OFFSHORE ON THE MAP.

DIAMOND OFFSHORE HAS BECOME A TRULY GLOBAL COMPANY

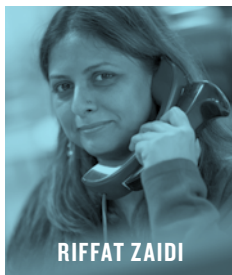
in recent years, with 30 of its 34 marketed rigs now working in non-U.S. waters. Thus, getting to work offshore has become a new challenge, involving passports, visas, work permits, shots, foreign taxes and frequent-flier miles—often for employees who may never have traveled beyond the U.S. Gulf Coast before.

“Our job may be offshore drilling, but it takes a lot of work to get people offshore,” said Renée Gannaway, travel manager. “We’re not like a factory, where people punch in every morning. In our business, we have to take our employees to work. At the same time, travel is personal, and people have very strong preferences. We do our best to satisfy them—along with company policy.”

For international assignments, our crews typically work a rotational schedule of 28 days aboard the rig followed by 28 days off. Keeping everyone happy is a real juggling act, with airline prices and policies changing daily—and an average of 100-plus Diamond Offshore travelers in the air every day. The numbers can be mind-boggling:

Of Diamond Offshore’s 5,300 employees, roughly 3,300 rotate regularly to rigs in non-U.S. waters, including Australia, Brazil, the U.K., Norway, Indonesia, Malaysia, Vietnam, Philippines, Egypt, Montenegro, West Africa and the Bay of Campeche, Mexico.

The Travel Department tries to book flights three to four months in advance, delivering E-tickets to rig rotators before they leave the rig for their time off—in other words, at least 30 days before their next hitch.



RIFFAT ZAIDI



SANDRA SISSON



SANDIE JOHNSON



RENÉE GANNAWAY



GENEVA PERETTI



LALIT KHANNA

THE VALUE OF THE PERSONAL TOUCH IS EVIDENT IN THE TENURE AND POPULARITY OF OUR AGENTS. (AGENTS CHRIS BURKE AND WANDA HART ARE NOT PICTURED)

Travel agents must swing into action for weather-related and emergency evacuations as well as the rerouting required for special cases, such as the European volcanic-ash event in 2010.

Diamond Offshore’s air transactions for the year typically total 24,000 or more, handled by eight agents at our Houston headquarters.

Our employees travel more than 145 million miles a year, or an average of 400,000 miles per day—nearly the distance of a round trip to the moon and back.

“Diamond Offshore is unusual in keeping its travel office open 24 hours a day, seven days a week to serve its employees, and the department has grown in recent years—to eight agents,” said Gannaway. “Four agents rotate 12-hour shifts, seven days on/seven days off. The other four work staggered hours Monday through Friday. Most other contractors outsource their ‘after-hours’ calls to a customer center. But we figure it’s daytime somewhere we’re working, regardless of the hour here in Houston. We want to always be here for our people.” Along with getting Diamond Offshore’s rig rotators to work on the rigs, the department arranges the travel of rotating-shore-base and corporate travelers.

The value of the personal touch is evident in the tenure and popularity of our agents. Geneva Peretti, for example, is retiring this year after 13 years on the job. “Geneva and Chris Burke are the best of the best,” said Russell Peterson, one of Diamond Offshore’s “top 10 travelers” and a roving electrical supervisor for Australasia.

Some of these friendships are forged in adversity when flights change unexpectedly and bad weather threatens. Peterson would argue that some of them are forged in confusion, as well.

“I was on a hitch in Australia once when my mother got very sick, and I needed to fly home,” said Peterson. “We had to make lots of arrangements, and I was on the phone repeatedly with my wife and with agent Chris Burke, back and forth with each. I was tired and confused and,

“WE’RE NOT LIKE A FACTORY, WHERE PEOPLE PUNCH IN EVERY MORNING. IN OUR BUSINESS, WE HAVE TO TAKE OUR EMPLOYEES TO WORK.”

thinking I was talking to my wife, I ended a call with Chris by saying, ‘Thanks for everything, and I love you.’ Chris paused for just a moment before replying, ‘Well, I love you, too, but I think that message was meant for someone else.’”

All of these efforts are in service to a joint goal: to get every employee where he or she needs to be—on time, safely and as comfortably as possible.

ON TIME

As if dealing with dozens of flight changes daily isn’t enough, our agents and the travelers themselves must wrestle with the logistics of international travel. Usually it goes smoothly, but sometimes...well, it doesn’t.

“Once, it took me six days to reach my assigned rig,” said Jim Breeden, storekeeper for the *Ocean Vanguard*. “I was living in the U.K. and traveling to Australia. Everything was going OK until I reached the Kimberley region of Australia, where I was supposed to board a helicopter to fly out to the rig. The engine on the helicopter burned up, and I ended up having to wait three days in Darwin, Australia, plus one night at the landing strip, which was in a remote area. It’s the longest crew change I’ve ever had.”

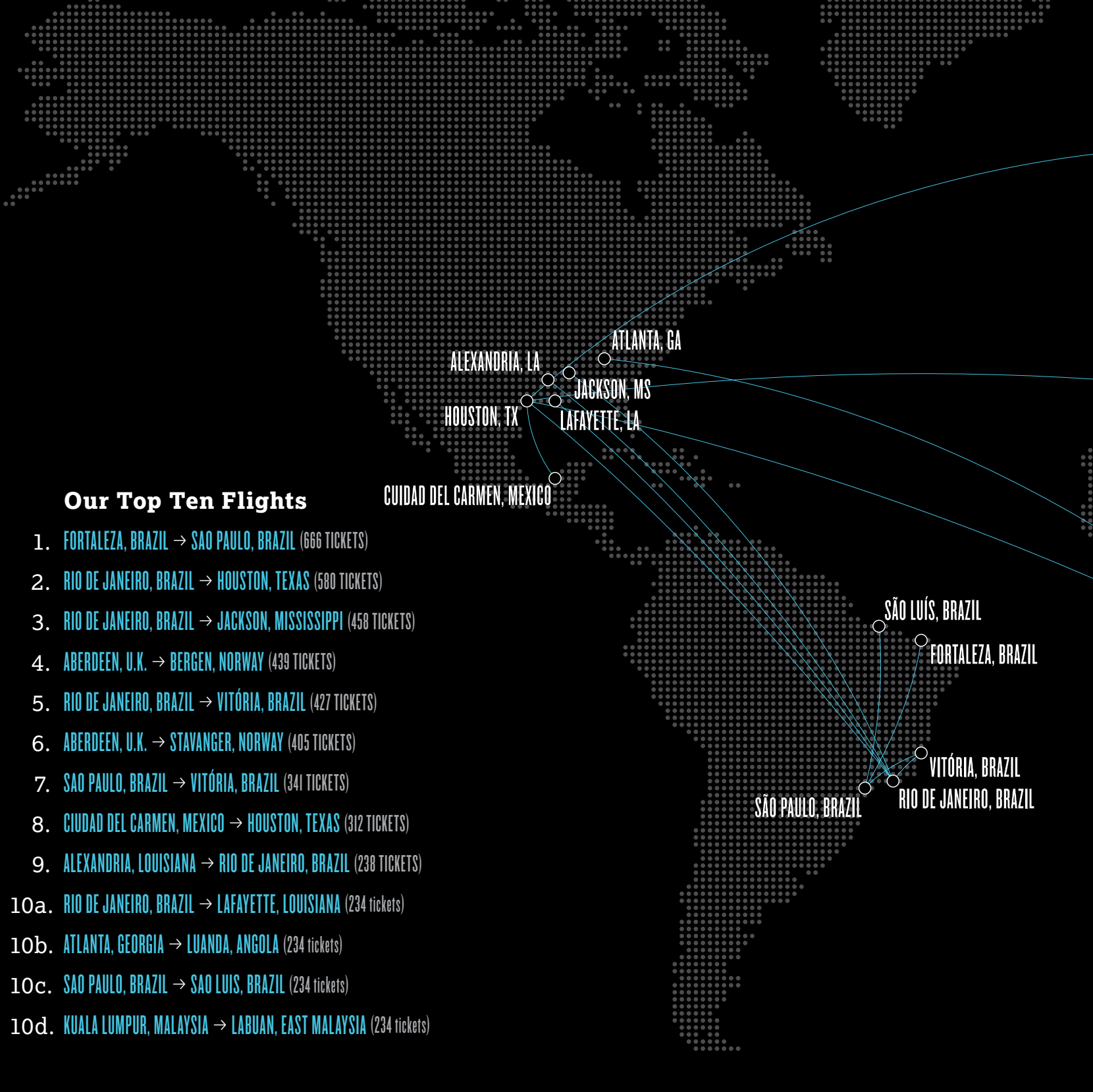
SAFELY

Of course, Sept. 11, 2001, changed nearly everything about airline safety. Other factors, such as political unrest and natural disasters, affect not only air travel, but also ground transportation and interim lodging. Even in the safest areas, the logistics of regularly moving people from place to place requires coordination with immigration advisers, logistics teams and ground crews.

“When we go into an area that’s new to us, one of my jobs is to learn about the health risks in the area, such as indigenous infections and health care facilities,” said Jim Cantrell, international health, safety and environmental manager. “I also look into the cultural differences that are important for our people to understand. I work closely with Ron Relf, our chief of global security, to determine the safest ground transportation and to understand any dangers that might come up during the time we’ll be in the area.

“We can’t take anything for granted,” Cantrell stressed. “For example, if we’re hiring buses, we insist that they have seat belts and seat cushions. If we don’t check, we sometimes get unpleasant surprises, like the van in Equatorial Guinea that arrived with about six inches of mud throughout its interior.”





Our Top Ten Flights

1. FORTALEZA, BRAZIL → SAO PAULO, BRAZIL (666 TICKETS)
2. RIO DE JANEIRO, BRAZIL → HOUSTON, TEXAS (580 TICKETS)
3. RIO DE JANEIRO, BRAZIL → JACKSON, MISSISSIPPI (450 TICKETS)
4. ABERDEEN, U.K. → BERGEN, NORWAY (439 TICKETS)
5. RIO DE JANEIRO, BRAZIL → VITÓRIA, BRAZIL (427 TICKETS)
6. ABERDEEN, U.K. → STAVANGER, NORWAY (405 TICKETS)
7. SAO PAULO, BRAZIL → VITÓRIA, BRAZIL (341 TICKETS)
8. CIUDAD DEL CARMEN, MEXICO → HOUSTON, TEXAS (312 TICKETS)
9. ALEXANDRIA, LOUISIANA → RIO DE JANEIRO, BRAZIL (238 TICKETS)
- 10a. RIO DE JANEIRO, BRAZIL → LAFAYETTE, LOUISIANA (234 tickets)
- 10b. ATLANTA, GEORGIA → LUANDA, ANGOLA (234 tickets)
- 10c. SAO PAULO, BRAZIL → SAO LUIS, BRAZIL (234 tickets)
- 10d. KUALA LUMPUR, MALAYSIA → LABUAN, EAST MALAYSIA (234 tickets)

Relf, who has a military and investigations background in 120 countries, set up a contingency plan to move Diamond Offshore people and their families out of Egypt during the recent political unrest. Although everyone eventually was able to leave on commercial flights, Relf was ready with charter flights, safe houses and boats.

COMFORTABLY

Diamond Offshore agents can't do much about the comfort of airplane seats or airports. But they can, and do, ensure

that traveling employees have plenty of time to make flight connections, for example. They book hotel rooms if employees must wait more than six hours for a flight. They do their best to accommodate every employee.

"The farthest I've ever traveled was when I was working 28/28 in the shorebase office of Balikpapan, Indonesia," said Seth Tidwell, regional administrator. "As I recall, that trip required 36 hours: first from Houston to Los Angeles, then nonstop on Singapore Airlines for 21 hours to Singapore. There, I had a long layover, then flew on to Balikpapan. The guys working on the rig had it even worse: They then



had about a four-hour stop in Balikpapan before taking a four-hour boat trip to the rig—and then some of our guys had to go right to work!

“Twelve time zones from Houston can be tough,” Tidwell sighed. “The best part is that Singapore Airlines had a great choice of movies, so I would see seven or eight movies on each round trip.

“One trip home, however, I flew from Balikpapan to Singapore to Los Angeles to Houston and, after a short layover, flew on to Mexico to meet my family for a vacation. After my long flights, though, I think I slept through most of that vacation.”

ROMANCE

Although we don’t bill ourselves as matchmakers, at least two of Diamond Offshore’s frequent travelers have found the loves of their lives “at work.”

On July 9, 1996, Jim Breeden was traveling from Arkansas to a hitch in Nigeria when his overseas flight to London was delayed by a severe storm. After a wait in Dallas, he boarded a flight as a standby passenger. Just before the doors closed, the last standby passenger, a woman, entered the plane and approached the last available seat: the one next to Jim.

TRAVEL BY THE NUMBERS

3,300

EMPLOYEES WHO ROTATE REGULARLY TO RIGS IN NON-U.S. WATERS



100+

DAILY AVERAGE EMPLOYEES IN THE AIR

3-4

MONTHS ADVANCE IN FLIGHT BOOKING

24/7

TRAVEL OFFICE HOURS

8

TRAVEL OFFICE AGENTS

OUR TOP TEN TRAVELERS

FLEW ANYWHERE FROM 29 TO 37 TIMES IN 2012

1. Karl Paterson
2. Frode Viddal
3. Terje Hansen
4. John Montgomery
5. Douglas Davidson
6. Dag Henry Jonassen
7. James Pickles
8. Barratt Wilson
9. Mark Stephenson
10. Russell Eric Peterson

145 million

AVERAGE ANNUAL MILES

400,000

AVERAGE DAILY MILES

24,000

AVERAGE ANNUAL AIR TRANSACTIONS

“BOTH OF US HAD BEEN UPGRADED TO FIRST CLASS. HE HELPED ME STOW MY LUGGAGE AND TOOK MY HAND TO HELP ME INTO MY SEAT. THEN HE NEVER LET GO.”

“Both of us had been upgraded to first class. He helped me stow my luggage and took my hand to help me into my seat. Then he never let go,” recalled Lise Lotte Breeden, laughing as she recalled the story. “He said, ‘We’re going to be spending the night together, so I’d better introduce myself.’”

Sure enough, they “spent the night together” as they flew across the Atlantic Ocean, holding hands and talking nonstop. “Our respective parents had just had their golden anniversaries on the same date, and the similarities just went on from there,” Lise said. “It was as if we had known one another all our lives,” Jim added.

Their conversation did not go unnoticed by their fellow passengers: “When we got off the plane at London’s Gatwick Airport, the flight attendants and passengers said ‘Invite us to the wedding,’” Lise recalled.

It happened two years later in Lise’s home country of Denmark, with both of their families fully represented. “We chartered a bus for 40-plus people and, for three weeks, toured London, Normandy, and portions of France, Belgium, Germany and the Netherlands before our wedding,” Jim said. “I’m so fortunate to be assigned to Norway today, since our two sons go to school in ‘next-door’ Denmark.”

Seth Tidwell likewise met his wife while living overseas for his job. “I have met many interesting people in my travels, and one dear to my heart stands out,” he said. “When I was transferred to Peru, it became very clear to me that I should have worked harder in high-school Spanish class—especially when I met a young Colombian señorita who I thought was pretty darn cute, intelligent, and made me laugh. The problem was that she didn’t speak English.

“I started working hard on my Spanish skills and, over many months, was able to slowly but steadily coax that young, cute, smart, funny Colombian into saying ‘I do’ (in Spanish, of course) at the altar,” Tidwell continued. “Carolina and I have been married 32 years now. We have two great kiddos, one of whom was born in Colombia. We have lived overseas about 15 years and now wryly call ourselves ‘the All-American familia.’”

HAPPY ENDINGS

Happy endings like those are among the rewards of arranging travel for Diamond Offshore and reflect the tireless efforts of personnel working behind the scenes. “Patsy Nettles [manager of staffing services] and I joke that the stresses of this work are why we have to color our hair,” said Jane Munoz, Houston-based director of global employee services. “But the truth is that Diamond’s executives realize the effort it takes to mobilize our people, and they have always come through for us.” ■

THE
SPRING
2013
FLEET
ADDITIONS
UPDATE

SETTING SAIL

OVER THE NEXT TWO YEARS DIAMOND OFFSHORE WILL LAUNCH FOUR ULTRA-DEEPWATER DRILLSHIPS AND TWO DEEPWATER SEMISUBMERSIBLE RIGS. THREE OF THE RIGS ALREADY HAVE CONTRACTS AND WILL HEAD DIRECTLY TO WORK.





ULTRA-DEEPWATER DRILLSHIPS

OCEAN BLACKHAWK CONTRACT ANADARKO

OCEAN BLACKHORNET CONTRACT ANADARKO

OCEAN BLACKRHINO

OCEAN BLACKLION



GENERAL	Design:	Gusto P10,000
	Classification:	ABS
DRILLING	Dimensions:	754 ft long x 118 ft wide x 59 ft deep
	Draft:	36 ft operating / 29 ft transit
	Displacement:	70,455mT operating
	Variable Deck:	22,045T operating
	Transit Speed:	up to 12.5 knots
	Water Depths:	12,000 ft designed / 10,000 ft outfitted
	Drilling Depth:	40,000 ft
	Derrick:	NOV Dual Bottleneck, 210 ft high with 80 ft x 60 ft base, static hook load capacity of 4,000 kips
	Drawworks:	(Main): NOV / AHD 1250-9000, six AC electric motors, 9,000hp each, 1,250T with sixteen 2 1/8" drilling lines (Aux): NOV / AHD 750-5750, five AC electric motors, 5,750hp each, 750T with fourteen 1 3/4" drilling lines
	Compensator:	Active Heave Compensating Drawworks
Rotary Table:	(Main): NOV RST 75 1/2" hydraulic, 1,250T (Aux): NOV RST 60" hydraulic, 1,000T	
Top Drive:	(Main): NOV TDX-1250, 1,250T with 7,500 psi (Aux): NOV TDS-8SA, 750T with 7,500 psi	
Tubular handling:	2 x NOV MPT 'Hydraulic Roughneck' for tubular range 3 1/2" to 9 3/4" + 2 x NOV PRS-5	
Mud Pumps:	5 x NOV 14-P-220, 2,200hp, 7,500 psi	
POWER	Main Power:	6 x HHI Himsen V- type diesel engines rated 4,500hp, each driving 5,375 kVA AC generators 2 x HHI Himsen V-type diesel engines rated 9,000hp, each driving 10,875 kVA AC generators
	Emergency Power:	V-type diesel engine rated 1,500hp driving 1,875 kVA AC generator
STORAGE	Liquid Mud:	23,500 bbls
	Base Oil:	9,225 bbls
	Brine:	10,000 bbls
	Drill Water:	22,500 bbls
	Potable Water:	11,750 bbls
	Bulk Material:	7,500 bbls (mud + cement)
Sack Storage:	6,000 sacks	
CRANES	Knuckle-boom:	110 ton + 2 x 90 ton knuckle-boom
	AHC Subsea:	180 ton Active Heave Compensation knuckle-boom
SUBSEA	Diverter:	Vetco CSO 21" 500 psi diverter with 16" flow line
	BOP Stacks (2):	Hydril 18 3/4" 15,000 psi seven-ram preventer 2 x Hydril 18 3/4" 10,000 psi annular preventers
	C&K Manifold:	3 1/16", 15,000 psi
	Marine Riser:	Vetco HMF Class H 21", 75 ft long per joint
	Tensioners:	16 x 225 kips NOV wireline riser tensioners. Total capacity 3,600 kips with 50 ft of wire travel
Moonpool:	73 ft x 41 ft	
OTHER	Thrusters:	6 x (three forward, three aft) Thrustmaster variable speed, fixed pitch, fully azimuthing
	DP System:	Kongsberg DPS-3
	Dual Activity:	Yes
	Accommodation:	210 people
Helideck:	Sikorsky S-61 & S-92	

MILESTONES TO COMPLETION

SHIPYARD DELIVERY DATES

1Q 2013

2Q 2013

3Q 2013

OCEAN BLACKHAWK

CONTRACT
ANADARKO

OCEAN ONYX

CONTRACT
APACHE

SEMISUBMERSIBLES

OCEAN APEX

GENERAL	Design:	Enhanced Victory Class/Crucifix Form
	Classification:	ABS Column Stabilized Drilling Unit
DRILLING	Dimensions:	328 ft long x 320 ft wide x 128 ft high
	Draft:	74 ft operating / 46 ft transit
	Displacement:	44,276mT operating
	Variable Deck:	7,000mT operating
	Transit Speed:	up to 4.5 knots
	Water Depths:	6,000 ft designed / 5,000 ft outfitted
	Drilling Depth:	30,000 ft
	Derrick:	NOV, 180 ft high with 40 ft x 40 ft base, load capacity of 2,000 kips
	Drawworks:	NOV UDBEL 2040, four DC electric motors, 1,000hp each, with 2" drilling line
	Compensator:	NOV drill string motion compensator, 800 kips capacity with 25 ft stroke
POWER	Rotary Table:	NOV RST, 49 1/2"
	Top Drive:	NOV TDX-1000, 1,000T with pipe handler
STORAGE	Tubular handling:	NOV ST-120 Iron Roughneck for tubular range 3 1/2" to 9 3/4" + NOV BR-10-SD-D bridge racker
	Mud Pumps:	4 x NOV 14-P 220, 2,200hp, 7,500 psi
CRANES	Main Power:	5 x Caterpillar C175 Tier II diesel engines rated 2,400hp each with 4,160 kVA AC generators
	Emergency Power:	Caterpillar C32 engine rated 720 kW
SUBSEA	Liquid Mud:	8,000 bbls
	Base Oil:	3,400 bbls
OTHER	Brine:	2,500 bbls
	Drill Water:	15,000 bbls
OTHER	Potable Water:	3,200 bbls
	Bulk Material:	25,000 cu ft (mud + cement)
OTHER	Sack Storage:	5,000 sacks
	1 x 56 ton SeaTrax 6032 with 150 ft boom	
OTHER	1 x 50 ton SeaTrax 6024 with 130 ft boom	
	1 x 80 ton SeaTrax 9040 with 160 ft boom	
OTHER	1 x 35mT NOV knuckle-boom crane for riser and tubular handling	
	Diverter:	Vetco 24" 500 psi with 16" flow line
OTHER	BOP Stack:	Shaffer 18 3/4" 15,000 psi five-ram preventer
	C&K Manifold:	Shaffer dual 18 3/4" 10,000 psi annular preventers
OTHER	Marine Riser:	Shaffer FT-E, 75 ft long per joint
	Tensioners:	8 x 200 kips Dual Rucker wireline riser tensioners. Total capacity 1,600 kips with 50 ft of wire travel
OTHER	Moonpool:	41 ft x 81 ft
	Mooring System:	(8) 3 1/4" x 4,200 ft RQ5 chains, (8) 3 3/4" x 8,000 ft wires, (8) 16T Stevpris MK6 anchors
OTHER	Accommodation:	140 people
	Helideck:	Sikorsky S-92

OCEAN ONYX CONTRACT APACHE

GENERAL	Design:	Enhanced Victory Class/Crucifix Form
	Classification:	ABS Column Stabilized Drilling Unit
DRILLING	Dimensions:	327 ft long x 315 ft wide x 128 ft high
	Draft:	74 ft operating / 41 ft transit
	Displacement:	39,200T operating
	Variable Deck:	5,600T operating
	Transit Speed:	up to 4 knots
	Water Depth:	6,000 ft
	Drilling Depth:	30,000 ft
	Derrick:	NOV Dresco, 180 ft high with 40 ft x 40 ft base, static hook load capacity of 1,600 kips
	Drawworks:	Continental Emsco C-3-II, three DC electric motors, 1,000hp each, with 1 3/4" drilling line
	Compensator:	NOV drill string motion compensator, 600 kips capacity with 25 ft stroke
POWER	Rotary Table:	NOV RST, 49 1/2"
	Top Drive:	NOV TDS-4S, 750 ton + PH-85 pipe handler
STORAGE	Tubular handling:	NOV Iron Roughneck for tubular range 3 1/2" to 9 3/4"
	Mud Pumps:	4 x NOV 12-P 160, 1,600hp, 7,500 psi
CRANES	Main Power:	5 x Caterpillar 3516C Tier II diesel engines rated 2,150hp each driving 600 V AC generators
	Emergency Power:	Caterpillar c32 engine rated 720 kW driving Kato 900 kVA generator
SUBSEA	Liquid Mud:	6,900 bbls
	Base Oil:	3,200 bbls
OTHER	Brine:	3,210 bbls
	Drill Water:	10,700 bbls
OTHER	Potable Water:	2,000 bbls
	Bulk Material:	13,800 cu ft (mud + cement)
OTHER	Sack Storage:	4,000 sacks
	2 x 60 ton SeaTrax 6032 with 140 ft boom	
OTHER	1 x 75 ton SeaTrax 9028 with 160 ft boom	
	1 x 35mT NOV 3426 knuckle boom crane	
OTHER	Diverter:	Vetco 49 1/2" 500 psi diverter with 12" flow line
	BOP Stack:	Shaffer 18 3/4" 15,000 psi five-ram preventer
OTHER	C&K Manifold:	Shaffer dual 18 3/4" 10,000 psi annular preventers
	Marine Riser:	Shaffer FT-E, 75 ft long per joint
OTHER	Tensioners:	8 x 200 kips Dual Rucker wireline riser tensioners. Total capacity 1,600 kips with 50 ft of wire travel
	Moonpool:	41 ft x 81 ft
OTHER	Mooring System:	(8) 3 1/4" x 4,200 ft RQ4 chains, (8) 3 1/2" x 8,800 ft wires, (8) 15 MT Bruce MK-6 anchors
	Accommodation:	140 people
OTHER	Helideck:	Sikorsky S-92

4Q 2013

1Q 2014

2Q 2014

3Q 2014

4Q 2014

OCEAN BLACKHORNET
CONTRACT ANADARKO

OCEAN BLACKRHINO
OCEAN APEX

OCEAN BLACKLION

Ocean Victory—Job Well Done

Ocean Victory team,

Unless something changes drastically this is my last hitch on the *O. Victory*, and I wanted all of you to know how well of a job I feel you guys did for us. I have a special place for DODI since I worked for them, and I have really enjoyed getting to know the *Victory* crew. The *O. Victory* has an outstanding crew that performs their daily duties without complaint and with the utmost focus on safety. Working with crews like you guys make us rig supervisors look good and like we know what we are doing. Thank you for the respect and all the help that was given to me while ExxonMobil had the rig. I hope that someday we can all work together on a more long term basis. The crews of the *O. Victory* have a lot to be proud of and their pride in their rig and work shows every day. Please pass on to the galley crew my thanks for the outstanding job they did taking care of us. They are the best I have seen offshore hands down. Good luck with your future projects and I hope we all cross paths again before our careers are over.

Thanks,

David Wedgeworth

Sr. Drilling Supervisor

Ocean Victory, Offshore GOM

Ocean Patriot—Safe, Successful Campaign

To the *Ocean Patriot* Offshore team,

On behalf of everyone at PTTEP AA we would like to thank and congratulate you all as we complete our 417th and final day of operations on the *Ocean Patriot*. During the campaign the team has faced up to and overcome various challenges to safely execute a work scope that included appraisal of the Cash/Maple gas field, the abandonment of the Challis and Jabiru oil fields and exploration wells Kingtree-1 and Ironstone-1. Completing this campaign is a significant milestone in securing PTTEP AA's licence to operate and in our ongoing journey towards achieving the company's goal of becoming a trusted developer and operator in Australia. We strongly believe that this campaign's success was down to a work culture based on hard work, trust, a commitment to teamwork, strong management support, personal ownership and continuous improvement.

The technically and logistically challenging campaign was executed with safety and well integrity as a guiding principle. We consistently demonstrated our commitment to safety and reiterated at every pretour meeting that on the *Ocean Patriot* and within PTTEP, we 'walk the talk' when it comes to safe working practices and stop the job authority. Our safety, environmental and operations record is something we can all be proud of, equally the way we went about our daily jobs and how we interacted as a team should be recognized and is something that sets us apart from others.

As the campaign closes and the rig leaves Australian waters we can pause to reflect on what has been achieved offshore in both operational and safety milestones. However, for everyone involved in the campaign we would like to reiterate that we must be mindful and not allow our pride in this achievement turn into complacency. Please remain steadfast in your commitment to ensuring that work is carried out in a safe manner and take responsibility for our own safety and for that of your colleagues.

Congratulations, to the *Ocean Patriot* offshore team on an excellent achievement.

Yours sincerely,

Stewart Buchan

PTTEP AA Drilling Superintendent

Ed Lintott

PTTEP AA Drilling Manager

Ocean Victory—Persistence & Efficiency

I wanted to pass on my thanks to you, the crews of the *Ocean Victory* and the onshore staff who support the rig for work y'all recently completed for ATP Oil & Gas on the MC 711 #5 work-over, the GC 300 #2 completion and the GC 300 #4 sidetrack & completion. All three jobs were completed safely and with no environmental incidents. Performance on MC 711 #5 and GC 300 #2 was as expected. Performance on GC 300 #4 was less than what ATP expected, but not because the guys associated with the rig didn't do their jobs well. Mother Nature putting a rubble zone below the salt there made her a formidable opponent on the sidetrack. Y'all's persistence as we figured out how to get the well drilled and completed paid off in the end. The

end-of-well activities (replacing the blue pod hose and getting the BOP's re-certified) at GC 300 #4 went really well and I appreciate the rig crews and subsea guys working hard to make that happen efficiently. Everyone associated with the rig did a good job working in the post-Macondo world in the GoM. Thanks for y'all's efforts to help us be successful in a changing environment. I wish y'all continued success for other operators in the future and look forward to us working together again sometime and place down the road.

Regards,

William T. (Bill) Daugherty

Drilling Manager

ATP Oil & Gas Corporation

Ocean Victory—Team Recognition Award

Congratulations on successful completion of the Zinc Project!

In recognition of your outstanding performance and achievements in SSH&E, operational efficiency, and overall success of the project, you are receiving this Yeti Cooler as a token of our appreciation. We appreciate your support in the sustainment of a mature safety culture, including a record 64 days hurt free, no recordable incidents, and 100% participation in the observation and intervention program for much of the campaign. We push the envelope in our operations as well by progressing through an impressive learning curve, minimizing risk, and maximizing efficiency finishing the program 20 days under the estimated program length and minimizing our costs. Your dedication and leadership is essential as we continue to strive for flawless execution and our vision of "Nobody Gets Hurt".

Again, thank you for a job well done, and we congratulate everyone's contributions to the operational excellence and dedication to a "No Hurt" culture.

Jason Gahr

Drilling Manager, US Drilling

**Ocean America—
Exceptional Performance**

Ocean America Rig Team:

As the newly appointed VP of Drilling at Woodside Energy, I have been fortunate to have stepped into this role with our operating rig, the *Ocean America*, performing at top quartile performance.

I would like to take this opportunity to extend my personnel thanks for the rig team's ongoing and outstanding contributions to Woodside during the *Ocean America* campaign. I know how much time and energy it takes to deliver a steady and outstanding performance, and I deeply appreciate all of your efforts to make it a great success.

To all the personnel involved with the campaign, you have proven to yourselves and shown others what it means to be real "team players". I would like to congratulate The Rig Team's safety and overall operational performance displayed throughout the Woodside drilling campaign of May 2010–Dec 2012.

The campaign has not been without its challenges, the riser tension chain failure, the significant number of wells with well control events, the continuous improvement to equipment and process, have all contributed to make this rig into a reliable drilling machine.

The caliber of this work and team is exceptional, and its experience will allow the rig to go from strength to strength. It has had an impact on the successes of Woodside's projects, by allowing us to meet our objectives in almost every well drilled from May 2010 to December 2012.

I thank you for your ongoing contribution to the successes of Woodside, and look forward in the future to be able to work with a "Rig of Choice" again.

Regards,
Paul Sullivan
Vice President, Drilling & Completions
Woodside Energy Ltd

Ocean Monarch—Exceptional Contract Professionalism

It was recently brought to my attention that the *Ocean Monarch* Deepwater Rig was coming to the end of the contract that has served us very well on our Vietnam Operations for the contracted period. In discussions with our resident Drilling Manager, Mr. Fraser Tavendale,

it was kindly and rightly mentioned by Fraser that the drilling services and personnel support provided by the rig and Diamond Drilling had been absolutely exceptional in terms of contractor professionalism, interface and engagement operationally and on the safety front and in planning the rig moves to respective locations over the period.

It is always encouraging and great to know that there are contractors out there in the industry that do deliver and honour customer service to the highest degree. This level of professionalism and commitment shown to our Vietnam operations was brought to our attention by Fraser with respect to the following individuals in particular—Mr. Duncan Coulson (Rig Manager) and Danny Jack (Rig Suptd).

Both Duncan and Danny gave us complete dedication and support to make our drilling operations safe, efficient and cost-effective. I would be grateful if you could extend our sincere thanks and gratitude to both of them for their sterling efforts throughout the contracted period and their professional standing within our Vietnam operations. It was a pleasure to have them onboard and a credit to Diamond Drilling.

It is unfortunate that we have had to let the rig depart to new pastures but I can assure you that in our future global drilling operations and tenders, this feedback carried to us from Fraser will endeavor a favorable assessment in future rig tenders towards Diamond Drilling for our global operations going forward.

I hope we can continue to work together as companies to foster the positive experience and build a strong foundation going forward. I have copied Mr. Kevin Lacy (SVP—Global D&C) and Mr. Ramsey Kostandi (VP—Engineering, Global D&C) to share this with them and I hope that if any of us are in SE Asia or Houston in the near future, that an opportunity will exist to thank your goodself or any member of the senior management team in Houston personally.

Thank you again and we look forward to using this positive experience to build upon.

Best Regards,
Nadeem Hashmi
Vice President, Global New Ventures (D&C)
Talisman Energy Inc.

Ocean Princess—Area Leader

lan/George/Rod,

Hearty congratulations to you all for this outstanding achievement. We know from our day to day dealings that HSE is at the forefront of your thoughts during all operations. It is wonderful that others have recognised the effort and thought that has gone into that day after day, to achieve the excellent results which we have all appreciated.

Please pass on thanks to all associated with the Princess rig operation who have helped make the Princess the HSE jewel in crown of the Diamond Europe Africa and Middle Eastern fleet.

As I have said on many occasions, great HSE performance goes hand in hand with effective and efficient drilling and completion operations in my view. The two together give all the indications of a well-managed operation. Very well done—please do keep it up!

Regards,
Simon Richards
Well Operations Manager
Enquest

**Ocean Patriot—
Unprecedented Achievement**

It's time to thank our mooring and anchoring teams after they ran our one-hundred-and-ninety-second and last anchor of the campaign last night. We have performed 24 rig move operations since the 14th of June 2011, statistically that's a rig move every 14 days for a year which is an unprecedented achievement in Australia in recent years.

Importantly this has all been achieved without injury or incident and with a focus on performance that reduced the time to run anchors from an average of 32 hrs for the first 4 wells down to an average of 20 hrs in the final 15 wells. On behalf of PTTEP please pass on our thanks and congratulations to the boat, rig and third-party crews involved in the anchoring operations in the last 12 months.

Thanks & Regards,
Stewart Buchan
Drilling Superintendent
Ocean Patriot
PTTEP Australasia

RIGS & LOCATIONS

DIAMOND OFFSHORE RIGS BY TYPE AND LOCATION



SEMISUBMERSIBLES

AUSTRALIA	DEPTH(ft)	EQUIPMENT
OCEAN AMERICA	5,500	SP; 15K; 3M; 5R
ANGOLA		
OCEAN CONFIDENCE	10,000	DP; 15K; 4M; 6R
BRAZIL		
OCEAN COURAGE	10,000	DP; 15K; 4M; 6R
OCEAN VALOR	10,000	DP; 15K; 4M; 6R
OCEAN BARONESS	8,000	VC; 15K; 4M; 4R
OCEAN STAR	5,500	VC; 15K; 3M; 4R
OCEAN ALLIANCE	5,250	DP; 15K; 3M; 4R
OCEAN QUEST	4,000	VC; 15K; 3M; 4R
OCEAN WINNER	4,000	3M; 4R
OCEAN WORKER	4,000	3M; 4R
OCEAN YATZY	3,300	DP; 4R
OCEAN CONCORD	2,300	3M; 4R
EGYPT		
OCEAN ENDEAVOR	10,000	VC; 15K; 4M; 5R
EQUATORIAL GUINEA		
OCEAN VALIANT	5,500	SP; 15K; 3M; 4R
GOM (U.S. AND MEXICO)		
OCEAN ONYX	6,000	VC; 15K; 4M; UC; 5R
OCEAN VICTORY	5,500	VC; 15K; 3M; 5R
OCEAN YORKTOWN	2,850	3M; 4R
OCEAN SARATOGA	2,200	3M; 4R
OCEAN AMBASSADOR	1,100	3M; 4R
INDONESIA		
OCEAN MONARCH	10,000	VC; 15K; 4M; 5R
OCEAN GENERAL	3,000	3M; 4R
MALAYSIA		
OCEAN ROVER	8,000	VC; 15K; 4M; 5R
NORWAY		
OCEAN VANGUARD	1,500	15K; 3M; 4R
SINGAPORE		
OCEAN APEX	6,000	VC; 15K; 4M; UC; 5R
OCEAN PATRIOT	3,000	15K; 3M; 4R
TRINIDAD AND TOBAGO		
OCEAN LEXINGTON	2,200	3M; 4R
UNITED KINGDOM		
OCEAN PRINCESS	1,500	15K; 3M; 4R
OCEAN GUARDIAN	1,500	15K; 3M; 5R
OCEAN NOMAD	1,200	3M; 4R

JACK-UPS

ECUADOR	DEPTH(ft)	EQUIPMENT
OCEAN SPUR	300	IC
GOM (U.S. AND MEXICO)		
OCEAN KING	300	IC; 3M
OCEAN TITAN	350	IC; 3M
OCEAN SCEPTER	350	IC; 15K; 3M
OCEAN NUGGET	300	IC
OCEAN SUMMIT	300	IC

DRILLSHIPS

BRAZIL		
OCEAN CLIPPER	7,875	DP; 15K; 3M; 5R
SOUTH KOREA		
OCEAN BLACKHAWK	12,000	DP; 15K; 5M; UC; 7R
OCEAN BLACKHORNET	12,000	DP; 15K; 5M; UC; 7R
OCEAN BLACKRHINO	12,000	DP; 15K; 5M; UC; 7R
OCEAN BLACKLION	12,000	DP; 15K; 5M; UC; 7R

COLD STACKED

SEMISUBMERSIBLES

MALAYSIA		
OCEAN EPOCH	3,000	3M; 4R
GOM (U.S.)		
OCEAN WHITTINGTON	1,600	3M
OCEAN NEW ERA	1,500	3M; 4R

JACK-UPS

GOM (U.S.)		
OCEAN SPARTAN	300	IC

MAP LOCATIONS

- 1 Gulf of Mexico (U.S. and Mexico)**
7 Semisubmersibles (1 under construction)
6 Jack-ups
- 2 Brazil / S. America**
11 Semisubmersibles
1 Drillship
1 Jack-up
- 3 North Sea**
4 Semisubmersibles
- 4 Mediterranean / W. Africa**
3 Semisubmersibles
- 5 Australasia**
7 Semisubmersibles (1 under construction)
4 Drillships (under construction)

Key

- ▶ **UC** Under Construction
- ▶ **DP** Dynamically Positioned / (SP)
- ▶ **IC** Independent-leg Cantilevered Rig
- ▶ **VC** Victory Class
- ▶ **SP** Self-Propelled
- ▶ **3M** Three Mud Pumps
- ▶ **4M** Four Mud Pumps
- ▶ **5M** Five Mud Pumps
- ▶ **15K** 15,000-psi Well Control System
- ▶ **4R** Four Ram BOP
- ▶ **5R** Five Ram BOP
- ▶ **6R** Six Ram BOP
- ▶ **7R** Seven Ram BOP



Diamond at the diamond

After an 18-year hiatus from playing organized baseball, Chad Williams, fresh off the plane from Houston, has been busy hitting doubles and catching flies as the first nonKorean in the Ulsan (Korea) Class A Baseball League.

Williams, Operations Manager for the *Ocean BlackHawk*, arrived in Korea a year ago, working a typical 12-hour-a-day Diamond Offshore tour. But a contract manager invited him to try out for the local baseball team, and Williams jumped at the chance. "It's a dream come true for me to play organized baseball again," he said. "I find a way to work it into my schedule!"

After a college elbow injury consigned him to the bench, Williams could only watch, not play. "And then this opportunity showed up," he said. "It wasn't easy, but they gave me a chance. I worked hard to get back in shape, and they slowly eased me onto the team."

Williams has been playing mostly left field or second base for the Ulsan Pharaohs for a year now—and was proud to be a part of the team that won its first league championship in 2012. He continues to go to bat today. ■

