

# SUSTAINED ABILITY



TRANSOCEAN  
SUSTAINABILITY  
REPORT 2020

Sight requires vision. Insight requires persistence of vision. At Transocean, we understand that in order for sustainability to have a meaningful impact, our achievements must be more than statistical benchmarks. They must be foundational to how we view the world — how we are connected to it, are responsible for it, and conduct business in it. **Our commitment is to today and tomorrow. And the day after.**

- 03 OUR PROGRESS
- 06 LEADERSHIP MESSAGE AND OUTLOOK
- 08 OUR BUSINESS IN 2020
- 10 SAFETY
- 19 ENVIRONMENT
- 27 PERFORMANCE
- 39 PEOPLE
- 52 COMMUNITY
- 57 CORPORATE GOVERNANCE
- 66 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
- 72 SASB INDEX
- 73 GRI INDEX

## OUR PROGRESS

A true measure of any plan is not only the plan itself, but the resolve among those implementing it. When it comes to creating a more sustainable world, our resolve runs deep.

That depth was tested in 2020, as a global pandemic upended the lives, jobs, and plans of our entire planet. Those who would weather the crisis would rely on their ability to quickly adapt in the short-term, to boldly innovate in the long-term, and to do both without compromising their values.

As an integral participant in the energy value chain, Transocean must continue to operate with integrity, discipline, and an unconditional respect for our people, our communities, and our planet.

While the world changed, our values never wavered. In fact, it was because of those values and the dedication of the people who held them that we not only met the challenges of 2020, we delivered beyond the operational expectations set prior to the pandemic.

Transocean achieved industry-leading results throughout some of the most difficult days in offshore drilling history. Total recordable incident rate of 0.24, our second-lowest ever. No Lost Time Incidents. Over 97 percent uptime across our global fleet, a new best for Transocean — and this was with a fleet focused exclusively on ultra-deepwater and harsh environments, among the most challenging operational conditions. We adapted. We innovated. We delivered.

We believe in sustainability as a business imperative. The health of our company is intricately linked to the health of our planet.

We're proud of our employees and all that they were able to accomplish during this most remarkable year. The pandemic didn't just test our resolve, it reaffirmed our values, forcing us to focus on the things that matter most:

1. The health and safety of our workforce and their families;
2. Responsible, reliable, efficient operations for our customers.

## OUR MISSION

Our mission is to be the premier offshore drilling company by providing worldwide, rig-based well construction services to our customers through the integration of motivated people, quality equipment, and innovative technology, with a particular focus on technically demanding environments.

SHARED VALUES

F

**Focused**

We will consistently exceed the expectations of customers, shareholders, and employees.

I

**Innovative**

We will continuously advance our position as technical leaders, and relentlessly pursue improvement in all that we do.

R

**Reliable**

We will execute flawlessly by ensuring that our equipment, processes, and systems always perform as and when intended, and that our people are properly trained and motivated.

S

**Safe**

Above all else, we will protect each other, the environment and our assets. We will conduct our operations in an incident-free environment, all the time, everywhere.

T

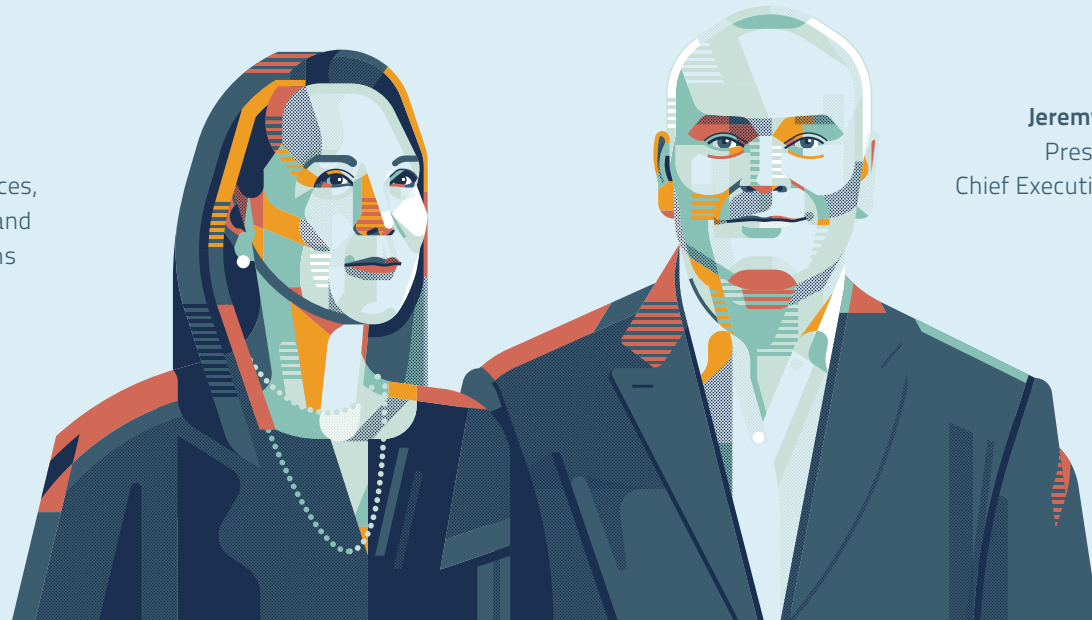
**Trusted**

We will always act with integrity and professionalism, honor our commitments, comply with laws and regulations, respect local cultures, and be fiscally responsible.

**WE ARE SERVICE FOCUSED.**  
**WE ARE DATA DRIVEN.**  
**WE ARE PERFORMANCE ORIENTED.**

We have dedicated ourselves to continually exceed our customers' expectations on service. This upward curve is possible by continually monitoring and analyzing our data, improving performance through safer, more reliable, and more efficient operations.

**Janelle Daniel**  
Vice President,  
Human Resources,  
Sustainability, and  
Communications



**Jeremy Thigpen**  
President and  
Chief Executive Officer

Our shared success is contingent upon our shared commitment to work together, responsibly, and ethically.

**MESSAGE FROM OUR LEADERSHIP**

The events of 2020, notably the pandemic, posed many challenges for our world, our industry, and our company. Through it all, our team remained undeterred. Anchored by our Shared Values and motivated by our Boundless passion for our business, we focused on our highest priorities – providing the necessary tools and support to promote the

health and safety of our workforce and their families, delivering reliable and efficient services to our customers, protecting the environments, and positively impacting the communities in which we operate, and further integrating sustainability into our business strategy and execution plans. As a result of this continued focus, and the entire team’s unwavering commitment and resilience, Transocean delivered exceptional, if not inspiring, results in 2020

– Total Recordable Incident Rate (TRIR) of 0.24, with zero Lost Time Incidents, and Uptime performance of 97%. In addition, through multiple opportunistic transactions, we significantly improved our liquidity by reducing our debt and associated interest costs to maturity by more than \$1 Billion and \$100 Million, respectively.

By any measure, we have established Transocean as the clear leader in the offshore drilling industry, and we understand, appreciate and embrace our leadership responsibility to continuously improve. Throughout 2020, we refined processes, invested in innovation and technology, and continued to focus on developing talent within our organization. Notable initiatives included:

- Publication of our Human Rights Policy Statement;
- Implementing Smart Equipment Analytics (SEA), which we deployed on 19 of our rigs. SEA provides real-time equipment and operating data, enabling us to quickly evaluate equipment and system performance and respond as necessary to keep our rigs operating at optimal levels, improving both our uptime performance and our energy management;
- Launching our Offshore Development Program (ODP) designed to attract, develop, and retain women and underrepresented populations for technical leadership positions;

- Initiating a pilot of a Mental Health Ambassador Program offshore USA to expand employees' knowledge and understanding of the benefits available to them.

We invite you to learn more about these programs and others in this report.

The pandemic has further highlighted the multifaceted nature of the ties that connect all of us to each other and to our world. Our shared success is contingent upon our shared commitment to work together, responsibly, and ethically. To this end, we reiterate our commitment to publish our updated materiality assessment and 2030 goals, including our climate ambition, later in 2021. Further, we continue to evaluate potential business line extensions in renewables and alternative energy whereby we can leverage our existing assets and core competencies to generate value for our stakeholders.

Though the pandemic continues, our company has proven its resilience. As we look to the future, we see many opportunities for our business, capitalizing upon our breadth of experience, our business acumen, our resources, and our passion as the springboards for our future success. Our commitment to generating value for our stakeholders is steadfast, and our sustained ability to deliver on our commitments will pave the way for our future.

Sincerely,

**JEREMY THIGPEN**

President and CEO

**JANELLE DANIEL,**

Vice President, Human Resources,  
Sustainability, and Communications

# OUR BUSINESS IN 2020

## GLOBAL MARKET PRESENCE

Transocean is a leading international provider of offshore contract drilling services for oil and gas wells. Specializing in harsh-environment and ultra-deepwater wells, we operate one of the most versatile and technologically advanced drilling fleets in the world.

27

ULTRA-DEEPWATER

10

HARSH ENVIRONMENT

## STRATEGIC INITIATIVES

### Align with our customers

We will actively support our customers in the delivery of their business objectives and be recognized as their universal first choice.

### Operate with distinction

We will be recognized and rewarded by our customers for consistently delivering the industry's safest and most efficient offshore well solutions.

### Optimize performance

We will urgently and continuously optimize our processes and our organization to maximize margins and returns.

### Invest in our future

We will attract, develop, and retain the industry's best workforce, and we will operate, maintain, and systematically upgrade the industry's most efficient fleet of offshore rigs.





QUICK FACTS

3.1B

2020 REVENUE

8

COUNTRIES OF RIG OPERATION  
AS OF FEBRUARY 2021

60+

YEARS IN SERVICE

5000+

WELLS DRILLED

28

PATENT FAMILIES

5350

EMPLOYEES AND CONTRACTORS  
AS OF DECEMBER 31, 2020

OUR FLEET



ULTRA-DEEPWATER

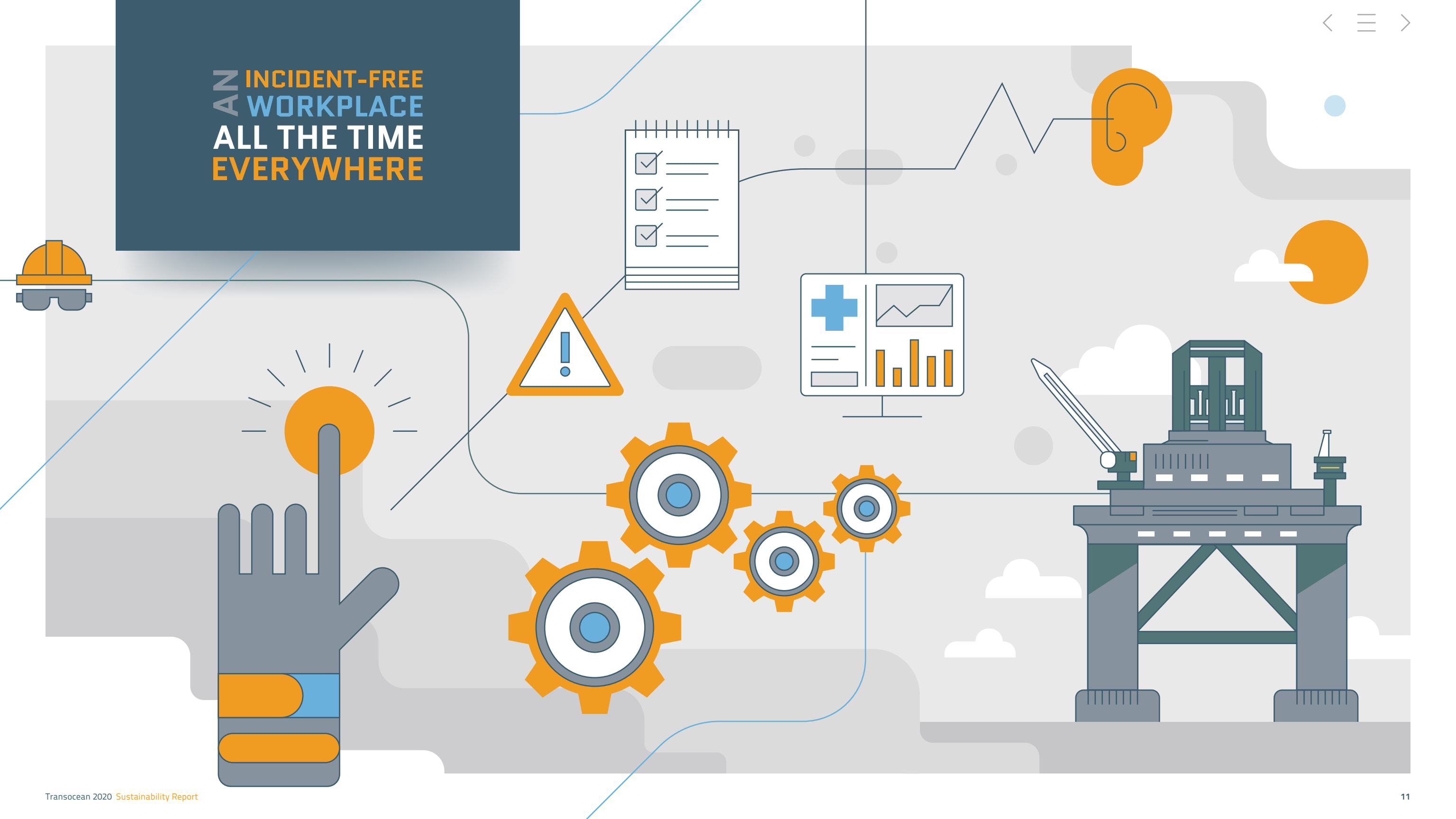


HARSH ENVIRONMENT

# SAFETY

Workforce safety — and the processes required to achieve it — are always a top priority for Transocean. Even under the immensely challenging circumstances of the global pandemic, our safety performance was exceptional.

**AN INCIDENT-FREE  
A WORKPLACE  
ALL THE TIME  
EVERYWHERE**



An incident-free workplace, all the time, everywhere. Stated simply, that is Transocean's safety vision. Our robust approach to fulfilling that mission involves comprehensive management systems, policies, procedures, technologies, and the commitment and impassioned professionalism of our workforce.

While we can never relent in our pursuit of the ideal, we can be proud of our achievements. In 2020, despite the COVID-19 pandemic, we had our second-best safety performance in company history with a TRIR (Total Recordable Incident Rate) of 0.24.

That success is due to our unique combination of people and process, along with the understanding that all our collective efforts must be aligned. With that spirit in mind, our Health, Safety, and Environment (HSE) Policy Statement, which is overseen by the Board's Health, Safety, Environment, and Sustainability (HSES) Committee, outlines the steps we take to achieve our vision. Board oversight of sustainability was formally added to the Committee charter of HSES in 2020.

Our safety performance reflects our focus on both Process Safety and Occupational Safety. Operational Integrity is an internally developed safety measure designed to prevent, or mitigate the impact of, a Process Safety Event or other significant event.

A variety of controls, policies and processes are employed to ensure personnel operate within a safe working environment. Further, our management systems are designed to integrate a strong culture of safety throughout the value chain and project lifecycle.

**VISUALIZING THE PATH TO OPERATIONAL INTEGRITY**

To eliminate or mitigate those risks of a significant event, Transocean has developed and implemented a first-class barrier management system. Central to our offshore operations, barrier management is the practice of understanding and monitoring the critical controls relevant to an operation and managing their status to reduce the process safety risk.

Barrier Vision is a tool that Transocean recently developed. It enables digital visualization of key controls, encompassing all the work we perform. This advanced risk-management tool integrates real-time equipment monitoring systems with dynamic barrier management. It represents an evolution of our efficiency and control initiatives, which include our digital Permit to Work solutions, launched in 2019.

Making safety a priority, we are fully committed to leveraging the most advanced technology available. In 2020, Transocean fully deployed HaloGuard<sup>SM</sup>, the offshore drilling industry's first safety system that integrates a wearable alarm and real-time location transmitter with drill-floor equipment and stoppage controls. The system is currently in operation on two rigs in the Gulf of Mexico, with five more planned for 2021.

### SAFETY IS IN THE DETAILS

We recognize the link between operational efficiency and safety. To that end, we thoughtfully create plans, assess risks, and execute consistently according to standardized procedures. As part of that process, we conduct monthly compliance assessments and audits.

To reinforce the Transocean culture of safety, we have in place Lifesaving Rules and Tools.

Our Lifesaving Rules are non-negotiable, task-based requirements that cover the following types of work:

- Guards, gratings, and handrails
- Line of fire
- Working at height and Personnel Lifting Operations
- Lifting operations
- Confined space entry
- Fire prevention
- Dropped object prevention
- Energy isolation

Lifesaving Tools are process-based requirements used to plan, risk-assess, control, and monitor tasks, including:

- Rules of task planning
- Restricted access
- Risk assessment
- START conversations
- Permit to Work

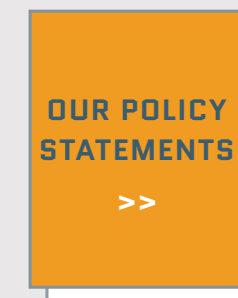
One such tool, Time Out for Safety, gives anyone on a rig — whether it's a Transocean employee, contractor, or customer — the authority to halt work for any reason.

In 2020, we also refreshed our Hold the Zero campaign, a peer-to-peer safety program that employs continuous improvement to eliminate complacency and reaffirm our commitment on zero harm and zero injuries.

### OCCUPATIONAL HEALTH INITIATIVES

Maintaining a healthy work environment requires understanding the risks and establishing suitable policies, procedures, and preventive measures. We support these initiatives with dedicated medical personnel for every rig. Our areas of focus include:

- Noise management education
- Hand-arm vibration awareness
- Respirator fit testing
- Transmission of communicable disease
- Personal hygiene
- Potable water monitoring and testing



View Transocean's full HSE Policy Statement

During 2020, we experienced no pandemic-related loss of business continuity, a sign that our measures were effective.



### **ACHIEVING SAFETY MEANS PLANNING FOR IT**

Transocean has a standardized planning and risk-assessment processes, in which each step in a task must be planned and verified before proceeding to the next. Continuous improvement is foundational to our safety programs. With the After-Action Review, we can identify what did and did not go as planned, target areas for improvement, and note any additional hazards, evaluating how they were managed. Every incident is reported and investigated to determine root cause, with worldwide communication of lessons learned.

### **IMPRESSIVE NUMBERS ARE JUST PART OF THE STORY**

Meticulously measuring our progress has given Transocean a valuable tool for consistently improving an already impressive safety record. In fact, setting meaningful improvement targets has become a challenge. That we delivered even higher performance statistics during a global pandemic speaks to how we prioritize what's really important.

Having already-established protocols in place, Transocean was able to respond quickly and decisively to COVID-19, prioritizing the safety of our workforce and minimizing disruptions to our operations.

### **TOTAL RECORDABLE INCIDENT RATE (TRIR)**

Recognized by the U.S. Occupational Safety & Health Administration, TRIR is a safety metric calculated by the number of work-related injuries resulting in death, time off work, inability to perform job, or medical treatment other than minor first aid per 200,000 hours worked. Our TRIR goal for 2020 was 0.31 based on five-year rolling goals. Our actual TRIR was 0.24, a particularly significant improvement over the prior year.

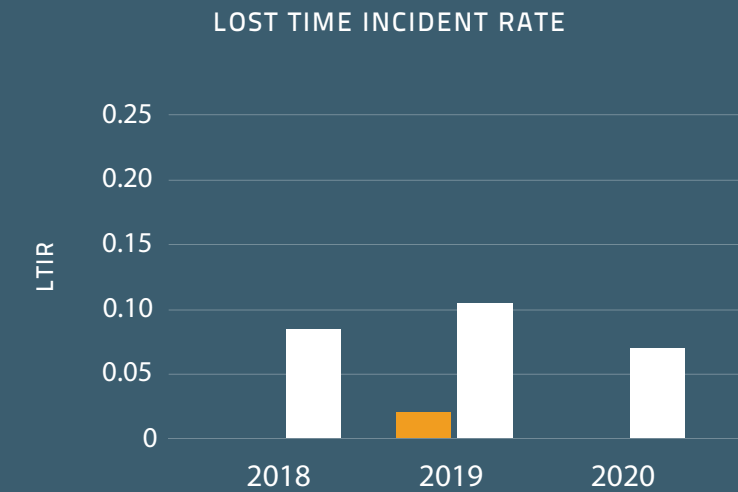
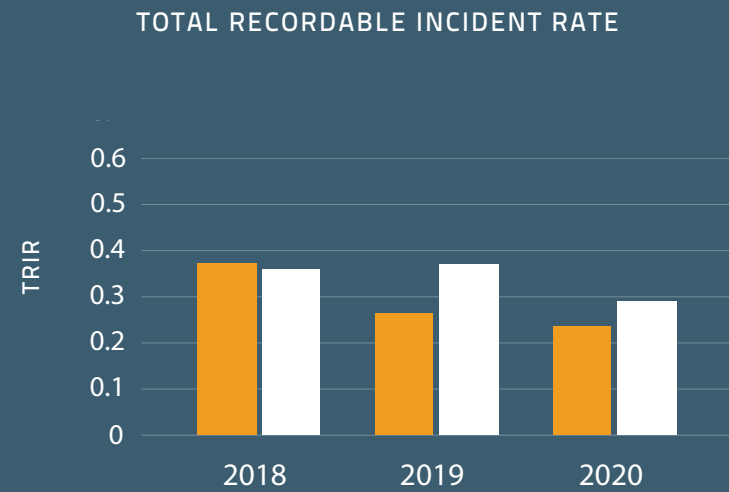
### **LOST TIME INCIDENT RATE (LTIR)**

A separate metric from TRIR, LTIR is a measurement of more severe incidents resulting in lost time away from work. Since not all recordable incidents result in lost time, this separate metric was developed for these more severe incidents. For 2020, as well as for two of the last three years, Transocean's LTIR rate was 0.00, significantly better than the industry average.

### **FATALITIES**

For the third consecutive year, Transocean had zero employee and contractor fatalities.

## SAFETY



■ Transocean ■ IADC Water Industry Average\*

\* The industry averages for TRIR and LTIR are calculated from the [report](#) published by International Association of Drilling Contractors

For the third consecutive year,  
Transocean has had zero fatalities.





## Collaboration, even when socially distanced, is key to working through the pandemic.

No one expected the world to change in early 2020, but it did. The fact that it kept changing relentlessly was no less surprising. Though the pandemic was unprecedented, Transocean was up to the challenge. Drawing on years of experience and adapting long established protocols, the company responded quickly — virtually coordinating health protocols, human resources, and communication on a global scale, employing long-established strategies to navigate the unknown — with successful results.

Transocean closely monitored the unfolding situation, and consistent with our FIRST Shared Values, we prioritized the health of employees, customers, and contractors above all else. In early February, medical protocols like wearing masks, practicing social distancing, washing hands, mandatory quarantines, and PCR testing were implemented.

Many of our protocols were adapted from previous experiences with the global outbreaks of SARS and Ebola, giving us an advantage in our response, and was guided continuously by information and guidance from the World Health Organization and the U.S. Centers for Disease Control and Prevention.

Quickly, we were able to implement plans for business continuity and disease prevention, mitigating effects on our workforce and operations while adapting as circumstances evolved.

“The situation was, and continues to be, very dynamic,” said Dr. François Pelat, Transocean’s Senior Manager of Medical Services, Global, HSE Operations Support. “Our COVID-19 plan went through seven revisions.”

**"I'm proud of all the men and women of Transocean, especially those offshore, whose hard work, dedication and persistence enabled the company to achieve record uptime and an extremely strong safety performance, in spite of the pandemic's challenges."**

**JEREMY THIGPEN**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Employee transport, travel restrictions, safety protocols, and quarantine requirements that varied between customers and countries posed major challenges. Our Travel, HR and Supply Chain teams moved swiftly to clear those hurdles with flexible routing, emergency charters and online visas. Advanced COVID-19 testing capability including training certification of the Rig Medics was also achieved on all the offshore installations, and it greatly facilitated the diagnosis and management of suspected cases.

Transocean was particularly committed to supporting the men and women offshore, who were required to work for extended periods away from their families. In addition to compensating them appropriately for significant hardships endured, we made sure employees were aware of our EAP programs and the benefits they provided.

"Some actions go a lot further than salary or benefits," said Lisa Mullins, Transocean Director of Offshore HR. "We saw examples of people in quarantine for a long time. Rig Managers and their families, checking in on their crew's well-being during quarantine periods, would bring home cooked food and treats to help lift spirits. Holiday traditions, such as celebrations of Diwali and Christmas, were also celebrated to maintain a sense of normalcy during the extended stays offshore. One of the rigs even had an art contest to keep people connected to each other."

Some of the solutions developed specifically for COVID-19 actually helped to accelerate many ongoing initiatives. For example, in countries like Brazil, we leaned heavily on local workers in order to mitigate challenges raised by COVID-19 travel logistics.

It has been Transocean's longtime objective support investment in local communities in which we operate. By focusing on local talent to satisfy staffing needs we help support this longtime objective.

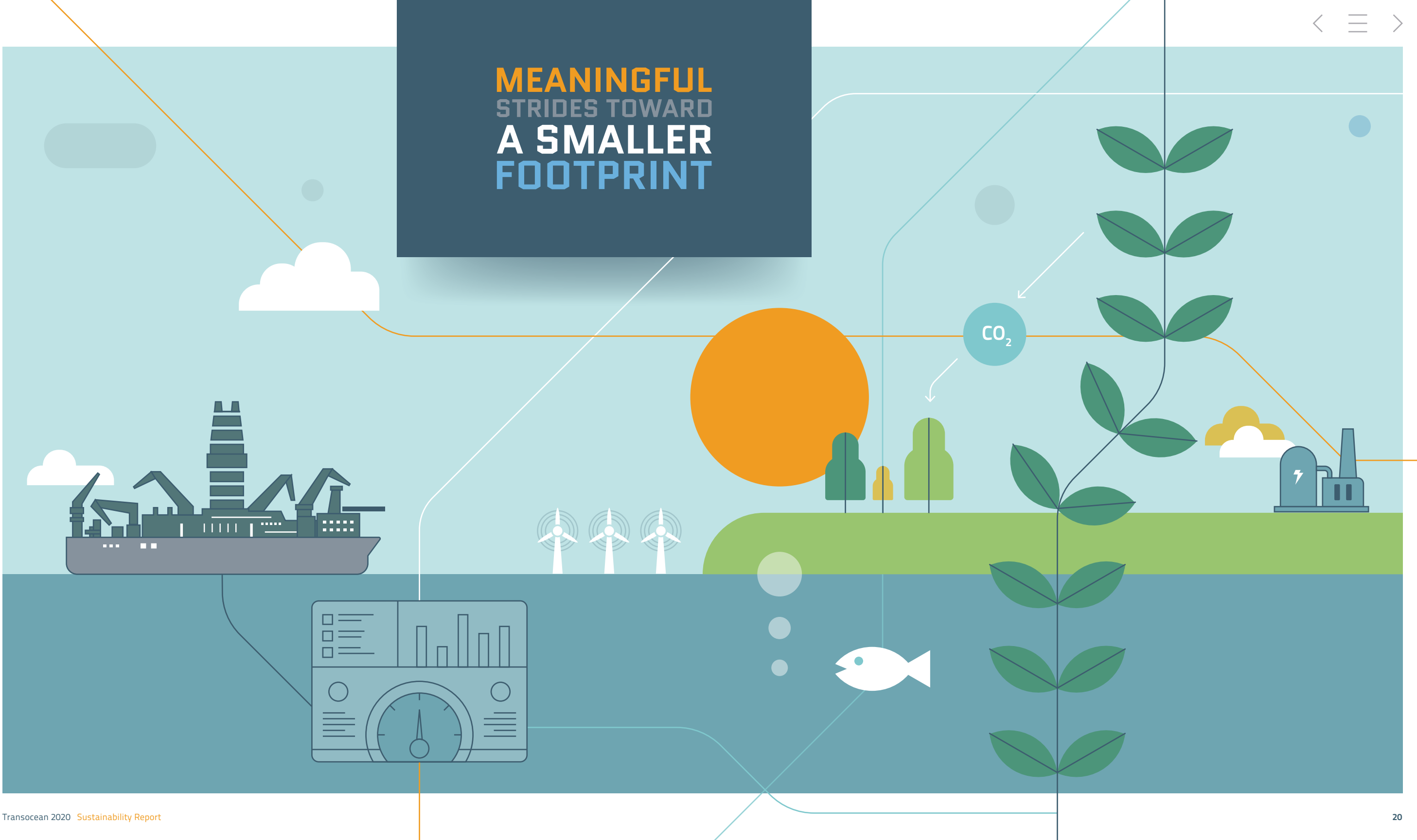
Throughout the pandemic, Transocean has maintained business continuity, achieving many of its goals in spite of the challenges. For example, we achieved 97.2 percent uptime and 0.24 TRIR in 2020. These achievements have not gone unnoticed.

"I'm proud of all the men and women of Transocean," said Jeremy Thigpen, Transocean President and CEO. "Especially those offshore, whose hard work, dedication and persistence enabled the company to achieve record uptime and an extremely strong safety performance, in spite of the pandemic's challenges."

# ENVIRONMENT

We recognize that environmental risk is business risk. We are part of the world around us. With a stake in our collective future, we conduct ourselves accordingly.

# MEANINGFUL STRIDES TOWARD A SMALLER FOOTPRINT



Our HSE policy outlines our commitment to protecting our people and the environment. Committed to integrating sustainability into our core business model, Transocean officially added sustainability program oversight to the Board’s HSE Committee, becoming the Health, Safety, Environment, and Sustainability (HSES) Committee. This committee reviews company policies, management systems, resources, and major initiatives.

To manage our environmental impact, we continue to focus on innovative technology for improving safety and reducing our carbon footprint. In 2020, we also began exploring new business line adjacencies in renewable and alternative energy sources.

Transocean embraces a data-driven, risk-based approach to business. We apply that thinking to our stewardship of the environment. With dashboards, real-time data, and other tools that enable insights for improving operational performance, we can efficiently target areas of maximum environmental impact and risk mitigation.

### **A STRATEGY FOR MAXIMUM IMPACT**

To achieve this impact, we have focused our efforts on two areas: loss of containment at sea; and greenhouse gas emissions from the diesel engines powering our rigs, which constitute approximately 99 percent of our Scope 1 and Scope 2 emissions.

We further reduced loss of containment volumes in 2020 relative to 2019. The primary driver of the reduction was focus on preventing events resulting in volumes exceeding 1 barrel. Through careful focus, we made significant improvements in this area.

Energy management plans govern how our rigs should generate and consume power. Company-wide, our environmental management system is aligned to ISO 14001. We have one rig, operating in the UK, certified to ISO 50001 standards and seven rigs with SEEMP-aligned energy management plans, which are consistent with ISO 50001. By the end of 2021, we plan to have energy management plans aligned with ISO 50001 and IMO SEEMP frameworks for all active rigs.

All of the power required for our offshore rig systems — whether it’s drilling, lighting, or hotel operations — is generated by diesel engines. As a two-fold strategy, we seek to improve the efficiency both in how we generate that power and how we use the power we generate, while ensuring that we do not diminish the safety of our operations. With the help of data-driven insights, for example, we now run fewer engines at higher loads, effectively helping us achieve our efficiency goals.

While our DSME 12000 rigs primarily rely upon diesel engines to produce power, they also have capacitors. The capacitors are charged with excess energy recovered from the drawworks, which can be deployed to other equipment onboard the rig. This reduces waste, loads on the diesel engines, and emissions.

As a two-fold strategy, we seek to improve the efficiency both in how we generate power and how we use the power we generate. With the help of data-driven insights, for example, we now run fewer engines at higher loads, effectively helping us achieve our efficiency goals.

#### **MANAGING HAZARDS BY MAINTAINING OPERATIONAL INTEGRITY**

Within Transocean, Operational Integrity is fundamental to the management of major hazards that may lead to low frequency / high consequence events. Operational Integrity is an integral part of our Company Management System to ensure adequate, effective, and suitable processes are in place to maintain operational and asset integrity.

To address environmental risks, every rig maintains a Safety Case. The Safety Case documents that the major hazards with the potential to affect operations have been identified and assessed — and that barriers are in place to effectively manage the associated risks.

#### **MAINTAINING STATISTICAL MOMENTUM**

As with safety, the metrics of our environmental progress are positive across the board. The focus and discipline of our workforce throughout the pandemic contributed significantly to our success.

#### **FUEL CONSUMPTION AND OFFSHORE SCOPE 1 EMISSIONS**

Primarily due to having fewer active rigs and crew rotations in 2020, both fuel consumption and emissions were lower. Other factors contributing to these reductions were our increased uptime, improved operational efficiency, and heightened focus on efficient power generation and usage aboard our rigs.

#### **SPILLS**

Compared to the previous year, 2020 saw a major reduction in both the number of spills and spill volumes, due to excellence in operational integrity. Through careful focus, we significantly reduced the number of spills with volume greater than one barrel.

## WASTE MANAGEMENT

Transocean has a comprehensive waste management policy which covers all company operations, both onshore and offshore. Our global waste management policy requires a hierarchy of control for waste when developing actions to minimize waste: eliminate, reduce, re-use, recycle, dispose. All company offices, warehouses, yards, and rigs have a waste segregation plan.

### Onshore

Transocean onshore waste generation is primarily from company offices, warehouses, and yards. At locations where we have operational control, we employ strategies to minimize waste generation and to dispose of the waste that we do generate in the most efficient way possible. These programs include removing certain single-use plastics from offices and dedicated battery segregation for recycling.

### Offshore

Offshore waste management is tightly regulated by regional authorities in the countries where we operate. Transocean has programs in place to reduce the general business waste that we generate offshore, which usually includes plastics, metal, cardboard, non-drilling chemicals, and food waste. Disposal or recycling of production waste and general business waste is typically managed by the operator.

In 2020, Transocean launched an ongoing project to improve comparability of rig-waste data between regions and rigs. We maintain and adhere to our company global waste management standard and meet all regional and government regulations worldwide. We continue to improve waste data management system to increase comparability when looking across regions with the aim of reducing environmental impact.

## WATER MANAGEMENT

As an offshore driller, Transocean has no drilling operations in any areas that could impact groundwater quality.

Any water used in drilling operations is provided by the operator and is generally shipped in from shore. This water usage is outside of Transocean's operational control.

Water used for non-drilling rig operations, including potable water, is usually withdrawn from the sea and processed in desalination units aboard each rig. Any wastewater or effluent discharges to sea are treated and must meet both the strict requirements outlined in our global policy, as well as any additional local or regional regulations. Transocean actively manages all overboard and non-overboard drains to prevent environmental impacts from incidental wastewater discharge. We are working on internal protocols to consistently measure water usage across our fleet.

## LEED CREDENTIALS

Transocean's new corporate office is Energy Star certified. In 2020, additional interior upgrades to energy efficiency earned us a LEED Silver certification.

## ENVIRONMENT

EMISSIONS		2020	2019	2018
Total CO <sub>2</sub> e <sup>1</sup>	Tonnes	<b>1,103,418</b>	1,179,303	not tracked
Scope 1				
Offshore		<b>1,074,232</b>	1,140,403	1,419,000
Onshore		<b>2,178</b>	2,762	not tracked
Scope 2 <sup>2</sup>		<b>4,685</b>	3,172	not tracked
Scope 3 (business travel) <sup>3</sup>		<b>22,323</b>	32,966	not tracked
Direct GHG Emissions <sup>4</sup>	Tonnes			
CO <sub>2</sub>		<b>1,054,460</b>	1,119,414	1,391,580
CH <sub>4</sub>		<b>59</b>	63	80
N <sub>2</sub> O		<b>72</b>	77	100
Other Air Emissions	Tonnes			
NO <sub>2</sub>		<b>19,573</b>	20,779	25,380
SO <sub>2</sub>		<b>1,318</b>	1,399	1,740
VOC		<b>659</b>	700	870
Energy Consumption				
Diesel Fuel <sup>5</sup>	Tonnes	<b>329,519</b>	349,817	435,000
Electricity <sup>6</sup>	MWh	<b>10,936</b>	8,645	not tracked
Spills to Environment				
Number of spills		<b>21</b>	41	69
Total Volume of Spills	Bbl.	<b>5</b>	239	347
Number of Significant Spills <sup>7</sup>	(>1 Bbl)	<b>1</b>	6	15

1. All CO<sub>2</sub>e are calculated using IPCC's AR5 values.

2. Purchased electricity onshore. This represents approximately 80% of our onshore workforce.

3. Includes general business travel and offshore crew changes.

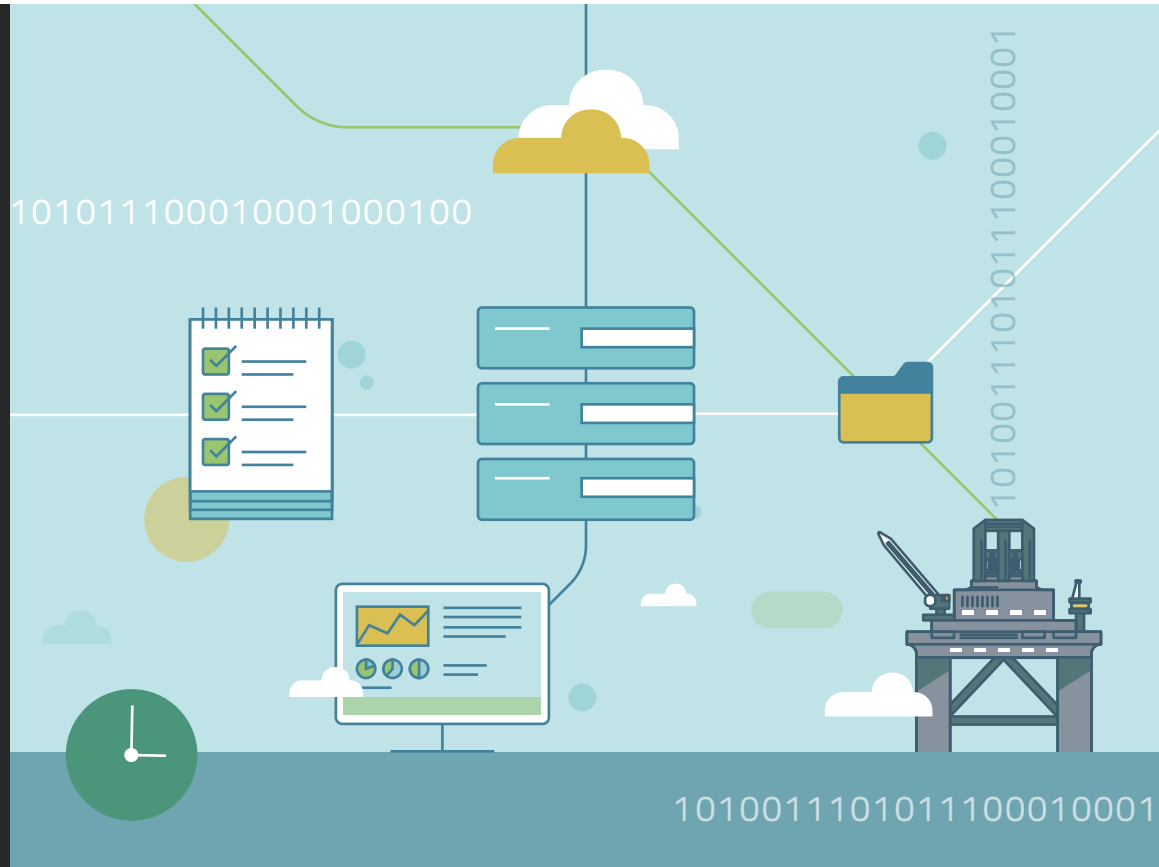
4. All GHG and other air emissions are calculated from Table 8.2 of the [EEMS Atmospheric Emissions Calculations Report](#)

5. Non-renewable ultra-low sulfur diesel fuel consumption on offshore rigs.

6. Grid electricity consumption onshore. This represents approximately 80% of our onshore workforce.

7. Spills to environment greater than 1 barrel.





## Using the power of data to drive efficiencies and minimize environmental impact

In late 2019, Smart Equipment Analytics (SEA) officially became operational on 19 rigs, advancing Transocean’s march to process optimization. These dashboards provide real-time data for monitoring equipment health, inferred emissions, energy consumption, and power plant performance — ultimately driving higher uptime, better energy management, and lower maintenance costs offshore.

Pulling operational insights from data has become an industry wide pursuit. Doing it well and at scale is challenging, particularly when considering the infrastructure and connectivity required for offshore equipment. Collaborating with universities and technology partners, Transocean engineered a solution that leads the offshore drilling industry.

“We installed hardware connecting our four main control systems offshore to SEA,” said Marilia Maia, Technology Manager for Transocean. “These systems include Blowout Prevention, Drilling, Power Management, and Dynamic Positioning. Every second data is collected from various equipment, consolidated, compressed, then transmitted onshore.” That data has been eye-opening.

Take power consumption, for example. Our rigs employ multiple diesel engines to generate electricity. Traditionally, extra engines were run at all times as it was considered additional redundancy and improved reliability. SEA confirmed the feasibility of running fewer engines at higher loads to deliver the required power more efficiently, saving fuel and reducing emissions. In addition, we can target specific systems that

“SEA empowers collaboration. More significantly, it removes opinions and the bias that can come from years of experience. This data is available onshore and offshore.”

**SCOTT MCKAIG**  
DIRECTOR OF TECHNOLOGY  
AND DIGITAL SOLUTIONS

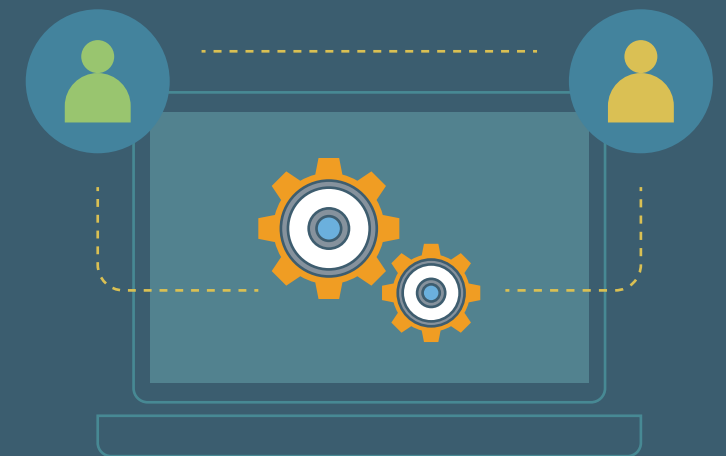
are consuming the most power and identify opportunities to reduce this demand. Most importantly, we can make these changes safely — without sacrificing the reliability or integrity of our operations.

“Being able to gather engineering, operations, rig teams, and technology groups around the data quickly galvanized people as to what needs to happen,” said Scott McKaig, Director of Technology and Digital Solutions at Transocean. “SEA empowers collaboration. More significantly, it removes opinions and the bias that can come from years of experience. This

data is available onshore and offshore. It empowers people to make better decisions in real time at the operational level and implement best practices at the policy level.”

SEA has already identified multiple ways to enhance safety, optimize maintenance, and improve energy management. In the spirit of continuous improvement, we will implement process and policy changes as we uncover additional opportunities from insights derived from the data. Though it is still a young tool, SEA has already become invaluable to data-driven decision-making at multiple levels within our organization.

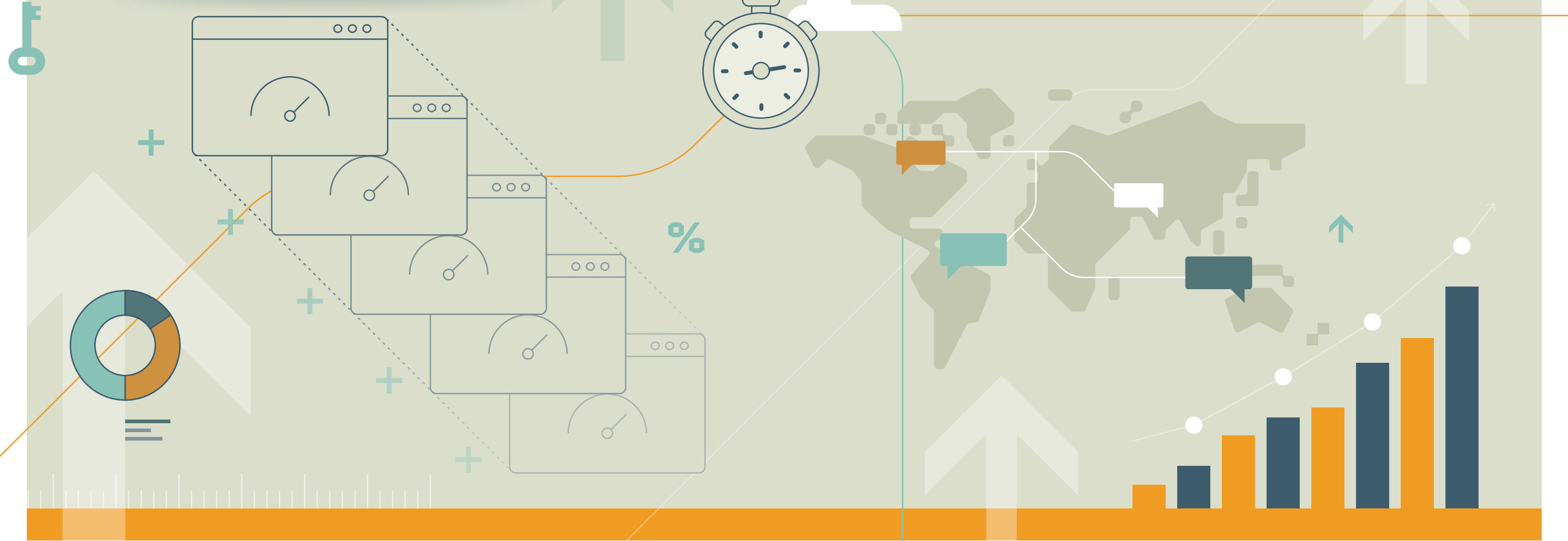
Innovative is one of Transocean’s FIRST Shared Values. For us, innovation is synonymous with technical leadership. SEA is yet another step on our journey. We will continue to research, develop, and deploy innovations that support our customers in the delivery of their business objectives and be recognized as their universal first choice.

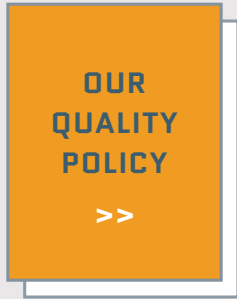


# PERFORMANCE

Technology continues to streamline how we train our people on standards, policies, equipment, and processes. Also, it has exponentially accelerated how we share, learn, and execute. The momentum of our success is strong even throughout the pandemic.

# A CULTURE OF PERFORMANCE





Safety, efficiency, and reliability. These are the criteria with which we measure operational performance. Standardization of the work process is Transocean’s approach for achieving high performance.

Our performance as a company is directly derived from operating according to policies and procedures, while continuously improving on policies, procedures, training, and technology. Collectively, we apply what we learn consistently and fleetwide in such a way that those practices are used as a shared learning resource.

For everyone, 2020 was a year of learning. While it was challenging in many ways, it nonetheless underscored the success of our approach.

**QUALITY POLICY STATEMENT**

We are committed to delivering safe and efficient offshore well solutions by:

- Consistently exceeding our customers’ expectations
- Complying with all applicable requirements
- Providing a trained, competent, and motivated workforce
- Maintaining the highest standards of asset integrity
- Optimizing performance through operational discipline, procedural compliance, and a reliability culture
- Investigating incidents and determining nonconformities to prevent recurrence
- Continually reviewing and improving all aspects of our business

**OPTIMIZING PERFORMANCE THROUGH OPERATIONAL DISCIPLINE**

Transocean achieves safe and efficient results with improved reliability through operational discipline and procedural compliance. We thoroughly train our employees, applying a robust set of policies, standards, and tools for how we approach all work, then standardize that process systemwide.

We have accelerated the curve towards greater control and efficiency by digitizing the work process. This not only saves time but helps to reduce human error. Jobs are not allowed to proceed out of sequence or until incremental requirements are met. Workflows are optimized for efficiency and safety or to accommodate different regulatory regimes around the world.

In 2020, Transocean continued to expand Permit Vision, its digital Permit to Work solution launched the previous year. Replacing paper-based processes, it combines risk assessments, isolation management, and other applications for greater control of work. Barrier Vision, which will be combined with Permit Vision and fully implemented in 2021, integrates real-time equipment monitoring for enhanced barrier integrity management.



Transocean achieves safe and efficient results with improved reliability through operational discipline and procedural compliance.

## 2020 PERFORMANCE

UPTIME

97.2%

REVENUE EFFICIENCY

96%

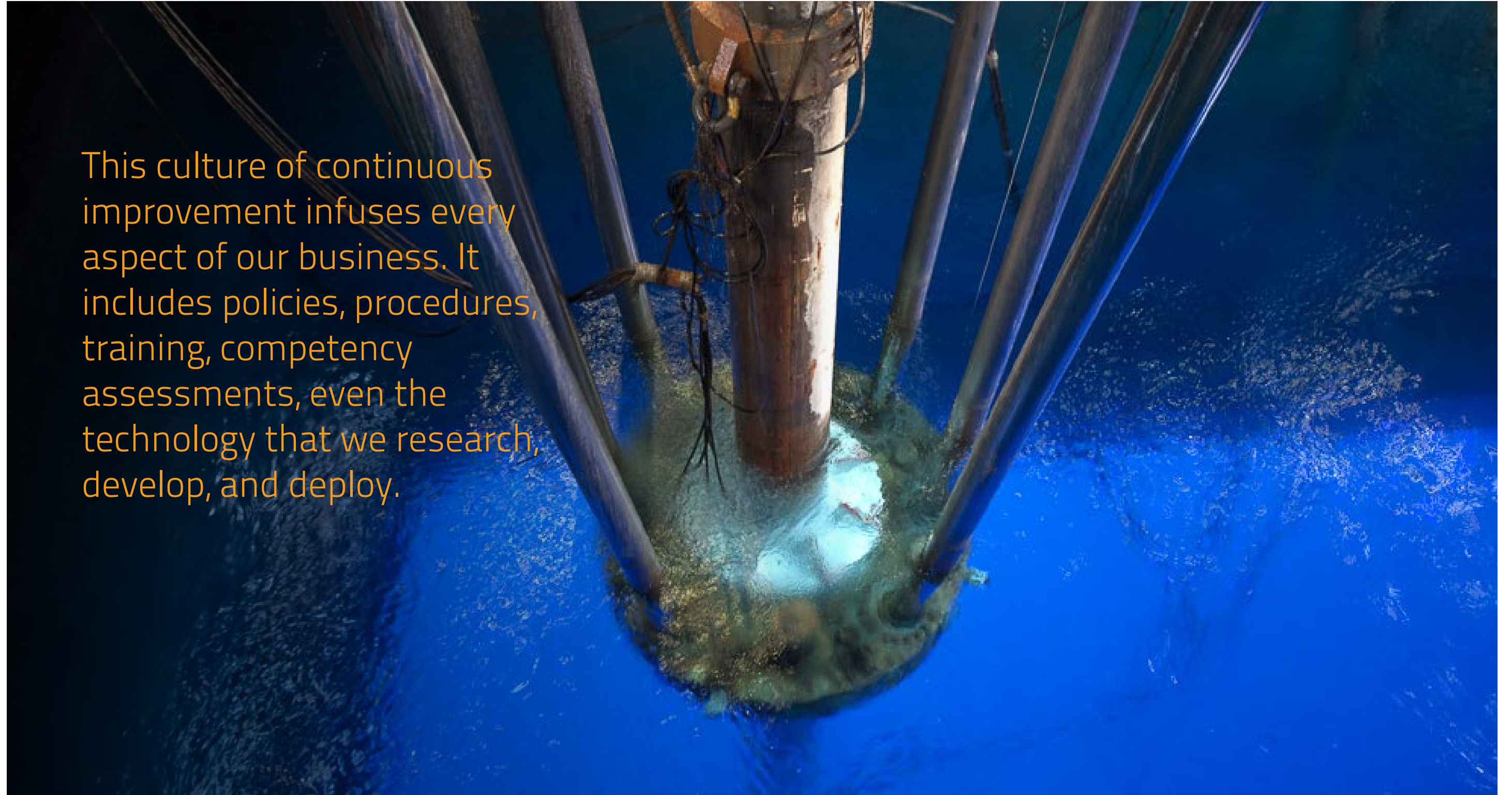
### HOW BETTER KEEPS GETTING BETTER

One of the real values of having a standardized plan is that it provides a baseline for comparison and evaluation. This is the essence of continuous improvement and foundational to how we perform our work. We are keenly focused on procedural discipline - carefully and consistently following well-written, comprehensive procedures that reflect learnings from across our fleet and the industry.

If an incident occurs, we investigate to determine nonconformities and root causes. Standardization of tasks helps us ensure that everyone is working in the same way. Any lessons learned during this process can be more effectively shared fleetwide.

This culture of continuous improvement infuses every aspect of our business, including our policies, procedures, training, competency assessments, and even the technology that we research, develop, and deploy.

This culture of continuous improvement infuses every aspect of our business. It includes policies, procedures, training, competency assessments, even the technology that we research, develop, and deploy.







### Smart Equipment Analytics (SEA)

A suite of dashboards that delivers real-time data feeds from rig equipment, SEA is used to monitor equipment health, emissions, energy consumption, and power plant performance. This data-driven approach, augmented by the size of our fleet, is helping us build a knowledge framework for process optimization. By identifying performance trends, this technology also allows us to systematically optimize equipment maintenance for higher levels of reliability and operational efficiency.

During 2020, we rolled out several new dashboards designed to allow visualization of energy efficiency for individual rigs and comparative assessment across the Transocean fleet. The Energy Awareness dashboard is designed to provide our personnel with near-real time monitoring of power plant loading, performance, fuel efficiency, and emissions and is available as a service to customers for their contracted Transocean vessels. As part of the sustainability

functionality of the SEA system, we have also created an Energy Efficiency dashboard. This allows our personnel to monitor individual vessels, compare rig classes of the entire fleet to identify lateral learning opportunities, and drive continuous improvement across our global fleet.



### Power Plant Efficiency

In 2019, we deployed the world's first hybrid energy storage system aboard a floating drilling unit, the harsh environment floater Transocean Spitsbergen. Our system provides enhanced power plant reliability with the security of a secondary source of power for propulsion and station keeping should the rig's primary source — the engines — lose power. This hybrid energy storage, combined with engine upgrades and other enhancements to the power plant control system, optimizes generator loads, improving combustion efficiency while reducing fuel consumption and emissions. The system also

eliminates instantaneous peak power demands on the diesel generators, allowing the engines to run more efficiently, reducing fuel consumption and emissions. Since deployment, fuel consumption data has indicated an average fuel savings of nearly 10 percent.

We remain focused on minimizing fuel consumption without sacrificing plant reliability or functionality. We are working on initiatives to reduce both the number of running diesel generators and the energy demand across the spectrum of our operations to produce similar results without a large initial investment.





### HaloGuard<sup>SM</sup>

Even with well-trained employees, robust policies, and procedural discipline, it is possible for people to unknowingly place themselves at risk around moving equipment. The HaloGuard<sup>SM</sup> system was developed to alert personnel who inadvertently enter a designated danger zone on the drill floor, combining a wearable alarm and a real-time location transmitter together with a machine vision system designed to track the position of personnel on the drill floor and key drill floor equipment while operating. When a crew member comes within a certain proximity of moving equipment, he or she is notified by an alarm through the wearable device. If the crew member remains too near the moving equipment, the system will stop the equipment from moving until the crew member returns to a safer, more distant position. By enabling machines with the technology to track, sense and, if needed, stop operations, HaloGuard<sup>SM</sup> provides an advanced layer of

individual protection on the drill floor. This technology is focused on further increasing the safety of our offshore workplaces — a Transocean core value.

Transocean’s patented HaloGuard<sup>SM</sup> methodology and technology is now operational on the Deepwater Conqueror and Deepwater Poseidon. Transocean plans to deploy the technology on six additional rigs by the end of 2021.



### Kinetic Blowout Stopper (KBOS)



A revolutionary advancement that will provide a level of blowout protection never before available in our industry, the kinetic blowout stopper (KBOS)

system is a pyrotechnically actuated shearing ram capable of shearing almost any tubular in milliseconds, including heavy drill pipe, casing, drill collars, and wire line, regardless of whether flow has been initiated. Immediately after shearing occurs, the blind shear

ram seals the well bore and controls any unexpected releases. Providing unparalleled reliability, the system is fully retrofittable to existing Blowout Preventer (BOP) stacks.

The KBOS technology is being further enhanced by the designer/manufacturer, Kinetic Pressure Control, Inc., to shear and seal the wellbore independently of the adjacent blind shear ram.





### Drilling Automation Applications

Enhancing offshore well construction, we capture real-time downhole data, which is algorithmically processed to facilitate timely, efficient drilling decisions based on what is happening inside the wellbore. The captured data is used to automate and optimize drilling performance, reducing flat (non-drilling) time and make well construction faster and more consistent. By increasing overall efficiency of the process, we can improve safety, reduce non-productive time, and make the fuel needed to drill each well. Drilling automation applications are currently installed on six harsh environment floaters.

Additionally, we are working with two external parties on the development of a real time automation and optimization system for the well construction process, forming an end-to-end closed loop workflow for well construction planning, execution, and monitoring services, including selective automatic emergency and optimization control intervention. This system is currently targeted for pilot deployment in 2022.



### Enhanced Kick/Loss Detection

A crucial aspect of well control is the ability to detect a kick, which is the influx of formation contents into the wellbore or loss of wellbore fluids into the formation. In a partnership with Norwegian service provider Enhanced Drilling, Transocean has developed an enhanced kick/loss detection system that allows for continuous flow monitoring during all stages of operation. It employs a physics-based approach that simplifies interpretation of well-flow variations. This technology reduces the non-drilling time required to manually verify zero-flow conditions and improves safety by allowing timely, accurate detection of smaller volumes entering or exiting the wellbore than is typical for manual flow verification. This technology is being actively marketed and is ready for deployment.



**FROM PROVING IT TO IMPROVING IT**

Surpassing our performance metrics from last year would have been a tall order under any circumstance. Yet despite the challenges of a global pandemic, we established a new company record for uptime performance. Our achievement is a testament to our focus on workforce safety, continuous improvement, and operational discipline.

Surpassing our performance metrics from last year would have been a tall order under any circumstance. Yet despite the challenges of a global pandemic, we established a new company record for uptime performance.

**UPTIME**

This measurement is calculated as the total number of operating hours minus downtime due to mechanical failure or human error, expressed as a percentage of maximum hours. In 2020, Transocean set a company record of 97.2 percent uptime, increasing target performance by approximately 2,400 hours (100 days) of additional operational productivity fleetwide.

This achievement was due primarily to our heightened focus on operational discipline and continued improvements in reliability of our equipment.

**REVENUE EFFICIENCY**

In 2020, our revenue efficiency was 96 percent. While the industry may be in a downcycle, we are nonetheless delivering superior performance to customers, often realizing the full or a significant portion of the contract value.





At Transocean, offshore training and competency assurance have advanced to a higher standard.

To meet the high standards we set for ourselves and our work, we train our employees and take steps to ensure those skills stay sharp. Understanding that performance, consistency, and training are interconnected is the foundation of our training matrix. Through it, we deliver the relevant skills and competencies to every position. This is how we maintain a safe rig environment and deliver the performance and service our customers expect.

Our matrix aligns with standards established by accrediting bodies such as the International Association of Drilling Contractors (IADC), International Well Control Forum (IWCF), and Offshore Petroleum Industry Training Organization (OPITO). It also allows us to deliver on Transocean’s strategic initiatives and reinforces Operational Discipline, our internal blueprint for how we complete our work.

Training formats include on-the-job, classroom, e-learning, and state-of-the-art simulation. Globally, our workforce has access to industry-leading training centers. Our newest simulators center in Houston features two state-of-the-art simulators for drilling and well control, a bridge and DP simulator, and an engine room simulator. In addition, there is a control and observation room where instructors and managers can run various scenarios and observe process and outcomes. These simulators enable complex, scenario-based training across multiple teams that typically work together aboard a rig. This allows us to train on both common and less common occurrences crews face offshore. “Here, we can program for high-impact, low-frequency events that are hard to train for with conventional methods,” said Phillippe Tinchon, Manager, Operations Training and Development at Transocean.

“We were able to navigate quarantine, travel restrictions, and social distancing requirements without compromising on training quality or skills development.”

**MATTHEW LESHKO**  
MANAGER, GLOBAL TRAINING  
AND COMPETENCE

Simulator training has proven to be an effective training method; especially in fields where an error in judgement can endanger lives, the environment, and property. Such is the case with offshore drilling. Although some may argue the best way to acquire practical experience is by gaining it offshore, efficiency requirements do not allow for this kind of onboard education. Training in a simulator allows offshore personnel to hone their skills in a highly realistic, but safe and controlled, environment.

During the pandemic, the use of virtual and simulated training was prioritized, maintaining adherence with our training matrix and offshore Competency Assurance Management System. “We were able to navigate quarantine, travel restrictions, and social distancing requirements without comprising on training quality or skills development

[and retention],” said Matthew Leshko, Manager, Global Training and Competence at Transocean. “It also allowed crews to spend more time with their families, boosting morale and well-being.”

Another welcomed change was the automation made possible by Transocean’s Integrated Learning System (ILS), digitizing what was a previously time-consuming, paper-based process of managing training records. Integrating with operations and human resources systems, it delivers real-time information about employee training requirements and certification status both onshore and offshore.

With digitization, our Competency and Performance (CAP) assessments can more readily be used to track KPIs, detect more granular trends in workforce performance, and provide insights into

how training performance translates into the skills and behaviors needed to meet customer obligations. “Think of it as a loop,” said Leshko. “We continuously plan, execute, measure, and improve. Learning from incidents helps ensure that we don’t repeat them.”

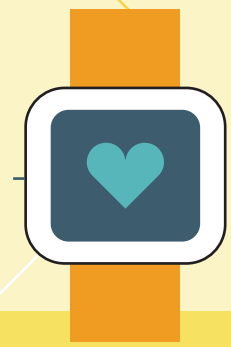
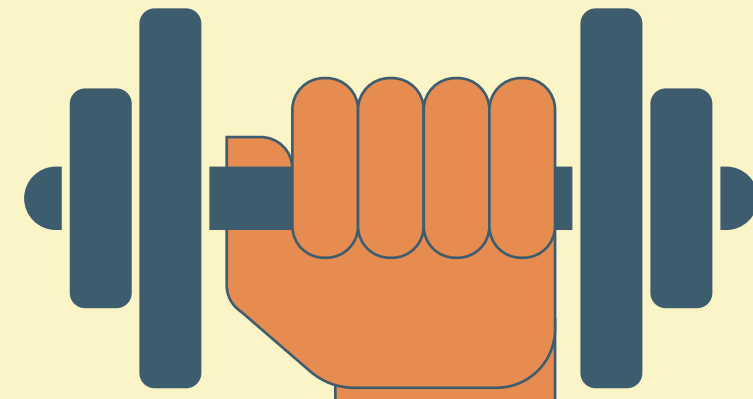
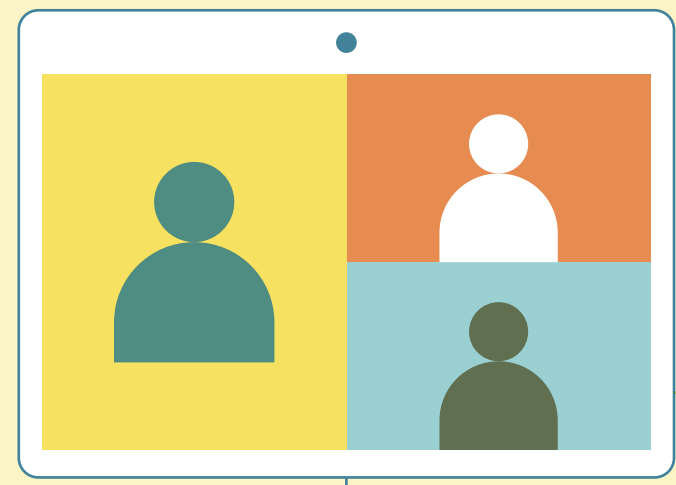
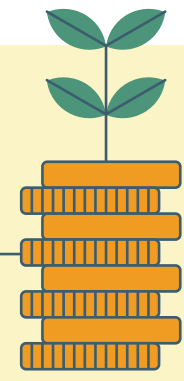
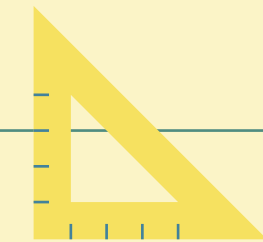
Transocean emphasizes collaboration between employees and subject matter experts, training and certification, evaluation and continuous improvement. We also have a program for sharing both negative and positive outcomes — to learn from mistakes and replicate success throughout the organization.

“A trained, skilled workforce is the foundation for delivering safe, reliable service,” said Leshko. “It’s how we meet and exceed customer expectations, financial results, and overall company success.”

# PEOPLE

We operate all over the world. The global impact of the pandemic in 2020 gave us abundant opportunity to consider the support we provide to our employees as we transition to a perspective that is simultaneously more global, more local, and more personal than ever before.

# ADDRESSING THE NEEDS OF A DIVERSE POPULATION





## WHERE OUR EMPLOYEES WORK AS OF YEAR END 2020

### NORTH AMERICA

1,854 EMPLOYEES AND CONTRACTORS  
\$1.59B REVENUE

### EUROPE/AFRICA

2,034 EMPLOYEES AND CONTRACTORS  
\$1.12B REVENUE

### ASIA/AUSTRALIA

627 EMPLOYEES AND CONTRACTORS  
\$0.22B REVENUE

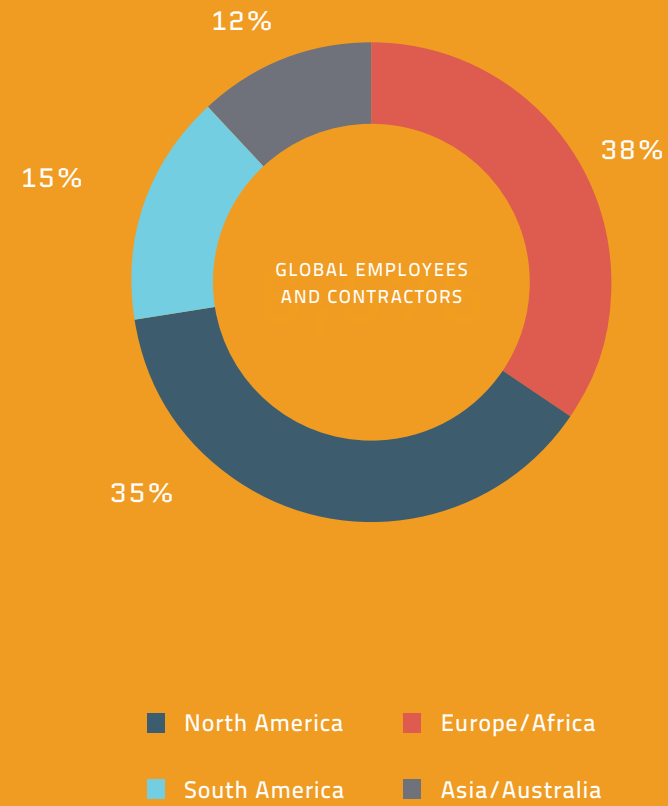
### SOUTH AMERICA

832 EMPLOYEES AND CONTRACTORS  
\$0.22B REVENUE



## 2020 GEOGRAPHICAL DISTRIBUTION

2020 EMPLOYEES AND CONTRACTORS BY LOCATION [%]



REPRESENTATION OF NATIONS

56

NATIONALITIES

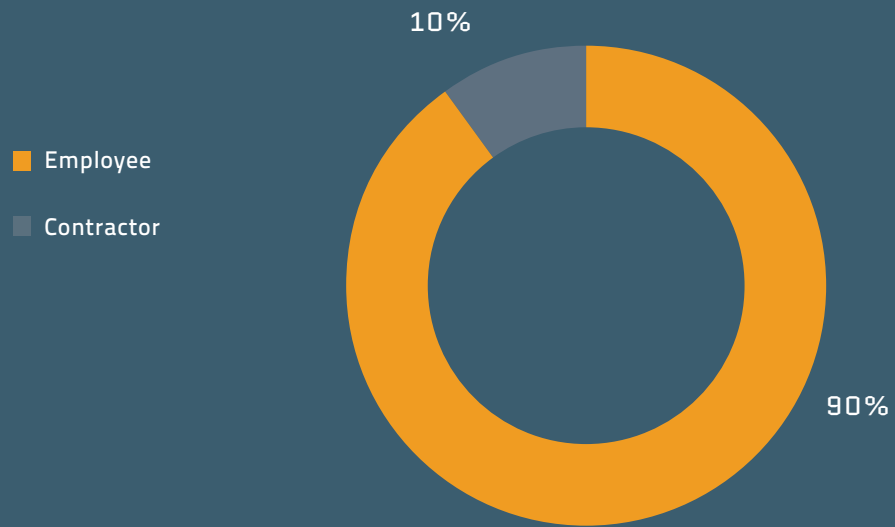
PEOPLE WORKING IN

25

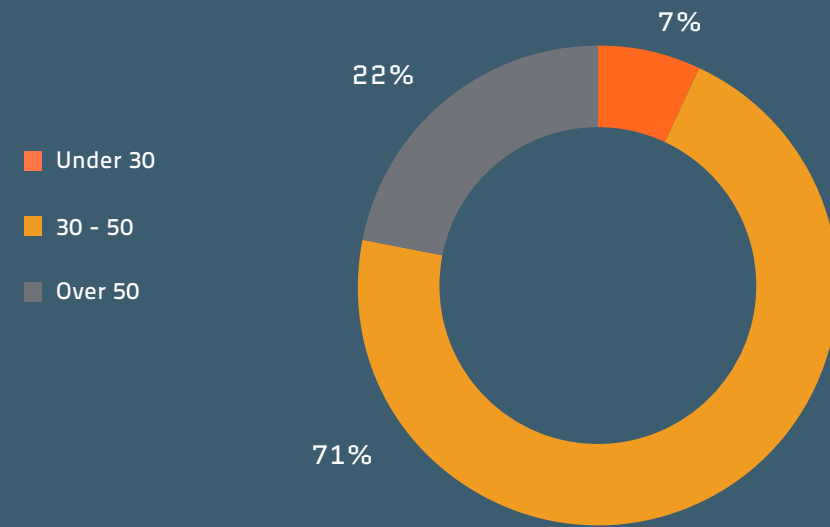
COUNTRIES

## 2020 EMPLOYEE STATISTICS

### EMPLOYEE / CONTRACTOR



### EMPLOYEES BY AGE



AVERAGE AGE OF  
OUR EMPLOYEES

43

## 2020 GLOBAL EMPLOYEE GENDER DIVERSITY

ONSHORE WORKFORCE  
(PERCENT OF WOMEN)

29%

OFFSHORE WORKFORCE  
(PERCENT OF WOMEN)

2%

LEADERSHIP  
(PERCENT OF WOMEN)

17%

GLOBAL WORKFORCE  
(PERCENT OF WOMEN)

6%

## **HUMAN CAPITAL MANAGEMENT – THE CORNERSTONE OF SUCCESS**

As an integral participant in the production and development of energy we must operate with integrity, discipline and an unconditional respect for our people, our communities, and our planet.

We must continue to adapt and sharpen our focus on responsible operations that help meet the cyclical and dynamic energy demands of global and regional economies. As part of this focus, we continue to formally integrate our sustainability efforts into our corporate strategy and business execution plans. At the end of 2020, we introduced our global Human Rights Policy Statement.

At our 2020 Annual General Meeting, our shareholders approved the addition of a second woman to our Board of Directors, and at our 2021 Annual General

Meeting, we added a third woman to our Board of Directors. These individuals join a Board that is highly experienced, well-credentialed and sharply focused on the value our workforce delivers.

As of December 31, 2020, we had a global workforce of approximately 5,350 individuals, including approximately 530 contractors, representing 56 nationalities. This global workforce is geographically distributed in 25 countries across five continents as follows: 34 percent in Europe, 32 percent in North America, 18 percent in South America, 11 percent in Asia and 5 percent in Africa.

Different people. Different places. Different perspectives. Different expectations. Providing such a diverse workforce with a universal standard for opportunities and support is a challenge. But one that we firmly embrace.

We are exceptionally grateful for and proud of our employees' dedication, flexibility, strength, and resilience during this challenging time. While COVID-19 continues to dominate most conversations, it hasn't slowed our efforts. The health, safety, and security of our employees has always been a key consideration, reaffirming our dedication to and investment in the things that matter most such as:

### **DEVELOPMENT, ATTRACTION, AND RETENTION**

We are committed to being the world's premier offshore drilling contractor, which requires that we develop, retain, and attract the industry's best workforce. For that reason, we offer regionally competitive compensation and benefits packages, a technically challenging work environment, global opportunities, and rotational development programs. In addition, our team remains abreast of industry and technology advancements and their transformative

effects on our work environment. We continuously develop our workforce, ensuring that they have the skills and competencies for our organization to realize the full benefits of these advancements and responsibly deliver value to our stakeholders.

### **TRAINING**

We maintain a rigorous competency-based training program. Our internal training board maintains and regularly updates our training matrix to meet or exceed industry standards, and it oversees our competency assurance management system, which is accredited by the Offshore Petroleum Industry Training Organization (OPITO). Offshore training formats include on-the-job, e-learning, customer-specific training, certifications, and leadership and licensing programs. Unique simulation-based education, augmented by digital twin modeling, enables our workforce to visualize equipment performance and target efficiencies more accurately. The certifications, skills and competencies needed for each role are clearly articulated to our workforce, and workers are required to successfully complete the

relevant training and attain all necessary certifications prior to taking on new roles.

### **WELLNESS AND BENEFITS**

We design our wellness and benefits strategy under four pillars consisting of physical well-being, financial well-being, emotional well-being, and social well-being.

Our focus on well-being and proactive approach to employee health, implemented long before 2020, served us well during the pandemic. Programs, including personal leave of absence, paid medical leave, and subsidized health care, were already in place and available to our workforce. During the pandemic, we implemented paid quarantine procedures and COVID-19 testing protocols to our workforce to reduce the risk of COVID-19 exposure while at work. In addition, we regularly communicated guidance provided by the Centers for Disease Control and local healthcare authorities to our workforce to keep them informed of pandemic developments and mitigations.

We strive to offer regionally competitive medical and financial benefits, tailored to our workforce demographics, particularly in terms of generational segmentation. For example, in our US package, we improved benefits for parental leave for both birthing parents and non-birthing parents, promoting a more balanced, family-centered approach.

Additionally, we are partnering with our customers to pilot a Mental Health Ambassador Program offshore to expand employees' awareness and understanding of the benefits available to them.

## THE FOUR PILLARS OF WELL-BEING

### Physical

Medical insurance is made available to all employees on favorable terms. Regionally appropriate benefits may be included to meet our global standards. For occupational health, Installation Medical Persons are assigned to each rig and can provide treatment in accordance with robust health policies and procedures. During the pandemic, our access to care pivoted in many locations through tele-medicine with primary care providers and doctors on demand. Utilization of telemedicine went up exponentially during the pandemic, while traditional doctor's office visits declined over the same period.

### Financial

To help them prepare for their future, we provide employees with regionally competitive compensation and benefits packages that meet all regulatory requirements. We also offer resources and guidance for determining their financial goals and how to best achieve them.

### Emotional

Transocean recognizes the importance of mental health and is initiating programs to support employee and family mental health and well-being in some locations. For example, in the UK, we have a program designed to empower employee ambassadors to direct their colleagues to company provided resources.

### Social

To keep people socially connected, we staged numerous events and found creative ways to celebrate regional holidays like Diwali and Christmas. In addition, our employees were able to take advantage of Employee Assistance Programs (EAPs) in countries where they are available.

## **SAFETY**

Our safety vision is to conduct our operations in an incident-free workplace, all the time, everywhere. We prioritize protection of our people, the environment, and our property at all work locations and during all operations, and we require compliance with all local regulations and a comprehensive set of internal policies and procedures that govern our operations. With regular competency and effectiveness assessments, our highly trained crews are equipped to protect our operational integrity with the process-driven management of hazards to prevent and mitigate major hazard accidents.

In response to COVID-19 challenges for our workforce, we issued a wide range of measures to protect the health and safety of employees while avoiding disruptions to our operations. At the start of the COVID-19 pandemic, we moved quickly to enact additional health and safety protocols for COVID-19 mitigation, and we have keenly focused on enhanced communication and employee support to engage our workforce in a remote work environment.

## **OPPORTUNITY THROUGH DIVERSITY, EQUITY, AND INCLUSION**

Transocean continues to include diversity, equity and inclusion as a focal point when building a highly skilled workforce. As a company with an international operational and customer base, we view diversity of our workforce as a key factor in our success. We endeavor to provide those who work at Transocean with an inclusive, supportive, safe, and respectful environment in which they can flourish both professionally and personally. When we are unable to find and recruit talent with specific technical skills and experience needed for certain offshore positions, we build programs to develop talent. In 2020, we launched a new offshore development program aimed at training women and underrepresented populations for offshore technical leadership positions.

Additionally, in 2020, we were able to accelerate our nationalization initiative to increase local workforce representation in key markets like Brazil. Through robust training and development programs, we created a highly competent local talent pool ready to assume leadership positions.

Finally, initiatives like our Frontline Leadership Training reinforces our commitment to a safe and respectful workplace, by educating our supervisors on how to be effective managers and foster a work environment that supports intellectual and emotional well-being. Treating all voices with respect fosters a speak up culture and encourages individuals to share ideas and articulate concerns. This strengthens our safety culture, promotes business ethics, and reinforces our Shared Values.





## Higher standards on a global scale: connecting the dots between ethics and compliance

For a company to achieve long-term stability and success and return consistent value to its stockholders, business ethics and compliance must be its bedrock. Upholding ethical principles is an indispensable starting point for Transocean. International corporations have to navigate a complex web of rules and regulations compounded by a mix of local cultures, business norms and expectations, which can be very challenging. It is the role of Legal Compliance and Ethics (LCE) group not only to mitigate the inherent compliance risk we face but also to manage it intelligently to protect the reputation of the Company and to add value to the business.

Our goal is to continue to foster a shared sense of responsibility by setting the business ethics expectations and culture of our workforce and ensuring

that they are universal across our company, everywhere we operate. We want to ensure that our people and our business partners have the tools to meet these expectations. To achieve that, we work with the different functional groups to embed the culture of compliance within their day-to-day operations.

Our high-level approach to ethics and compliance is based, among other things, on the U.S. Department of Justice sentencing guidelines for effective compliance programs. We use risk assessment, employee training, policy, and strict processes as the building blocks of our program. To ensure our workforce is fully apprised of our company's ethical expectations and informed on how to uphold them in their day to day work, we conduct annual training on our LCE program.

“With metrics we can pinpoint issues by geography or population, then adjust training to more effectively deal with those issues.”

**TAYLOR GISSELL**  
SENIOR COUNSEL, COMPLIANCE

In addition, we have started to utilize technology and digitalization as tools to inform, measure and improve all aspects of our compliance program.

We complement this approach with annual updates to the program using internal metrics for continuous improvement and we work closely with stakeholders across the organization to identify risks. Internally, we established a Code of Integrity Committee that

meets monthly with key management personnel to discuss how current LCE programming is integrated into business operations and project execution, as well as opportunities for improvement. Ensuring that our program remains current and relevant to our activities is critical to its success.

“You can train, but you really can’t educate everyone about every law they need to know,” said Kwesi Baiden,

Senior Associate General Counsel & Chief Compliance Officer at Transocean. “What you’re really teaching people is what they already know — what’s right and wrong — then refining and relating it to their jobs.”

Our ethics program is partially informed by feedback from employees. Last year, we implemented the technological tools to improve our data analytics related to our ethics program. “With metrics



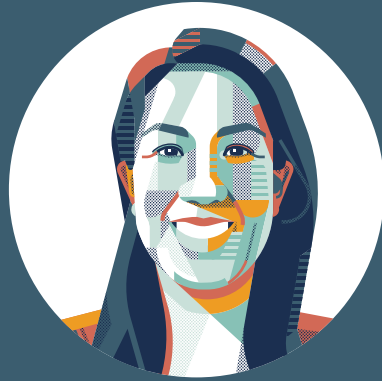
**Taylor Gissell**

Senior Counsel,  
Compliance & Ethics,  
CIPP/US



**Kwesi Baiden**

Chief Compliance Officer  
& Sr. Associate General  
Counsel at Transocean



**Martha Harrer**  
Senior Manager,  
Regulatory Compliance

we can pinpoint issues by geography or population, then adjust training to more effectively deal with those issues,” said Taylor Gissell, Transocean Senior Counsel, Compliance. “It’s an extension of our principle of continuous improvement – and it makes us better at our jobs.”

Transocean also works closely with its third-party intermediaries (TPIs) – a subset of our suppliers who interact with government officials on our behalf. Because TPIs pose one of our highest compliance risks, we apply a stringent vetting, training, and auditing process throughout their engagement with the company – from initial retention

through service or product delivery and beyond. This is overseen by an internal TPI oversight committee which meets regularly throughout the year.

For our other suppliers, we have a vetting process to ensure that they both meet our ethical standards and have the tools in place to uphold them. We expect our suppliers to conduct their work with the same ethical rigor that we do, which is why we have programs in place to audit our suppliers and ensure compliance.

Ultimately, people are our eyes, ears, and defenders, and building a culture of ethics takes employees who are not afraid to speak up. Any of our

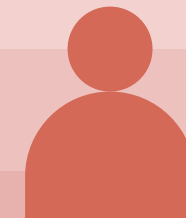
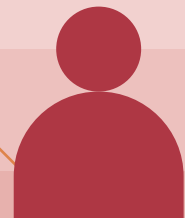
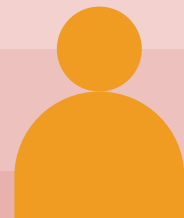
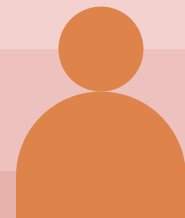
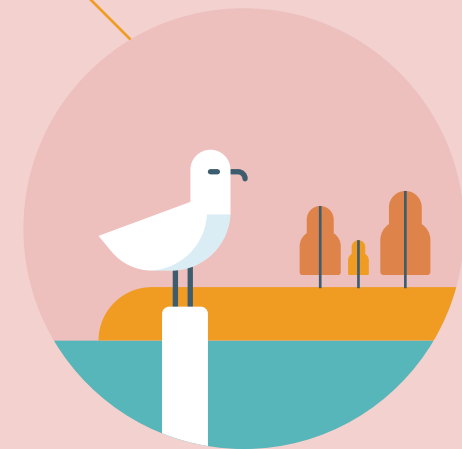
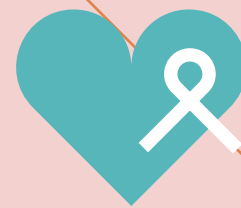
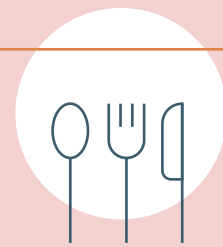
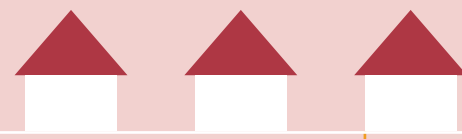
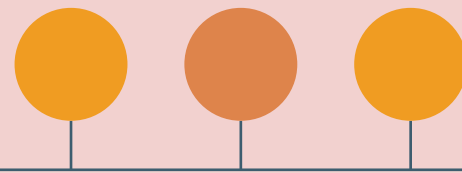
employees and business partners can raise potential concerns at our HelpLine, anonymously where permitted by local law, and at any time. Strong voices create an even stronger company.



# COMMUNITY

We are a part of the communities in which we operate. We strive to align our goals, concerns, and efforts for the benefit of all. And as with any business initiative, our corporate giving strategies are based on maximizing impact.

**A COMMUNITY  
IS MORE THAN  
THE SUM OF  
ITS PARTS**



Fundamentally, it's the bonds between individuals that define community and empower us to achieve beyond our expectations. At Transocean, we have always valued our relationships, and are empowered by the belief in what we can accomplish together.

In 2020, those bonds were unexpectedly and unimaginably stressed by a global pandemic. However, while we could no longer gather in person, our commitment to staying connected to each other and to our community was strengthened.

Our goals and strategy did not change, but our execution did. To preserve the health of our communities, we shifted our corporate-giving efforts from in-person events and volunteerism to financial contributions.

Our initiatives continue to address health and well-being, education, and environment and conservation. And as with everything we do, we are committed to maximizing our positive impacts on communities in which we live and operate.

We are proud of how we pulled together, distanced though we were, to help those around us. We are

optimistic for what we will accomplish and know that our resolve will carry us through these challenging times together.

**KEY STAKEHOLDERS**

As part of the global corporate community, we actively participate in committees, town hall assemblies, and industry events to encourage adoption of best practices and responsible operations.

To maintain financial transparency, our management meets regularly with the investment community, individually and at group conferences. Our Investor Relations team also regularly engages with analysts who publish equity research reports for our company.

**Industry Groups**

- International Association of Drilling Contractors
- Offshore Energy Center
- Society of Petroleum Engineers
- OGUK
- American Petroleum Institute (API)
- National Ocean Industries Association (NOIA)

**Charities and Sponsorships**

- American Heart Association
- Boys and Girls Country
- Chevron Houston Marathon Sidewalk Squad
- Dress for Success Houston
- Friends of Anchor
- Royal Blind – Forward Vision
- Galveston Bay Foundation
- Houston Food Bank
- Houston Museum of Natural Science
- Outdoor Association for True Heroes (OATH), Inc.
- Oilfield Energy Center
- PTSD Foundation of America - Camp Hope
- Texas Children's Hospital
- Women Offshore
- World Affairs Council of Greater Houston





## Celebrating the Bay through education, conservation, and restoration

Transocean could not have found a more natural partner than the Galveston Bay Foundation. Both organizations share the same commitment to the environment, the same community goals, and the same space: the water. For three years now, this collaboration has yielded far-reaching benefits all around.

### **About Galveston Bay Foundation (GBF)**

Founded as a non-profit in 1987, the GBF seeks to preserve, protect, and enhance the resources of Galveston Bay. It promotes experiential learning, including STEM activities for kids, while inspiring environmental outreach and volunteerism among adults.

Central to its mission is the restoration of wetlands, some 40,000 acres of which have been lost over time due to factors like water pollution, which inhibits the

growth of marsh grass, and the mining of oyster shells for roadbeds. To date, the GBF has restored more than 20,000 acres of wetlands, conserved more than 8,000 acres of adjacent land, and recycled over a thousand tons of oyster shells.

These programs are yielding great results. "Galveston Bay is healthier today than it was 40 years ago," said Stokes, noting that wetland restoration also helps to slow erosion, absorb storm surge, and sequester carbon.

Community involvement has been an engine of success. GBF initiatives include events for planting marsh grass, educational tours of the Bay, and volunteer water-quality testing and training. In 2020, more than 1,900 passionate volunteers donated 6,200 hours to protect the Bay, despite the challenges associated with the pandemic.

“Recreationally, commercially, historically, [the Bay is] fundamental to the region. Transocean has been a great partner because they understand the significance of that connection.”

**BOB STOKES**  
GBF EXECUTIVE DIRECTOR  
AND PRESIDENT

**Our collaboration**

“Recreationally, commercially, historically, [the Bay is] fundamental to the region. Transocean has been a great partner because they understand the significance of that connection,” said Bob Stokes, GBF Executive Director and President. “We all owe our prosperity to the Bay.”

“Through this collaboration, we’ve been able to make a difference, while maximizing the impact of our funding efforts,” said Janelle Daniel, VP Human Resources, Community Relations, and Sustainability at Transocean. Transocean provides support for GBF’s education programs and, throughout the year, employees regularly volunteer with the organization.

More than anything, this relationship has deepened how Transocean thinks about sustainability. It has highlighted the benefit of community groups and industry partnering together to positively impact the places in which we live and work. In line with the GBF mission statement, it is important to preserve and enhance the natural environment as a healthy place for generations to come – in Galveston Bay and beyond.

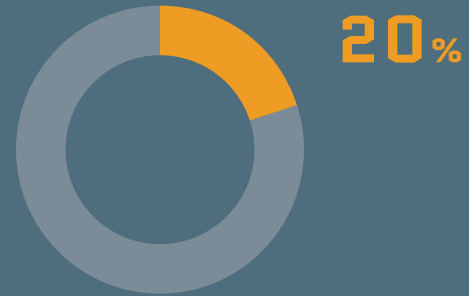




# CORPORATE GOVERNANCE

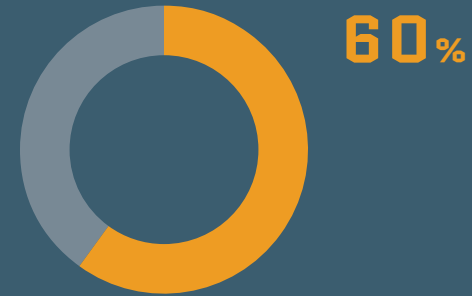
## OUR INDEPENDENT DIRECTORS AT A GLANCE\*

### ETHNIC DIVERSITY



2 OUT OF 10  
ETHNICALLY DIVERSE

### GLOBAL CITIZENSHIP



6 OUT OF 10  
NON-U.S. CITIZENS

### TENURE OF CURRENT DIRECTORS

AVERAGE TENURE **7.44 YEARS**

MEDIAN TENURE **8 YEARS**

1-3 YEARS



22.2%

6-9 YEARS



66.7%

10+ YEARS



11.1%

### INDEPENDENCE

(NYSE STANDARDS)

100%

10  
INDEPENDENT

### GENDER DIVERSITY



3 OUT OF 10  
ARE WOMEN

### AGE OF DIRECTORS

AVERAGE AGE **60.7 YEARS**

MEDIAN AGE **64 YEARS**

40s



20%

50s



10%

60s



70%

\* As of May 2021 Annual General Meeting

We believe that the cornerstone of good corporate governance is the quality of leadership on the Board of Directors (“Board”) and the management of the company. In furtherance of this commitment, the Board is guided by Corporate Governance Guidelines. These include how the Board is selected and compensated, how the Board functions, and how the Board oversees and interacts with management. Information on governance structure, governance documents, and committee charters are available at [this link](#).

### **Board Composition**

Transocean’s Board provides broad oversight of the management and governance of the company. As of May 2021, the Board comprised 11 members, representing seven nationalities and including three women. The average age of directors was 61 and ranged from 40 to 69, with an average tenure of seven years. Independent directors regularly meet

in executive sessions, outside the presence of any members of management, and all directors serve one-year terms, ensuring that they are accountable to shareholders at every annual meeting.

Except for the company’s Chief Executive Officer (“CEO”), all directors are independent as defined by the New York Stock Exchange. The Board has chosen not to combine the positions of CEO and Chairman of the Board. The Board believes that separating these positions allows the CEO to focus on the day-to-day business, while the Chairman of the Board presides over the Board as it provides advice to, and independent oversight of, management and the company’s operations.

### **Committees**

The Board of Directors of Transocean Ltd. held five meetings during 2020. The Board of Directors and the committees of the Board of Directors met at least once a quarter, and the quarterly meetings

generally occurred over a period of two days. Each of the directors attended 100% of the meetings following their election, including meetings of committees on which the director served, except for Mr. Mohn, whose attendance at one board meeting was excused due to a potential conflict of interest associated with his ownership of debt securities issued by a subsidiary of the Company, as further described in our 2020 proxy statement.

The Board’s Corporate Governance committee periodically reviews the company’s director criteria and the composition of the Board to evaluate profiles, skills, experience, and diversity. The committee performs an assessment of the Board, committees and directors; considers recommendations from shareholders and directors; and reviews developments in corporate governance. Further, the committee recommends to the Board director nominees for election to the Board by the shareholders of the company.

In 2019, the Board’s existing Health, Safety, and Environment (HSE) committee remit was expanded to include sustainability, and renamed the Health, Safety, Environment, and Sustainability (HSES) committee. The HSES committee reviews and discusses with management the status of key environmental, health, and safety issues. The committee also regularly evaluates company policies, practices, and performance related to HSES issues. Any significant HSES incidents are examined by the committee, including, if any, alleged violations of laws or regulations, pertaining to offshore operations. The HSES committee is also responsible for reviewing updates from management regarding the company’s sustainability activities, as they pertain to the company’s operations. Additionally, the Board has standing Audit, Compensation, and Finance committees. Each committee charter is available on the [company’s website](#).

### **Executive Compensation**

Our executive compensation program reflects Transocean’s commitment to retain and attract highly qualified executives. The elements of the program are designed to motivate executives to achieve our overall business objectives and create sustainable shareholder value in a cost-effective manner and reward our management team for delivering superior financial, safety, and operational performance, each of which is important to the long-term success of the company. Our executive compensation program includes features that align the interests of our senior management with those of our shareholders and excludes features that may result in misalignment. Additional information is published in our proxy statement.

### **OPERATIONAL AND FINANCIAL PERFORMANCE**

Please refer to the Transocean Investor Relations website to access financial filings and other information pertaining to operational and financial performance at [this link](#).

### **BUSINESS ETHICS**

Transocean is committed to conducting business with the highest level of integrity in all aspects of our operations. Transocean’s Code of Integrity (our “Code”) was adopted by the Board and contains ethical guidelines for the way we require our business to be conducted. The entire Code is available on the company’s [website](#). We regularly review and, as necessary, update our Code. We conduct online mandatory training for our employees and officers on our Code and other relevant compliance topics. In 2020, 100% of employees, officers, and directors completed the Company’s Legal, Compliance, & Ethics training.

## OUR CODE

Our Code applies to all employees, directors, and officers of Transocean. Third parties who work on behalf of Transocean (e.g., contractors) are also expected to act consistently with our Code. Any illegal or unethical action, or the appearance of such actions, by anyone acting on Transocean's behalf, is unacceptable. It is important to understand that we are each responsible for our own compliance with the Code, which includes recognizing that our decisions at Transocean affect others. Everyone at Transocean has the responsibility to comply with all applicable laws and regulations. It is a condition of employment that all employees report potential or actual Code violations timely and completely. Transocean will not tolerate any form of retaliation against any individual who, in good faith, makes a report or participates in any investigation regarding an actual or potential Code violation. Our Code of Integrity is available on our website.

Transocean encourages all stakeholders to report any concerns regarding our Code of Integrity or compliance with our Code of Integrity to their manager; the Human Resources, Internal Audit, or Legal departments; the Chief Compliance Officer; or anonymously through the Legal, Compliance, and Ethics (LCE) Helpline, a third party-managed service available globally, 24 hours a day.

## OUR PEOPLE AND COMMUNITIES

Transocean maintains various important policies and procedures that all employees and visitors must follow. These policies relate to workplace discrimination and harassment, drugs, alcohol, weapons, and social media, and include the following:

### Equal Employment, Anti-Discrimination, Anti-Harassment

Transocean provides equal opportunity in employment decisions including, but not limited to, recruiting, hiring, developing, promoting, and compensating. Transocean also observes the fair employment laws in the jurisdictions in which it operates.

Transocean prohibits discrimination and harassment based on race, color, sex, religion, national origin, age, marital status, sexual orientation, gender identity, veteran status, disability, or any other characteristic protected by federal, state, or local law.

### Data Privacy

Transocean is committed to maintaining the security and integrity of personal information disclosed to Transocean by employees, their families, and other sources at any time before, during, and after employment. Transocean is also committed to maintaining the privacy of personal data regarding contractors, directors, shareholders, customers, and others.

### Cyber Security

At Transocean, we have a culture of safety that extends from our physical installations to our digital assets. Our strong cybersecurity principles and governance support our commitment to protecting our rigs and the data processed throughout our enterprise, and they enhance the resiliency of our operations.

### Conflicts of Interest

The way we conduct ourselves in our business dealings affects Transocean’s reputation and the trust we maintain with our employees, customers, suppliers, shareholders, and other stakeholders. By avoiding conflicts of interest, we send a clear message about our integrity and our determination to do what’s right. Transocean employees are expected to keep their personal interests separate from Transocean’s interests and avoid actual, potential, or perceived conflicts of interest.

### Human Rights

Our commitment to our people includes respecting the human rights of our employees by maintaining a healthy and safe work environment, ensuring fair employment practices, and competitive terms and conditions of employment. Transocean is a supporter of local employment and labor laws and human rights, and is a strong opponent of any form of forced, indentured, involuntary or child labor, slavery, or human trafficking.

Both Transocean’s Human Rights Policy Statement and our statement pursuant to the Modern Slavery Act (2015) are available on our website.

### OUR WORKPLACE – OUR COMMITMENT TO QUALITY, HEALTH, SAFETY AND ENVIRONMENT

Safety is our highest priority — to protect each other, the environment, and our assets. Our definition of safety also includes intellectual and emotional safety as the foundation of a safe and respectful workplace. These elements are key to the achievement of company recruiting, retention, performance, and sustainability goals and set the tone for long-term success.

All employees must, regardless of position, use “Time Out for Safety” to interrupt any operation to prevent potentially unsafe acts or rectify actual or potentially unsafe conditions. This program gives all employees the authority and obligation to intervene and stop a task, without fear of reprisal.

Transocean is committed to protecting the environment in all of our worldwide operations. This includes conducting our business in a manner that respects the environment, prevents incidents, identifies areas for improvement, strives to reduce emissions on all our installations, and, in the event that an environmental incident does occur, takes necessary actions to reduce the impact of its occurrence. At Transocean, we require that environmental impacts be identified, controlled, recorded, and reduced.

The health and medical fitness of our workforce is imperative to Transocean. Medical treatment is available 24/7 on our rigs and is provided with particular regard for responding to medical incidents and trauma. We are committed to identifying and evaluating health risks related to our operations and implementing programs and appropriate protective measures to control risk. We also have established personal and occupational health and wellness programs. These programs cover a range of issues from noise and vibration to exposure and air quality.

Transocean is a socially responsible company that anticipates and accounts for the impact of its activities on its stakeholders, including employees, customers, investors, suppliers, and the environment. Transocean works to consistently exceed customers' expectations, which is accomplished by a trained, competent, and motivated workforce where the highest standards of asset integrity are maintained.

### Enterprise Risk Management

Transocean uses a robust enterprise risk management process to identify, categorize, and evaluate potential risks to the company. Semi-annually, these potential risks are reviewed and updated by a cross-functional team of subject matter experts and the management team, covering all operational hubs and functions across the organization. Risks cover the entire ESG spectrum as they relate to our business and operations, and are consolidated into six major categories: Operations, Legal, HR, Political, Financial, and Strategic. The company's Executive Committee reviews top risks and updates the Board of Directors annually.

### SUPPLY CHAIN SUSTAINABILITY

Several key sustainability efforts are driven within our Supply Chain organization starting with the selection of both local and preferred vendors for materials and supplies based on our philosophy of managing costs around a complete life cycle for our equipment and operations.

Transocean's vendors undergo a comprehensive evaluation process to ensure compliance with high safety and quality standards, as well as a demonstrated commitment to anti-bribery and anticorruption requirements in all countries of operation. This vendor evaluation process also covers topics such as modern slavery and whether the vendor has a compliance and ethics program.

When evaluating vendor commercial offerings, Transocean makes contract awards on the basis of total life-cycle cost, with the understanding that quality products and equipment last longer and require less intervention and maintenance, ultimately reducing waste and environmental impact from

inefficient design. The process of awarding vendors with the best total life-cycle cost ensures that long-term shareholders benefit from more sustainable and value-creating sourcing decisions than they would realize from companies with a short-term focus.

In many of our operating countries, sourcing goods, materials, and services from local suppliers, or generating high "local content," is an integral component in our offering to our customers. Effective local sourcing maintains the same commitments to optimal life-cycle cost and standards of safety and quality as all our sourcing activities. In many cases, we complement this with a commitment to vendor development. Transocean maintains a quality assurance function in-house that inspects and evaluates vendor manufacturing locations to ensure high safety and quality standards are achieved. This team of quality experts provides feedback, guidance, and coaching to many of our vendors to help them improve their capability. Many vendors find that working with Transocean directly leads to business improvements that make

them more competitive locally and globally, and that they benefit greatly from the backing and support of the world's largest drilling contractor. Additionally, to ensure local suppliers succeed, Transocean's processes drive spend to local sources first and then to regional and global suppliers as needed to fill its procurement requirements.

With operations in multiple countries, Transocean's supply chain, in conjunction with our freight forwarders, moves goods, material, and equipment across many jurisdictions. Our logistics teams work diligently to select and optimize logistical transportation routes, while following effective processes for a seamless customs and compliance clearance process on the receiving end. These efforts minimize both logistics costs and environmental impact, while ensuring compliance with all applicable customs regulations. Transocean maintains a well-developed global trade compliance program involving standards that enable certain levels of self-assessment with both the U.S. and UK governments. Transocean was accepted into the Customs Trade

Partnership Against Terrorism (C-TPAT) in 2013 and qualified in 2016 for Importer Self-Assessment (ISA). In the UK, we have gained acceptance into the Automated Economic Operator (UK) program which mirrors that of C-TPAT. Adhering to high compliance standards reduces our risk of customs penalties and ultimately leads to a more sustainable business.

#### **OUR GLOBAL BUSINESS**

##### **Anti-Bribery / Anti-Money Laundering / Anti-Terrorism**

In accordance with the expansive scope of global anti-corruption laws, including the Foreign Corrupt Practices Act ("FCPA") and the UK Bribery Act, Transocean does not permit its funds, assets, or property to be used in an illegal manner, and therefore, does not permit bribery, facilitating payments, any form of money laundering, or the support of terrorism. Transocean's personnel, and those acting on behalf of Transocean, are prohibited from accepting or agreeing to accept any improper benefits or bribes.

##### **Antitrust / Competition**

Transocean will conduct its business in accordance with all applicable antitrust, competition, and trade practice laws. These laws prohibit agreements or understandings between competitors that may unlawfully limit trade or restrict full and fair competition (such as agreements on prices, reimbursables from customers, markets or customers agreements, monopolization, certain mergers and acquisitions, price discrimination, and improper bidding practices).

##### **Export Controls / Trade Restrictions / Anti-Boycott**

Transocean abides by all export control and trade restriction laws applicable to its business and equipment. Many countries have laws that restrict, or otherwise require licensing for the import, temporary import, export, or re-export of certain goods, technology, software, and services. A specific area of importance to Transocean is the movement of rigs from country to country. There are legal and process requirements, both internal and external, which must



be understood and followed in each jurisdiction in which Transocean operates. Furthermore, Transocean is dedicated to compliance with all applicable antiboycott laws, and as such, will promptly report and refuse to comply with any boycott request prohibited by applicable law.

### **Accuracy of Records and Internal Controls**

Transocean's books and records must be accurate and prepared in accordance with our internal control framework, as well as the laws and regulations in each jurisdiction where we do business. All financial and other records, such as expense reports, cost estimates, and accounting entries, must be in sufficient detail to accurately and fairly reflect the information being documented. Undisclosed or unrecorded funds or assets, regardless of purpose, are prohibited by Transocean. Placing integrity at the forefront of our books and records demonstrates our commitment and professionalism to the public and our investors, while enhancing our reputation as a fiscally responsible company.

### **Insider Trading**

All Transocean employees, officers, and directors must comply with the company's Insider Trading Policy. Under the Insider Trading Policy, employees, officers, and directors of Transocean are prohibited from trading in any securities while aware of inside information.

### **Anti-Corruption and Business Conduct**

Transocean proactively manages its anti-corruption risk through its comprehensive Legal Compliance & Ethics ("LCE") program to which all members of the Transocean Ltd. corporate family are required to adhere. This program supports compliance initiatives through our Code of Integrity and related policies, including the Anti-Corruption and Business Conduct Policy, the Third Party Due Diligence Policy, and the Gift, Meals, Entertainment, and Travel Guidelines. The aforementioned policies reinforce Transocean's strict prohibition on the paying or accepting of bribes of any kind. To help support the execution of defined policies and procedures, Transocean conducts regular risk

assessments to ensure it appropriately and effectively manages its compliance risk in an evolving regulatory and business environment. Additionally, Transocean regularly trains and communicates compliance expectations outlined in its Anti-Corruption and Business Conduct Policy to all of its employees and third-party intermediaries.

Furthermore, and in an effort to continuously improve upon its program, Transocean proactively conducts in-country compliance reviews, which function as a monitoring mechanism to ensure policies and procedures are adhered to by employees and third-parties alike. In the event there are compliance or ethics-related questions or concerns, Transocean provides any interested stakeholders, including its employees and third-parties with access to its 24-hour helpline. The helpline gives employees and third-parties a confidential avenue to raise concerns and allows Transocean to immediately investigate allegations of wrongdoing and remediate, if needed.

## UN SUSTAINABLE DEVELOPMENT GOALS

Transocean is committed to aligning our sustainability efforts with the UN Sustainable Development Goals. We are actively working to progress the UN goals most correlated to our shared values and business strategy — the areas where we can have the biggest impact.



The Houston Food Bank is Houston’s largest non-profit organization focused on providing food security. The organization delivers food and other essentials for free to those in need through its network of local partners and distributors in Southeast Texas. In 2020, Transocean made a \$100,000 contribution to the organization.



Transocean has established strict standards and processes that enable safe operations at all rigs and offices worldwide. All employees are empowered to halt any work at any time for any safety-related reason or concern. We continuously evaluate the effectiveness of our workplace safety practices, procedures, and policies to ensure that all employees can work in the safest possible environment.

The Transocean Employee Assistance Management (T.E.A.M.) Fund is a 501(c)(3) organization that enables current and former Transocean employees who experience financial hardship to apply for a need-based grant. The fund is primarily supported by contributions from Transocean employees.

In 2020, Transocean contributed \$100,000 to the Texas Children’s Hospital to aid in the translation costs of The Texas Children’s Hospital Handbook of Congenital Heart Disease, a practical handbook to be used by students, residents, fellows, nurses, and congenital heart specialists for the day-to-day management of patients with congenital heart disease. Transocean’s contribution will help the

hospital translate the textbook into Spanish and Portuguese, for individuals and hospitals in countries who could greatly benefit from learning the philosophy, protocols, and nuances of management of these patients.

Transocean is committed to supporting the well-being of our global workforce. We consider our well-being program as consisting of four pillars: physical, financial, social, and emotional. The cornerstones of our commitment include access to high quality, affordable healthcare for our employees, a focus on preventative care and early intervention, and responding to specific regional wellness needs in support of each of these pillars. Due to the global nature of our workforce, the individual programs we implement to achieve these goals are tailored to each region. Please see page 47 for additional information about Transocean’s employee well-being programs.



Transocean contributed \$25,000 to the Houston Museum of Natural Science, which supported virtual science learning and workshops. These virtual adaptations enabled the museum to continue to deliver quality, hands-on learning during the pandemic.

In 2020, Transocean continued our partnership with the Galveston Bay Foundation to support their educational programs and the organization. Galveston Bay Foundation educational programs include hands-on STEM field experiences in addition to classroom lectures on subjects such as marine biology, environmental stewardship, and local marshland ecosystems. Transocean’s contributions to the foundation support expanded educational offerings for middle school children in these subjects.

In our U.S. market, Transocean offers four-year scholarships for which highly qualified children of employees can apply. Transocean also has a matching gifts program in the U.S., which will match employee donations to educational institutions, up to \$5,000 per year. In addition, the company provides tuition reimbursement for U.S. employees seeking professional development, advanced education, certifications, and professional licenses.



Transocean’s Code of Integrity outlines company labor standards, as well as the expectation that its officers, employees, and suppliers will conduct business with the highest level of integrity in all aspects of operations. The Code of Integrity specifically identifies Transocean’s opposition to forced, indentured, involuntary or child labor, slavery, and human trafficking.

In 2020, Transocean published its Human Rights Policy Statement, which outlines the company’s commitment to upholding and respecting human rights. Our policy prohibits child labor, forced labor, bonded labor, human trafficking, and modern slavery in our business operations and supply chain. [View our policy here](#). We also commit to providing a safe and healthy working environment and providing regionally competitive compensation.

In many of our operating countries, we source goods, materials, and services from local suppliers. To ensure local suppliers succeed, Transocean’s processes drive spend to local sources first and then to regional and global suppliers as needed. In many cases, we complement this with a commitment to vendor development. Many vendors find that working with Transocean directly leads to business improvements that make them more competitive locally and globally.

In 2020 Transocean also funded the repair of a school in Equatorial Guinea as part of our in-country social investment project. The school opened in 2021.



Transocean employs environmentally responsible recycling yards to execute the end-of-life recycling process for our drilling rigs, and we contract with a third-party organization with expertise in responsible asset recycling and disposal to steward and monitor the entire process.

Several years ago, Transocean successfully deployed the first-ever hybrid power system in the North Sea to reduce the rig's fuel consumption and GHG emissions. Since then, we have continued to research methods to achieve similar fuel and emission reductions at a lower cost. By utilizing real-time dashboards and active engine management protocols, we can achieve similar emission reductions at a lower cost and with easier fleetwide scalability.

Transocean has also developed new industry technologies to bolster the safety of our operations, such as aShear and HaloGuard, which protect our people, equipment, and the surrounding environment. See page 33 for a description of technologies that are enabling improved efficiency and safety.



Transocean has an ongoing goal of zero spills to sea. This goal is supported by our adherence to our shared values of safety and reliability. By improving our workplace safety practices, equipment reliability, and technology, we minimize and mitigate the impact of our operations on life below water.

Transocean partners with the Galveston Bay Foundation to preserve and restore the unique habitats and ecosystems in and around the Galveston Bay area. We also provided additional financial support to the organization to fund their educational programs. See page 55 for a detailed discussion on Transocean's partnership with the Galveston Bay Foundation.



Transocean has strict anti-corruption and business conduct policies and a robust Code of Integrity. These policies outline anti-bribery practices and business ethics, and they apply to officers, employees, contractors, and suppliers. See page 49 for a discussion of Transocean's recent corporate initiatives involving our business ethics program.

As a global company, Transocean frequently works with local suppliers. All of Transocean's vendors undergo a screening process to evaluate potential compliance and ethics issues and are required to adhere to all company policies and local laws. This process helps to ensure that Transocean's business relationships strengthen local institutions.

As part of our commitment to upholding our Code of Integrity, we provide a helpline where employees, stakeholders, or others with whom we do business with can anonymously report any concerns about potential Code of Integrity violations.

**SASB – OIL AND GAS: SERVICES**

Topic	Accounting Metric	Code	Response
Emissions Reduction Services & Fuels Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	EM-SV-110a.1	<a href="#">2020 Sustainability Report pg. 24</a>
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	EM-SV-110a.2	<a href="#">2020 Sustainability Report pg. 22</a> , <a href="#">2020 Proxy pg. 74</a>
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	EM-SV-110a.3	0%. No engines on Transocean rigs meet IMO Tier III compliance, the IMO equivalent compliance tier to EPA Tier 4.
Water Management Services	(1) Total volume of fresh water handled in operations, (2) percentage recycled	EM-SV-140a.1	-
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	EM-SV-140a.2	<a href="#">2020 Sustainability Report pg. 23</a>
Chemicals Management	Volume of hydraulic fracturing fluid used, percentage hazardous	EM-SV-150a.1	N/A: The use of hydraulic fracturing fluid and other drilling chemicals is outside of Transocean's operational control.
	Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	EM-SV-150a.2	
Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site	EM-SV-160a.1	N/A: Transocean does not operate onshore. Transocean does not operate or manage active oil and gas well sites.
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	EM-SV-320a.1	<a href="#">2020 Sustainability Report pg. 15-16</a>
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	EM-SV-320a.2	<a href="#">2020 Sustainability Report pg. 12-15</a>
Business Ethics & Payments Transparency	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-SV-510a.1	In 2020, we had a net revenue of \$23 million from operations in Equatorial Guinea.
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	<a href="#">2020 Sustainability Report pg. 62-64</a>
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-530a.1	<a href="#">2020 10-K pg. 16-18</a>
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	<a href="#">2020 Sustainability Report pg. 12-13</a>
Activity Metric		Code	Response
Number of active rig sites		EM-SV-000.A	As of the October 2020 Fleet Status Report, Transocean had 25 active rigs.
Number of active well sites		EM-SV-000.B	N/A: The operation and management of well sites is outside of Transocean's operational control.
Total amount of drilling performed		EM-SV-000.C	N/A: The total amount of drilling performed is outside of Transocean's operational control.
Total number of hours worked by all employees		EM-SV-000.D	10,081,497 hours, includes onshore and offshore personnel.



TRANSOCEAN 2020 GRI CONTENT INDEX

Disclosure Number	Disclosure Title	Response
<b>GRI 102: GENERAL DISCLOSURES</b>		
102-1	Name of the organization	Transocean Ltd.
102-2	Activities, brands, products, services	<a href="#">2020 SR pg. 8</a> ; <a href="#">2020 10-K pg. 2-8</a>
102-3	Location of headquarters	<a href="#">2020 10-K pg. 21</a>
102-4	Location of operations	<a href="#">2020 SR pg. 8</a> ; <a href="#">2020 10-K pg. 2-4</a>
102-5	Ownership and legal form	<a href="#">2020 10-K pg. 2</a>
102-6	Markets served	<a href="#">2020 SR pg. 8</a> ; <a href="#">2020 10-K pg. 3-6</a>
102-7	Scale of the organization	<a href="#">2020 SR pg. 8-9</a>
102-8	Information on employees and other workers	<a href="#">2020 SR pg. 41-48</a>
102-9	Supply chain	<a href="#">2020 SR pg. 63-64</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">2020 10-K pg. 2-4</a>
102-12	External initiatives	<a href="#">2020 SR pg. 66</a>
102-13	Membership of associations	<a href="#">2020 SR pg. 54</a>
102-14	Statement from senior decision-maker	<a href="#">2020 SR pg. 6</a>
102-16	Values, principles, standards, and norms of behavior	<a href="#">2020 SR pg. 4-5</a> ; <a href="#">Code of Integrity</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">2020 SR pg. 51, 65</a> ; <a href="#">Code of Integrity pg. 14</a>
102-18	Governance structure	<a href="#">2020 SR pg. 58-59</a> ; <a href="#">Corporate Governance Website</a>
102-40	List of stakeholder groups	<a href="#">2020 SR pg. 54</a>
102-41	Collective bargaining agreements	<a href="#">2020 10K pg. 6</a>
102-45	Entities included in the consolidated financial statements	<a href="#">2020 10-K pg. 53-54</a> ; <a href="#">2020 10-K Exhibit 21</a>
102-46	Defining report content and boundaries	<a href="#">2019 SR pg. 68-69</a>
102-47	List of material topics	<a href="#">2019 SR pg. 68-69</a>
102-48	Restatements of information	No restatements of information.
102-49	Changes in reporting	No changes in reporting methodology from the prior sustainability report.
102-50	Reporting period	<a href="#">2020 SR pg. 75</a>
102-51	Date of most recent report	Our 2020 Sustainability Report, covering calendar year 2020, was published in July of 2021.
102-52	Reporting cycle	We report on our sustainability progress annually.
102-53	Contact point for questions regarding the report	<a href="#">2020 SR pg. 75</a>
102-54	Claims of reporting in accordance with the GRI Standards	This sustainability report references the Disclosures and Standards listed in the GRI Content Index.
102-55	GRI content index	<a href="#">2020 SR pg. 73</a>
102-56	External assurance	<a href="#">2020 SR pg. 75</a>

TOPIC-SPECIFIC DISCLOSURES		
GRI 205: Anti-Corruption		
103	Management Approach	<a href="#">2020 SR pg. 65</a>
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">2020 SR pg. 65</a> ; <a href="#">Code of Integrity</a>
GRI 305: Emissions		
103	Management Approach	<a href="#">2020 SR pg. 22-23</a>
305-1	Direct (Scope 1) GHG emissions	<a href="#">2020 SR pg. 24</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">2020 SR pg. 24</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">2020 SR pg. 24</a>
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">2020 SR pg. 24</a>
GRI 306: Effluents and Waste		
103	Management Approach	<a href="#">2020 SR pg. 23</a>
306-3	Significant spills	<a href="#">2020 SR pg. 24</a>
GRI 403: Occupational Health and Safety		
103	Management Approach	<a href="#">HSES Website</a> , <a href="#">HSE Policy Statement</a> , <a href="#">Quality Policy Statement</a> , <a href="#">Code of Integrity pg. 8</a>
403-8	Workers covered by an occupational health and safety management system	<a href="#">Code of Integrity pg. 8</a> ; <a href="#">2020 SR pg. 12-13</a>
403-10	Work-related ill health	<a href="#">2020 SR pg. 15-16</a>
GRI 404: Training and Education		
103	Management Approach	<a href="#">2020 SR pg. 29, 37-38</a>
GRI 405: Diversity and Equal Opportunity		
103	Management Approach	<a href="#">2020 SR pg. 48</a>
405-1	Diversity of governance bodies and employees	<a href="#">2020 SR pg. 42-44, 58</a>
GRI 408: Child Labor		
103	Management Approach	<a href="#">Human Rights Policy Statement</a> ; <a href="#">Modern Slavery Act Statement</a>
408-1	Operations and suppliers at risk for incidents of child labor	<a href="#">Human Rights Policy Statement</a>
GRI 409: Forced or Compulsory Labor		
103	Management Approach	<a href="#">Human Rights Policy Statement</a> ; <a href="#">Modern Slavery Act Statement</a>
409-1	Operations and suppliers at risk for incidents of forced or compulsory labor	<a href="#">Human Rights Policy Statement</a>
GRI 412: Human Rights Assessment		
103	Management Approach	<a href="#">Human Rights Policy Statement</a> ; <a href="#">Modern Slavery Act Statement</a>
412-1	Operations that have been subject to human rights reviews or impact assessments	<a href="#">Human Rights Policy Statement</a>
GRI 414: Supplier Social Assessment		
103	Management Approach	<a href="#">Human Rights Policy Statement</a> ; <a href="#">Modern Slavery Act Statement</a>
414-1	New suppliers that were screened using social criteria	<a href="#">Human Rights Policy Statement</a>
GRI 415: Public Policy		
103	Management Approach	<a href="#">Code of Integrity pg. 13</a>
415-1	Political contributions	<a href="#">Code of Integrity pg. 13</a>

Transocean Ltd. is a publicly traded corporation registered and headquartered in Switzerland. There were no significant changes to the ownership or structure of the company in 2020.

At Transocean, our sustainability practices focus on minimizing the economic, social and environmental costs of ownership for our customers while protecting our people, environment and communities where we live and operate.

Our data is generated from the Global Management System and other reporting systems for various functions articulated in the report. No external assurance was sought for the contents of this report.

Transocean consulted the Global Reporting Initiative (GRI) Standards to serve as an internal guideline for the 2020 Corporate Sustainability Report.

### **FORWARD-LOOKING STATEMENTS**

Any statements included in this Sustainability Report that are not historical facts, including, without limitation, statements regarding future market trends and results of operations are forward-looking statements within the meaning of applicable securities law. Such statements are subject to numerous risks and uncertainties beyond our control, and our actual results may differ materially from our forward-looking statements.

### **CORPORATE INFORMATION**

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