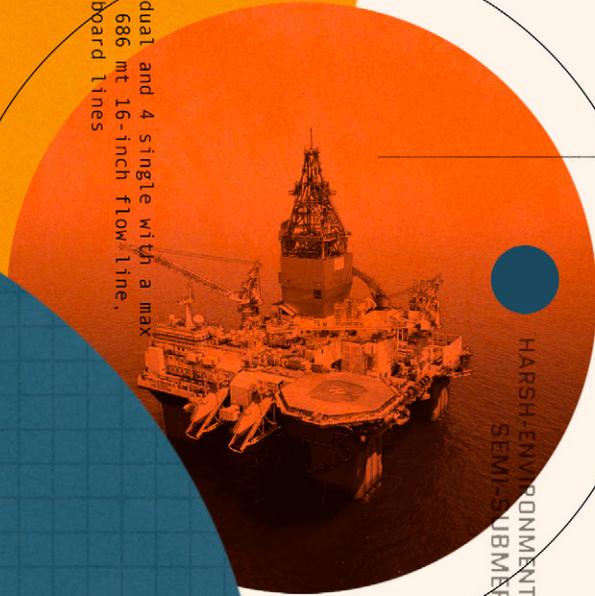


DRIVING DEEPER

GLOBAL VISION,
LOCALIZED.



Line 1 dual and 4 single with a max
pull of 686 mt 16-inch flow-line.
16" overboard lines



HARSH-ENVIRONMENT
SEMI-SUBMERSIBLE

20
21
TRANSOCEAN
SUSTAINABILITY
REPORT

MHWirth / Beam Leg Construction, Single lift H:
52.0m (170.6 ft) Offline standbuilding

6 x Wartsila FS3503-571 each at 4 MW





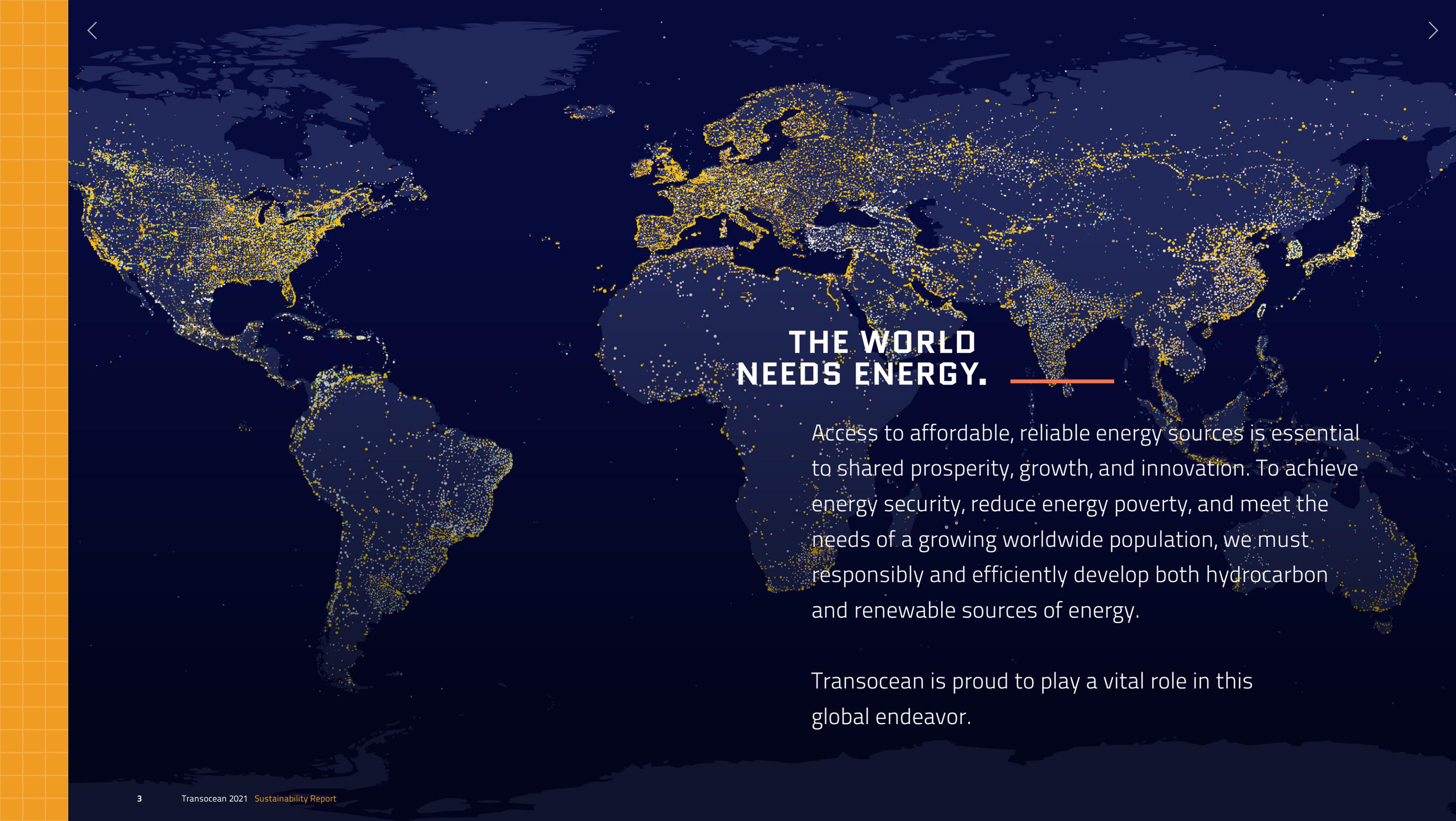
FORWARD-LOOKING STATEMENTS

The statements described herein that are not historical facts are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These statements could contain words such as “possible,” “intend,” “will,” “if,” “expect,” or other similar expressions.

Forward-looking statements are based on management’s current expectations and assumptions, and are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. As a result, actual results could differ materially from those indicated in these forward-looking statements. Factors that could cause actual results to differ materially include, but are not limited to, estimated duration of customer contracts, contract dayrate amounts, future contract commencement dates and locations, planned shipyard projects and other out-of-service time, sales of drilling units, timing of the company’s newbuild deliveries, operating hazards and delays, risks associated with international operations, actions by customers and other third parties, the fluctuation of current and future prices of oil and gas, the global and regional supply and demand for oil and gas, the intention to scrap certain drilling rigs, the success of our business following prior acquisitions, the effects of the spread of and mitigation efforts by governments, businesses and individuals related to contagious illnesses, such as COVID-19, the development, adoption and implementation of regulations, rules and guidance related to the framework, form and content of disclosures made in this report, and other factors,

including those and other risks discussed in the company’s most recent Annual Report on Form 10-K for the year ended December 31, 2021, and in the company’s other filings with the SEC, which are available free of charge on the SEC’s website at: www.sec.gov. Should one or more of these risks or uncertainties materialize (or the other consequences of such a development worsen), or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or expressed or implied by such forward-looking statements. All subsequent written and oral forward-looking statements attributable to the company or to persons acting on our behalf are expressly qualified in their entirety by reference to these risks and uncertainties. You should not place undue reliance on forward-looking statements. Each forward-looking statement speaks only as of the date of the particular statement, and we undertake no obligation to publicly update or revise any forward-looking statements to reflect events or circumstances that occur, or which we become aware of, after the date hereof, except as otherwise may be required by law. All non-GAAP financial measure reconciliations to the most comparative GAAP measure are displayed in quantitative schedules on the company’s website at: www.deepwater.com.

This report, or referenced documents, do not constitute an offer to sell, or a solicitation of an offer to buy, any securities, and do not constitute an offering prospectus within the meaning of the Swiss Financial Services Act (FinSA) or advertising within the meaning of the FinSA. Investors must rely on their own evaluation of Transocean and its securities, including the merits and risks involved. Nothing contained herein is, or shall be relied on as, a promise or representation as to the future performance of Transocean.



THE WORLD NEEDS ENERGY.

Access to affordable, reliable energy sources is essential to shared prosperity, growth, and innovation. To achieve energy security, reduce energy poverty, and meet the needs of a growing worldwide population, we must responsibly and efficiently develop both hydrocarbon and renewable sources of energy.

Transocean is proud to play a vital role in this global endeavor.



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Jeremy Thigpen
Chief Executive Officer

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

We embark on a two-pronged strategy to minimize the impact of our business activities on the climate: reducing the emissions intensity of our hydrocarbon business and exploring adjacent business opportunities in renewables.

MESSAGE FROM LEADERSHIP

The complexities of balancing performance in the context of Environmental, Social, and Governance (ESG) factors can be quite formidable, particularly in the short term. In the energy industry, this tension is readily apparent as our world strives to achieve both energy security (Social) and climate neutrality (Environmental).

To meet the global consumption projections of the Energy Information Association (EIA), it is critical that we commit ourselves to energy expansion

on our path to energy transition; that is to say, we must continue to develop energy from both hydrocarbon as well as alternative sources, as each will remain critical components of a reliable energy supply beyond 2050. As the world has witnessed over the past several months, energy security is of vital importance to all of us, accentuating a more urgent need for hydrocarbons than that projected by the EIA.

Today, notwithstanding the pandemic-related global economic downturn, oil inventories are at their lowest levels since 2014. Insufficient investment in conventional energy resources preceding and during the downturn materially eroded essential productive capacity worldwide. Further complicating the matter, Russia’s invasion of Ukraine not only devastated the lives of many Ukrainian citizens, but it also greatly compromised

We are proud to be the leading offshore driller in the industry, and we remain committed to prioritizing safety, efficiency and reliability in our operations.

supplies of global energy and rare earth minerals needed to produce batteries and other alternative energy infrastructure, impeding our progress towards both energy security and climate neutrality. Hydrocarbon prices have increased more than twofold over the past 18 months due to these factors, and the cost of *everything* requiring oil and gas inputs has also increased dramatically. Consumers in wealthier and developed economies are experiencing crippling inflation not observed in more than a generation and those in emerging economies are suffering even more: energy poverty and exclusion remain very real and profound global concerns.

LEADING THE WAY TO MINIMIZE ENVIRONMENTAL IMPACT

Guided, in part, by the feedback received during the update of our 2021 materiality assessment, we continue to embrace our work as a responsible custodian of the environment. Built upon a resolute commitment to our FIRST Shared Values, strong corporate governance and our robust ethics program, Transocean is well positioned to create value for our shareholders, while appropriately and respectfully considering the views of other stakeholders in our enterprise.

We embark on a two-pronged strategy to minimize the impact of our business activities on the climate: reducing the emissions intensity of our hydrocarbon business and exploring adjacent business opportunities in renewables.

We are proud to be the leading offshore driller in the industry, and we remain committed to prioritizing safety, efficiency and reliability in our operations. We embrace our role as key to expanding energy security and economic wellbeing. Moreover, we are keenly focused on applying technology and innovation to minimize our environmental impact, improve our energy efficiency, and lower the emissions intensity of our drilling operations.

In this report, you will read about how our rig crews are engaged to optimize power management onboard our rigs, safely reducing power consumption and generation to lower fuel use and corresponding emissions. Last year, we announced our ambitious aim to reduce Scope 1 and Scope 2 emissions intensity by 40% relative to 2019 by 2030. While achieving this goal will not be easy and progress will not be linear, we know that we can make significant improvements in this area.

We also recognize that our core competencies and depth of expertise are relevant beyond offshore drilling. Transocean's employees are world-class problem-solvers, skilled at conducting complex, remote operations, knowledgeable and experienced in working in nearly every offshore environment around the world and so much more. These skills and capabilities have been proven many times over, and we are actively exploring business adjacencies that enable us to utilize these capabilities to bring alternative energy sources to market.



We will share more about our upcoming work on the Northern Lights carbon sequestration project and the minority stake we purchased in a company pursuing offshore rare earth minerals.

THE TOP TALENT CHOICE

To remain our customers’ drilling contractor of choice and to do our part in helping to achieve climate neutrality, it is critical that we remain the industry’s employer of choice for top talent. This requires that we cultivate opportunities for our workforce to continually develop and refine their skills to advance their careers with Transocean. Further, as we identify opportunities to expand our business, we will cast a wide net to recruit the most skilled and qualified persons, with due consideration given to Diversity, Equity and Inclusion as essential, value-enhancing business practices.

Moreover, we must continue to support our employees and prioritize their health and wellbeing. Engaged, happy, and healthy employees work safely and enjoy more productive careers: a clear win-win for our workforce and our business. Read on to learn more about how we are approaching talent management to ensure our workforce is positioned for success in the short and long term.

We invite you to learn more about our approach to sustainability in this report—our 2030 sustainability goals, some of our key initiatives to support these goals, and our progress to date. We look forward to receiving your feedback and providing additional updates as we progress toward our goals.

We remain committed to positively impacting the global community, and we are excited to be a part of the industry that energizes the world. Working together, the possibilities are Boundless.

Sincerely,

JEREMY THIGPEN

Chief Executive Officer

JANELLE DANIEL

Senior Vice President, Human Resources,
Sustainability and Communications

MISSION STATEMENT

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.

FIRST SHARED VALUES

Focused

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

Innovative

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

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.

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.

Trusted

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

SERVICE FOCUSED.
DATA DRIVEN.
PERFORMANCE ORIENTED.

To learn more about our fleet, view our [Fleet Status Report](#).

OUR MARKET LEADERSHIP

Deliver Safe, Reliable, Efficient and Responsible Operations

We are acutely focused on helping our customers achieve their business objectives and strive to exceed their expectations. This starts with our commitment to cultivate a best-in-class workforce, equipped with the skills, competencies, qualifications, and experience needed to consistently deliver outstanding operational performance to our customers, as well as fostering a culture of integrity and continuous improvement. In order to operate and maintain our equipment safely and efficiently – protecting each other and the environment – our teams diligently follow the policies and procedures set forth in our company management system which have been honed through many years of experience managing a global, high-specification drilling fleet. Further, we prioritize communication and collaboration across our fleet to quickly share and implement best practices and lateral learnings.

Learn more about our Norway Operations Center [here](#).

High-Grade Our Fleet

We endeavor to be our customers’ universal first choice and have purposefully reshaped our fleet to meet their needs; today, we operate a fleet comprising the highest concentration of the most capable harsh environment and ultra-deepwater drilling assets in the industry. In continued pursuit of this objective, Transocean is currently constructing the world’s first two 8th Generation ultra-deepwater drillships.

Learn more about these rigs [here](#).

Invest In Innovation and Technology

We explore and invest in opportunities with the potential to improve the safety of our operations, increase drilling efficiency, and reduce emissions. In addition to the operating efficiencies attendant to a youthful drilling fleet, our efforts to date have yielded tools like HaloGuardSM Drill Floor Safety System and Smart Equipment Analytics, as well as a recent minority interest in a seabed minerals company.

Learn more about our seabed minerals investment [here](#).

OUR MARKET LEADERSHIP

OUR FLEET

39

Harsh environment and ultra-deepwater floaters, includes rigs under construction

IMPROVED AVERAGE AGE OF FLOATER FLEET

21 YEARS IN 2014 → 11 YEARS IN 2022

REDUCTION IN CARBON EMISSIONS PER ULTRA-DEEPWATER WELL SINCE 2008

~50%



At Transocean, operational efficiency is a core component of our sustainability performance. To date, we have made significant improvements in how we drill—we are drilling wells faster, safer, more reliably, and with lower emissions than ever before.



SINCE 2009, WE HAVE ACHIEVED:

IMPROVED PERFORMANCE

25%

FEWER DRILLING DAYS/WELL



By identifying opportunities to improve process efficiency, optimizing our maintenance programs, and exploring automation of drillfloor activities we are able to drill wells faster and safer.

With less time spent per well, we use less fuel and generate fewer emissions.

OPTIMIZED POWER MANAGEMENT

20%

REDUCTION IN CO₂E PER WELL

We installed new technology on our rigs to reduce our energy consumption and improve monitoring, developed and refined our power generation processes, and added energy-efficient upgrades to deliver our services with less fuel used and fewer emissions produced.

ENHANCED RELIABILITY

5%

UPTIME IMPROVEMENT

By developing and executing more rigorous risk assessment and worksite verification controls as well as partnering with strategic original equipment manufacturers to optimize maintenance processes, we improved the life of our equipment and increased the reliability and predictability of our operations.

As we look toward the future, we will build on our past successes and continue to improve.



2030 SUSTAINABILITY GOALS

We established our 2030 sustainability goals based on the results of the comprehensive materiality assessment we conducted in 2021. Stakeholders indicated strong support for our existing core drilling approach. We carried those targets forward and complemented them with goals for each of the other material topics defined by the assessment.

CORE DRILLING

Lead with strong performance

Health, Safety, and Wellbeing

Annual Total Recordable Incident Rate (TRIR) of zero

Loss of Containment

Zero spills

Reliability & Efficiency of Operations

100% Uptime

CLIMATE

Differentiate our performance and services

Scope 1 & 2 Emissions Reduction

Reduce scope 1 and 2 emissions intensity by 40% relative to 2019

Energy Transition Strategy

Explore, evaluate and opportunistically pursue projects supporting energy transition that create value for the company

WORKFORCE

Attract and retain top talent

Equity and Inclusion

Review and evaluate Transocean culture biannually to assess nationalization efforts, gender equity, and racial equity within the organization

Diversity

Increase gender diversity and representation of underrepresented groups by achieving 20% better representation in recruiting sources in each market and location in which we work

COMPLIANCE

Meet global and industry standards

Transparency, Accountability & Reporting

Report on our sustainability strategy referencing global and industry standards

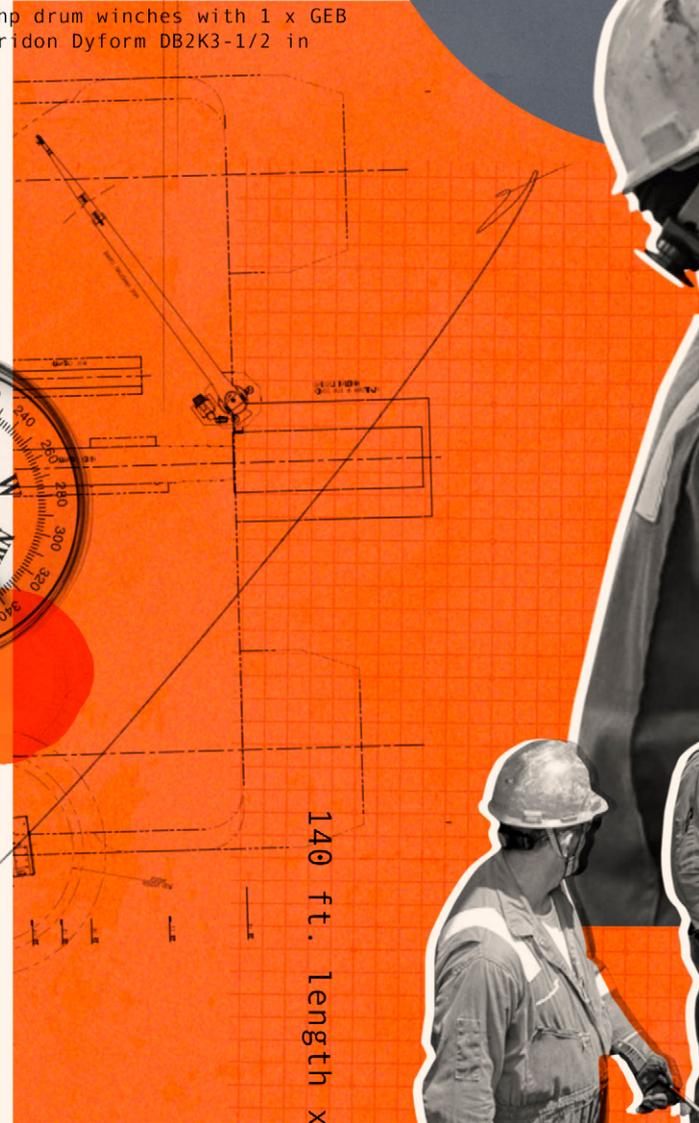
Human Rights

Continue to uphold human rights in our business operations

Corporate Governance & Ethics

Maintain our robust corporate governance and ethics program

x 4,300 hp. thrusters, fixed pitch, azimuthing nozzle (2 x corner)
Hensberg Simrad SDPM DP-2+
x Bodewes electric 1,150 hp drum winches with 1 x GEB 2A2 AC motors/winch; 2 x Bridon Dyform DB2K3-1/2 in



140 ft. length x 28 ft.



OUR APPROACH TO SUSTAINABILITY



Station Keeping / Propulsion System

SUSTAINABILITY GOVERNANCE

Board of Directors

The Board of Directors provides oversight of the company’s sustainability performance. The Health, Safety, Environment, and Sustainability (HSES) Committee oversees the company’s sustainability activities as they pertain to operations. The Audit Committee is responsible for reviewing Environmental, Social, and Governance (ESG)-related disclosures and the effectiveness of controls related to those disclosures. The Corporate Governance Committee oversees diversity aspects of our Board composition.

Please see the committee charters for the [HSES Committee](#), [Audit Committee](#), and [Corporate Governance Committee](#) for more information on specific committee responsibilities.

CEO and Functional Executives

The Chief Executive Officer (CEO) and functional executives, including the Senior Vice President, Human Resources, Sustainability, and Communications (SVP) are responsible for the development and implementation of sustainability strategy, targets, initiatives, and opportunities.

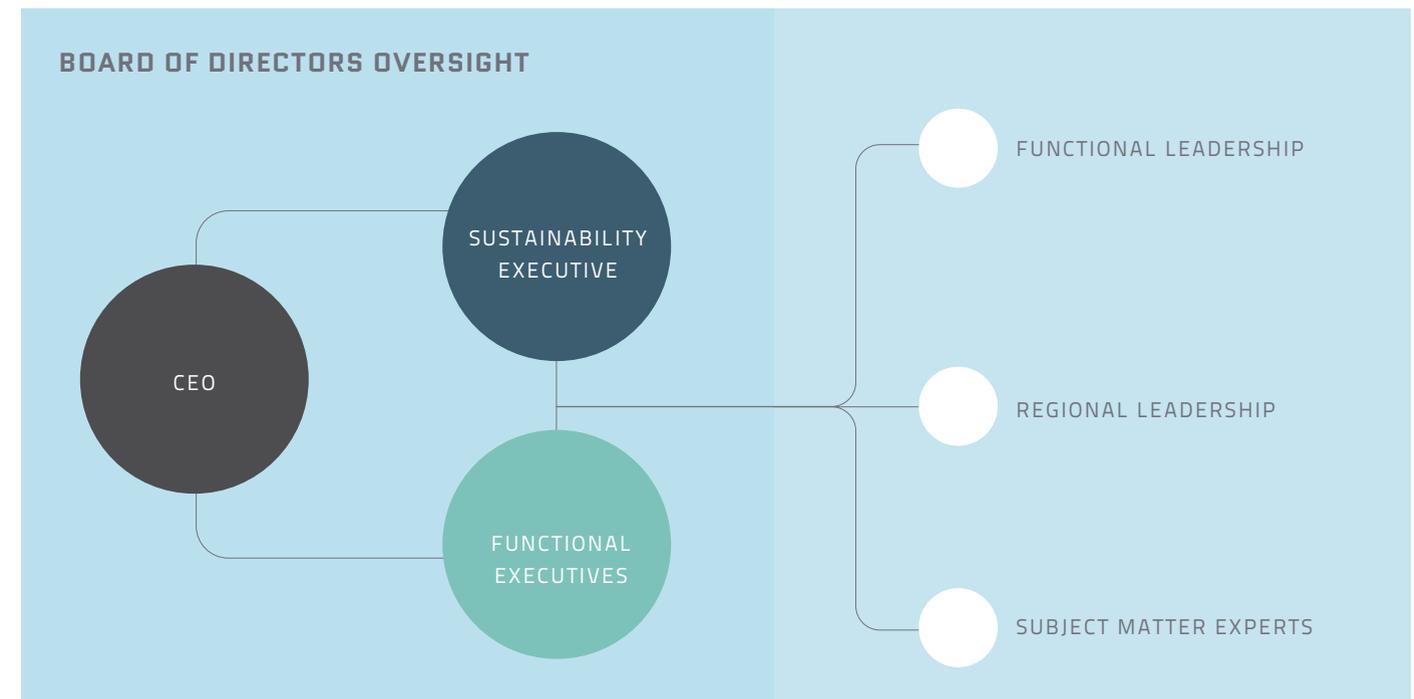
The SVP manages company sustainability strategy globally and ensures that sustainability principles are integrated into business processes and activities.

The SVP reports directly to the CEO and acts as the primary liaison to the Board for sustainability matters.

Functional Leadership and SMEs

Functional and regional leadership and subject matter experts (SMEs) provide feedback on sustainability strategy and are primarily responsible for the execution of business activities in support of company strategy and sustainability goals.

This group also contributes to companywide sustainability performance by developing tools to track progress against targets, sharing best practices, and implementing continuous improvement initiatives.



SUSTAINABILITY MATERIALITY ASSESSMENT

Assessment Process

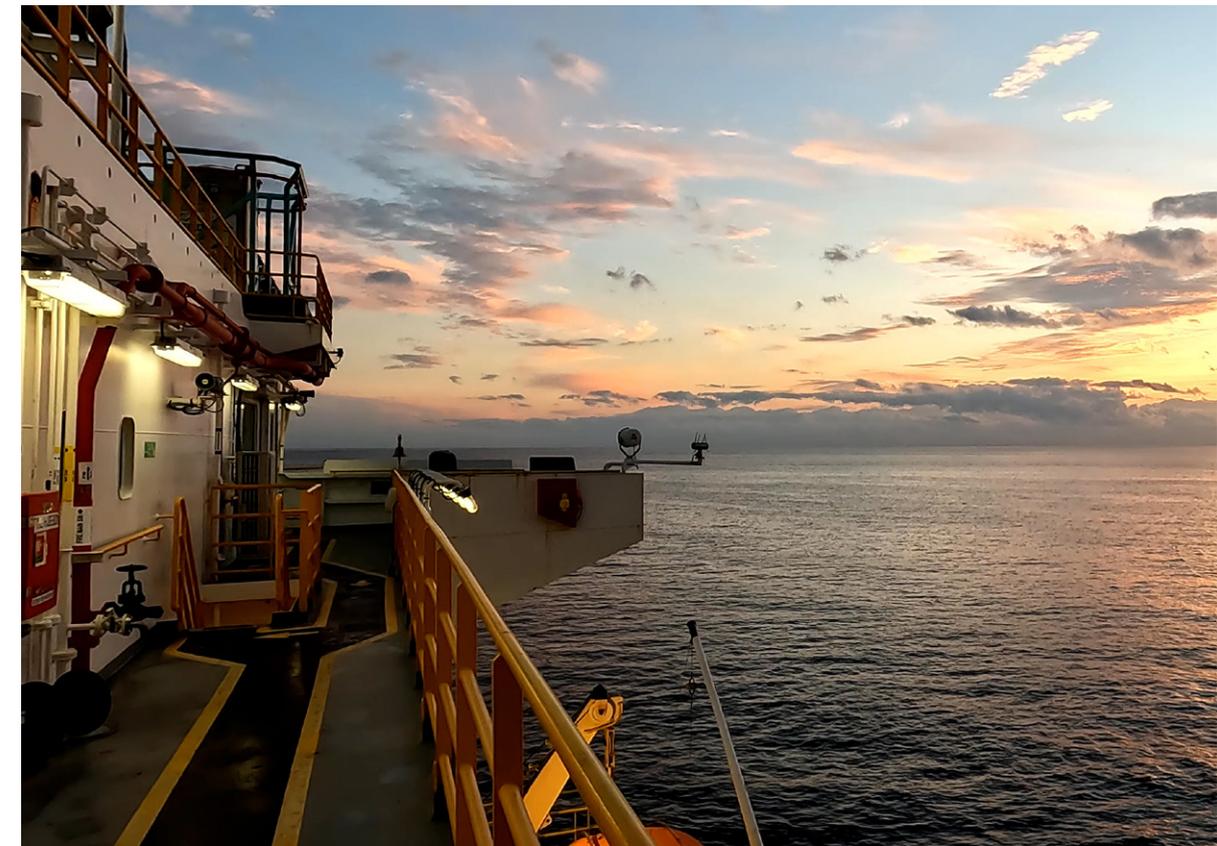
In 2021 we undertook a comprehensive project to update our sustainability materiality matrix and establish 2030 sustainability goals based on the results.

The materiality assessment process involved multiple avenues of engagement with a comprehensive selection of stakeholder groups. The primary method of engagement was a survey, complemented by in-depth interviews with certain key stakeholders, and a review of published asset stewardship guidelines.

We consulted the following stakeholders:

- Board of Directors
- Community Groups
- Customers
- Employees and Management
- Industry Organizations
- Investors
- Vendors

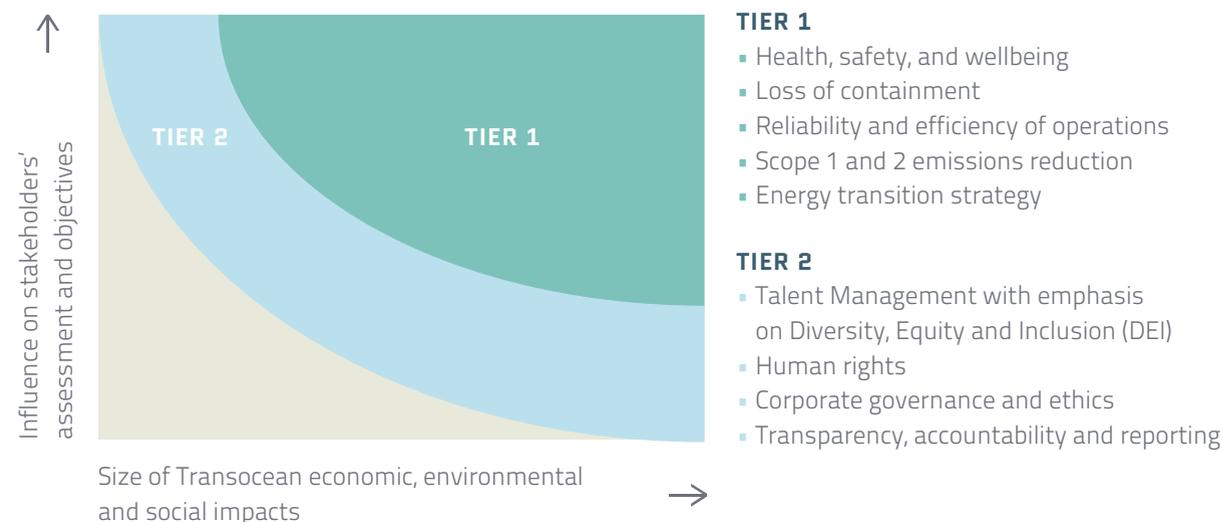
At the conclusion of the survey and interview process, the results were analyzed and prioritized based on importance to both Transocean and its stakeholders as well as size of impact. The resulting materiality matrix represents the topics that arose most frequently during the course of our engagements.



Sustainability Materiality Matrix

Topics that we include in our matrix are considered highly relevant to the current and future operations of the company and have the highest potential economic, environmental, and social impacts on both our company and our stakeholders. As such, we are deeply committed to managing these topics and have formed our 2030 sustainability goals in these areas.

We identified additional topics in our materiality assessment process that were not prioritized by our stakeholders as highly as those appearing in Tier 1 and Tier 2. We will periodically engage with our stakeholders and realign topics as needed.



Alignment with UN Sustainable Development Goals

Transocean has endeavored to align our sustainability efforts with the UN Sustainable Development Goals (UNSDG). We are working to progress the goals that have a high correlation with our core business.



We strive to always deliver service that exceeds our stakeholders' expectations.

STAKEHOLDER ENGAGEMENT

We strive to always deliver service that exceeds our stakeholders' expectations.

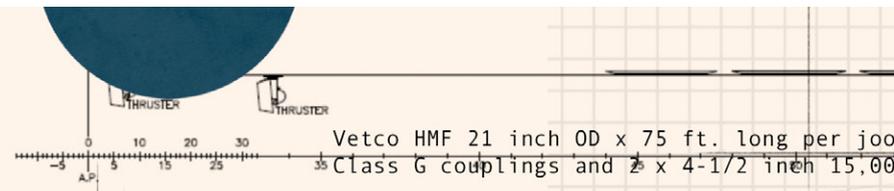
We regularly engage with our stakeholders to understand their expectations and the topics most material to them. As part of the global corporate community, we also participate in committees, town hall assemblies, and industry events to encourage adoption of best practices and responsible operations.

See our 2021 [Annual Report](#) and [Proxy Statement](#) for a list of the industry groups in which we participate.

Key groups with which we engage include:

Stakeholder	Format
Investors and Financial Institutions	<ul style="list-style-type: none"> ▪ Investor Conferences and Meetings ▪ Quarterly Reporting and Calls ▪ Annual Shareholder Meeting
Customers	<ul style="list-style-type: none"> ▪ Meetings ▪ Joint Initiatives ▪ Industry Events
Industry Groups	<ul style="list-style-type: none"> ▪ Leadership and Participation ▪ Industry Events
Employees	<ul style="list-style-type: none"> ▪ Performance and Feedback Discussions ▪ Employee Engagement via Managers and Peers ▪ Union Representatives ▪ Employee Surveys
Community Groups	<ul style="list-style-type: none"> ▪ Partnering in Projects ▪ Site Visits ▪ Volunteerism

CORPORATE GOVERNANCE



Thrusters
DP System
55
6 x Rolls Royce UUC 455 azimuth thru
DP Class 3 Kongsberg /ICMS / K-POS

CORPORATE GOVERNANCE

We believe good corporate governance begins with the quality of leadership in both the Board of Directors and the management of the company. Our Board is committed to maintaining strong corporate governance practices that promote long-term shareholder value and strengthen accountability across the organization.

Board Composition

The Corporate Governance Committee, in conjunction with management, annually assesses the needs of the company and the Board, and the ability of the Board’s composition to achieve the company’s goals.

In particular, the Corporate Governance Committee assesses what skills, knowledge, expertise, and varied backgrounds are relevant to the company and industry and whether a candidate possesses the necessary character traits and business acumen to make them an effective director. The Committee recommends to the Board for nomination those candidates who will achieve the goals of the company.

As of March 2022, our Board of Directors has eleven members: our Chief Executive Officer and 10 independent board members. The table on the right provides an overview of our independent directors.

INDEPENDENT DIRECTORS AT A GLANCE

NUMBER

10

GLOBAL CITIZENSHIP

6

Non-U.S. Nationalities

AVERAGE TENURE

7.6

Years

AVERAGE AGE

61.5

GENDER DIVERSITY

30%

Female

For more information on our Board members and management, visit [Management and Board Members >>](#)

Corporate Governance Guidelines

To execute and govern our continued commitment to strong corporate governance practices, the Board established our Corporate Governance Guidelines.

These Guidelines describe, among other matters:

- i) how the Board is selected,
- ii) how the Board functions, and
- iii) how the Board oversees and interacts with management.

The Guidelines are reviewed annually by the Corporate Governance Committee, and recommendations arising from the review are reported to the Board. A summary overview of certain key corporate governance characteristics of the company is available on the right.

Corporate Governance Resources

Learn more about our corporate governance policies, Board members, and Board committees:

[2022 Transocean Proxy Statement](#)

[Governance Documents and Committee Charters](#)

[Transocean Code of Integrity](#)

CORPORATE GOVERNANCE OVERVIEW

INDEPENDENT CHAIRMAN OF THE BOARD



DIRECTOR INDEPENDENCE FOR MAJORITY OF THE BOARD



MINIMUM NUMBER OF REGULAR MEETINGS

4

ANNUAL DIRECTOR ELECTIONS



SINGLE-CLASS STOCK



SHAREHOLDER PROXY ACCESS



SHAREHOLDER RIGHT TO CALL SPECIAL MEETINGS



ANNUAL PERFORMANCE EVALUATIONS



BOARD RETIREMENT AGE

75

TERM LIMITS



After 15 years of service

NO POISON PILL



ANTI-HEDGING AND ANTI-PLDGING POLICIES



CLAWBACK POLICIES



MAJORITY VOTING, WITH RESIGNATION POLICY



VIEW THE COMPLETE CORPORATE GOVERNANCE GUIDELINES >>



We maintain our reputation by continuously earning the trust of our stakeholders.

BUSINESS ETHICS

The Transocean name is built, in part, on our Shared Values. We maintain our reputation by continuously earning the trust of our people, customers, and the communities in which we operate. We remain steadfastly committed to upholding our Shared Values and delivering on our promises with the highest level of integrity, every time.

Ethics and Compliance

Our risk-based approach to ethics and compliance is based on, among other things, the Resource Guide published by the U.S. Department of Justice and the U.S. Securities and Exchange Commission regarding effective compliance programs. Our policies and procedures, risk assessments, training and communications, and auditing and monitoring serve as the building blocks of our ethics and compliance program.

To ensure our workforce is fully apprised of the company's ethical expectations and informed on how to uphold them in their day-to-day work, we conduct annual training on our Legal Compliance and Ethics (LCE) program. We also regularly seek feedback from employees on our training programs, which we then use to inform our policies and procedures in order to maximize their effectiveness.

We complement this approach with annual updates to the program using internal metrics for continuous improvement, and we work across the organization to identify risks. We established a Code of Integrity Committee that meets monthly with key management personnel to discuss how LCE controls and initiatives are integrated into business operations and project execution, as well as identify opportunities for improvement. Ensuring that our program is seamlessly integrated into our business processes, such that it remains current and relevant to our activities is critical to its success.

Transocean also works closely with its third-party intermediaries (TPIs)—a subset of our vendors who interact with government officials on our behalf. Because TPIs pose potentially elevated compliance risks, we apply a stringent vetting, training, and auditing process throughout the lifetime of their relationship with the company—from initial retention through service or product delivery and beyond. This process is overseen and supported by an internal TPI oversight committee that meets regularly throughout the year.

For our other suppliers, we have a vetting process to ensure that they can both meet our ethical standards and have the adequate 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 to make sure they are upholding our standards.

The Board of Directors has a written policy with respect to related person transactions pursuant to which such transactions are reviewed, approved, or ratified. The Audit Committee, with assistance from the company's General Counsel, is responsible for reviewing, approving and/or ratifying any related person transaction. Directors and executive officers are required to identify transactions with us in which the executive officer, director, or their immediate family members have an interest.

Code of Integrity

Transocean's Code of Integrity contains the ethical guidelines for how we expect our business to be conducted. We regularly review and, as necessary, update the Code; our most recent review occurred in 2021. The Code and all updates are approved by our Board of Directors. Our Code of Integrity is available [here](#).

Our Code of Integrity applies to all Transocean Board members, executives, employees, and business partners—which includes contractors, suppliers, vendors, and joint venture partners. Board members, executives, employees, and business partners of Transocean are required to read, understand, and comply with the Code of Integrity and all applicable laws, as well as certify that they have done and will continue to do so on a periodic basis, as required. If the Code of Integrity conflicts with local customs or local law, the stricter standard is always applied and followed.

We conduct annual online training for our employees and officers on our Code of Integrity and other relevant compliance topics. All officers, directors, and employees completed Transocean’s 2021 LCE training.

Transocean encourages its stakeholders to report any concerns, including potential violations of our Code of Integrity. Anonymous reporting is available through the LCE Helpline, a third party-managed service available globally, 24 hours a day. To ensure we protect those who make reports in good faith, we have a policy of zero tolerance for retaliation of any kind. Any report of retaliation against such individuals is addressed immediately.

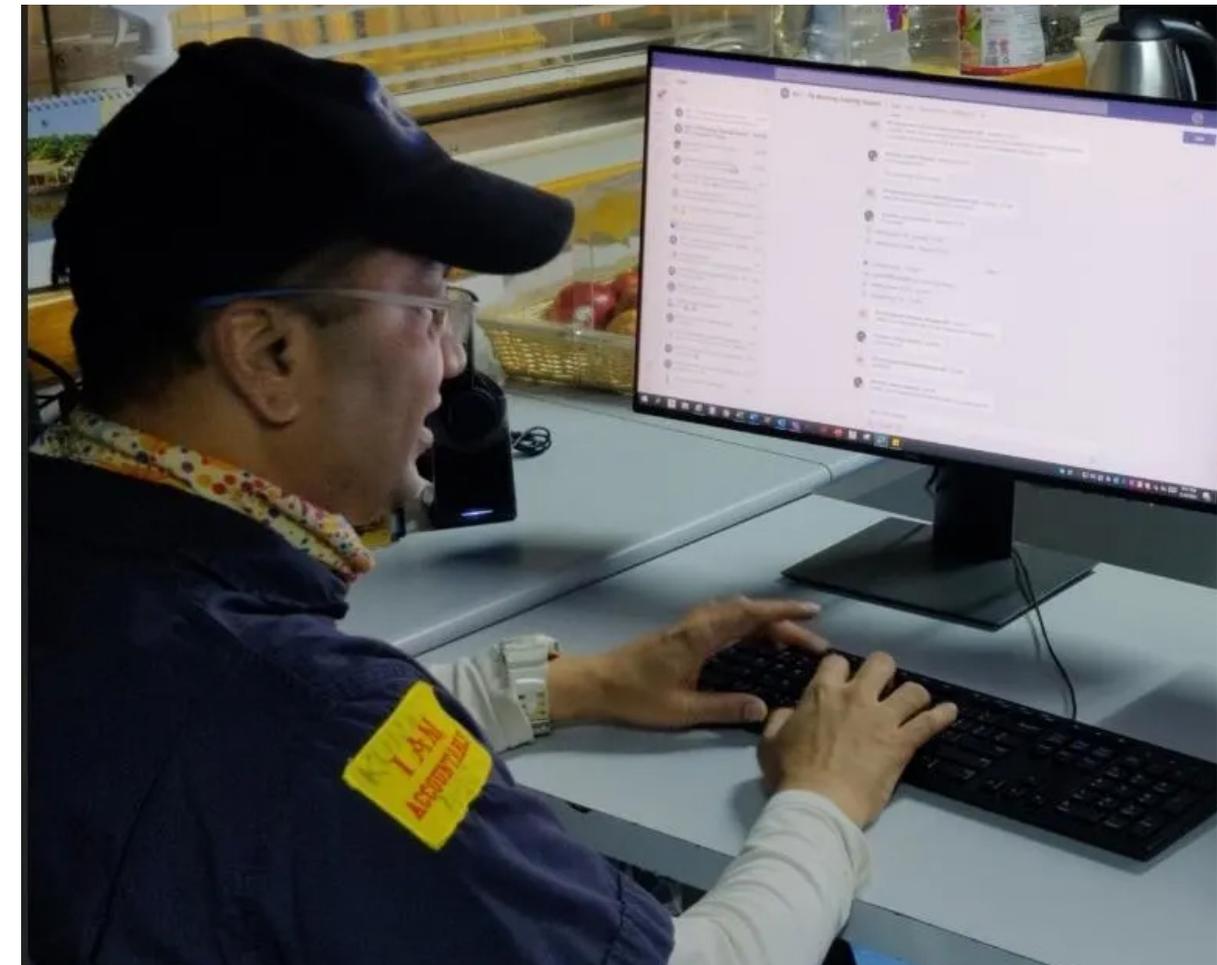
We take Code of Integrity violations seriously and use every resource necessary to ensure that investigations are fair and thorough. All investigations are confidential, subject to legal requirements. This is true throughout the entire process, from reporting to resolution. LCE carefully reviews all reports of alleged Code violations and provides monthly and quarterly updates to the Audit Committee of the company’s Board of Directors.

We foster a **Speak Up** culture and encourage our workforce and business partners to report any concerns if they believe our Code is not being followed.

Business Ethics Resources

[Transocean Code of Integrity](#)

[Report a Concern - HelpLine Website](#)



ENTERPRISE RISK MANAGEMENT

Transocean uses a robust enterprise risk management process to identify, categorize, evaluate, and monitor potential risks to the company.

The risk identification process begins with collecting potential risks from all operational locations and functions. These risks are consolidated into risk registers, and these registers are then classified into six major risk categories. Semi-annually, these risk categories are reviewed and updated.

Annually, a working group consisting of cross-functional department leaders, meets to review, evaluate, and propose applicable updates to the risk register framework and the enterprise risks identified therein. The company's executive committee then reviews the framework and risks and assesses the effectiveness of the company's risk management activities. The results of this process are then presented to the company's Board of Directors twice annually.

Climate and ESG Risk Management

Transocean manages ESG-related risks as part of our enterprise risk management process.

Our risk management process has identified several potential ESG-related risks that we have included in our 10-K.

For a detailed discussion on each of these risks, refer to our [2021 10-K](#).

For a discussion on our approach to addressing the transition to renewable or alternative energy sources, please see the [Energy Expansion and Energy Security chapter](#) of this report.



We conduct ourselves
with the highest level
of integrity.



SUPPLY CHAIN MANAGEMENT

Several sustainability efforts are driven through our supply chain organization. These initiatives include vendor selection based on total life-cycle cost and environmental impact, local content, and human rights.

Vendor Screening

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 anti-corruption requirements in all countries of operation. This vendor evaluation process also covers topics such as modern slavery and whether the vendor has a robust compliance and ethics program. All vendors are required to comply with our Code of Integrity.

Local Content

In many of the countries where we operate, we source goods, materials, and services from local suppliers. Effective local sourcing maintains the same commitments to optimal life-cycle cost and standards of safety and quality as all our sourcing activities. Transocean maintains a quality assurance function 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.

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, and that they benefit greatly from our backing and support.

Environmental Impact

When evaluating vendor’s commercial offerings, Transocean makes contract awards based on many factors, including the total life-cycle cost, with the understanding that high-quality products and equipment last longer and require less intervention and maintenance than low-quality products and equipment, ultimately reducing waste and environmental impact from inefficient design. Selecting vendors that offer products and equipment with optimal total life-cycle cost helps ensure that our long-term stakeholders benefit from our sustainable and value-creating sourcing decisions.

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 facilitating our compliance efforts with all applicable customs regulations.

Trade Compliance

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 program which mirrors that of C-TPAT. Adhering to high compliance standards reduces our risk of customs penalties.

Physical Security

In certain operating locations, Transocean may utilize physical security contractors to ensure the security of our assets and operations. We maintain a Security Risk Assessment Policy which outlines our approach to managing security risk at all company locations and engaging with physical security contractors. In situations where a security plan requires armed guards, we brief any armed guard working for us on our relevant company policies, minimum use of force, International Maritime Organization (IMO) requirements, and the Voluntary Principles on Security and Human Rights.



PROTECTING THE ENVIRONMENT



EMissions	
Total CO ₂ e	Tonnes
Scope 1*	
Fuel consumed (off-shore)	Tonnes
Scope 1 (off-shore)	Tonnes CO ₂ e
Scope 1 (on-shore)	Tonnes CO ₂ e
Direct GHG Emissions (Scope 1)†	
CO ₂	Tonnes
CH ₄	Tonnes
N ₂ O	Tonnes
Other Air Emissions	
NO _x	Tonnes
SO _x	Tonnes
VOC	Tonnes

In alignment with both our values and the goals of our stakeholders, we have set a Scope 1 and 2 emissions intensity reduction target of 40% by 2030 relative to 2019.



EMISSIONS REDUCTION

Subsequent to the widespread adoption of the Paris Agreement in 2015, the reduction of greenhouse gas (GHG) emissions has emerged as a key environmental topic for both countries and corporations. In alignment with both our values and the goals of our stakeholders, we have set a Scope 1 and 2 emissions intensity reduction target of 40% by 2030 relative to 2019.

In order to achieve this target, we will continue to invest in the development and implementation of new technologies and other initiatives which will reduce fuel consumption and optimize our power management capabilities.

Our Approach

The GHG emissions profile consists primarily of offshore Scope 1 emissions, which almost exclusively result from the offshore combustion of diesel fuel to power our rigs and drilling equipment. We track and report Scope 1 emissions from offshore and onshore fuel consumption.

The Scope 2 emissions consist of electricity purchased from utility providers for our onshore offices, yards, and warehouses. We track and report Scope 2 emissions from purchased electricity consumption.

We report Scope 1 and Scope 2 emissions based upon the locations and assets over which we have operational control. While we have operational control over our offshore assets, many of the decisions related to the power management philosophy made aboard the rig are a joint decision between Transocean and the customer. Therefore, our ability to reduce emissions is influenced by customer engagement on planned emission reduction initiatives.

Non-GHG air emissions, such as nitrogen oxides (NOx), sulfur oxides (SOx), and volatile organic compounds (VOCs), are a direct result of fuel combustion offshore. Our strategies to reduce Scope 1 emissions from fuel consumption also directly reduce non-GHG air emissions.

All the power required for offshore rig systems, whether it's drilling or utilities, is generated by diesel engines. Reducing this diesel fuel consumption is the key to reducing overall emissions and is achieved in two ways.

Power Demand Optimization – We focus on reducing the total amount of power our rigs need to generate. This is achieved through optimizing the energy efficiency of our equipment, reducing unnecessary power draw from inactive equipment, and developing enhanced operational guidelines that enable us to continually reduce power demand while maintaining safe operations.

Efficient Power Generation – We aim to generate power in the most efficient way possible. This includes running engines at an optimal power load, running an optimal number of engines specific to the required power load and using new technologies to increase the combustion efficiency of engines.

In addition to the optimization of our equipment, increasing emphasis on and fostering energy efficiency practices across the organization will directly contribute to our ability to reduce emissions. In 2021, we began an initiative to improve energy efficiency awareness across our fleet, and we continue to explore ways we can be more energy conscious without sacrificing safety or reliability.

We achieve the operationalization of our emissions reduction strategy through execution of rig-specific energy management plans, which govern how our rigs should generate and consume power. Companywide, our environmental management system is aligned to ISO 14001. In 2021 we completed our implementation of individual rig energy management plans, which are aligned with ISO 50001 and International Maritime Organization (IMO) SEEMP frameworks, on all active rigs.

Emissions management is covered by our HSE (Health, Safety and Environment) Policy Statement under the action "Protect our people and the environment where we work." Our HSE Policy Statement has been approved, and its implementation is overseen by the HSES Committee of the Board of Directors.



Targets and Commitments

In October of 2021, Transocean set a 40% carbon intensity reduction target for Scope 1 and Scope 2 emissions by 2030, relative to a 2019 baseline. The target, which we have measured in Carbon Dioxide Equivalent (CO₂e) per operating day, reflects the emissions associated with our drilling activities.

We work closely with our customers on nearly every aspect of daily rig operation, and many of our customers have carbon reduction targets. We understand that emission reduction ambitions are shared by our customers, and we look forward to the collaborative implementation of mutually beneficial technologies which support these goals.

Our Progress

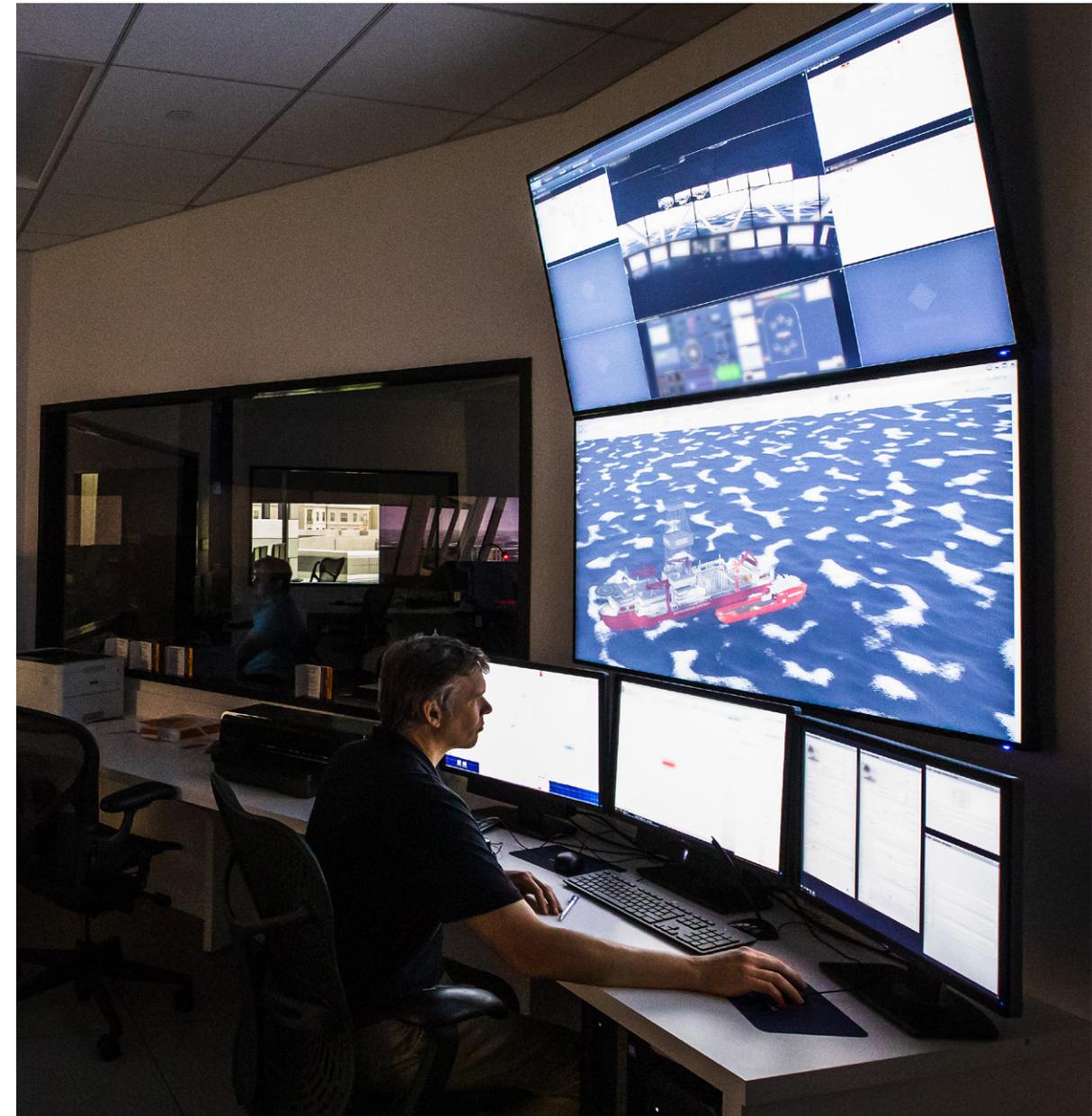
Scope 1 emissions intensity, measured in CO₂e per operating day, continues to decline year over year, and we achieved a net decrease in intensity relative to 2020. This progress was achieved through better operational efficiency and several technology deployments that matured in 2021.

In 2021, absolute Scope 1 emissions continued to decrease, primarily due to fewer active rigs. Improvements in the emission intensity of active rigs also contributed to the overall reduction in Scope 1 emissions.

■ Smart Equipment Analytics (SEA) improvements.

We continuously improve our SEA system, which allows offshore teams to use real-time data to make informed decisions about how to operate our equipment safely and efficiently. [Learn more about SEA here](#). Two new features were added in 2021 to help reduce emissions.

- The first feature provides our Dynamic Positioning Operators with real-time data on optimal vessel heading, which enables them to safely minimize the energy demand required to maintain the rig on station.
- The second feature monitors the power requirements of the rig and allows users to optimize the engine configuration (i.e., the number engines to run and their loading) for the current power demand. This reduces emissions by decreasing excess power generation and ensuring efficient provision of power.



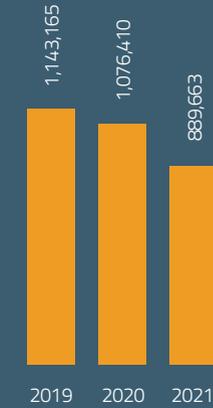
■ Energy management plans.

In 2021, all active rigs developed an energy management plan. The plans govern how rigs should generate and consume power. They are aligned to both ISO 50001 and IMO SEEMP frameworks.

Also in 2021 we achieved a reduction in NOx and non-GHG emissions. This was directly due to the reduction in overall fuel consumption. We are exploring several projects that will target NOx emissions specifically, in addition to overall emission reductions.

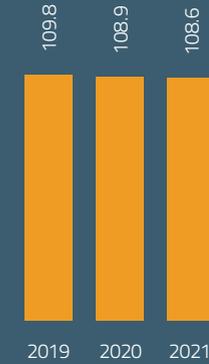


GHG EMISSIONS



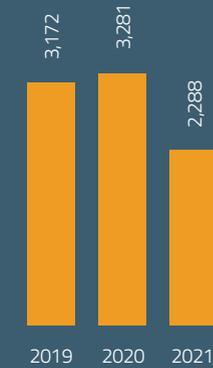
SCOPE 1

[metric tons CO₂e]



SCOPE 1 INTENSITY

[metric tons CO₂e/operating day]



SCOPE 2

[metric tons CO₂e]

EMISSIONS INTENSITY REDUCTION TARGET

40%

FOR SCOPE 1 AND
SCOPE 2 EMISSIONS
BY 2030





We improve energy efficiency performance fleetwide by regularly sharing best practices.

When it comes to delivering our services in a sustainable way, progress comes on two fronts—optimizing the way we operate, and cultural changes in our organizational mindset.

In 2021, we made significant strides in reducing our energy consumption, in part, by establishing a global forum for the sharing of best practices in pursuit of energy efficiency improvements. These efficiencies accrue as a distinct benefit to the environment, including in the form of reduced emissions.

Let's start with the equipment.

In Norway and the Gulf of Mexico, we reassessed our energy needs and, during periods when energy demand decreased, we achieved a 5- to 6-percent decrease in fuel consumption by taking some engines offline. When fewer engines are running, less fuel is used and emissions decline.

"Running our rigs on minimum engines, was a big deal—it allowed us to immediately reduce the

amount of fuel we needed to operate on a day-to-day basis," said Jess Richards, Vice President – Operations. "This has been a significant pivot for our company, and it's been exciting to see our people embrace it."

With support from our customer, our team in Norway installed the Advanced Generator Supervisor (AGS) system onboard four of our rigs in the North Sea, which enables us to operate with fewer engines online.

"Advanced generator control systems make our power generation more fault-tolerant, which makes our crews more comfortable with taking an engine offline when they can. It's a system we're committed to installing on more rigs in our fleet," said Vincent Berthou, Vice President – Technical Services. "Reducing energy consumption and operating efficiently is simply good business. It's something our customers are expecting, it's something society is expecting, and it's something we're expecting of ourselves."

Also, in Stavanger, we have an energy efficiency expert who is harnessing the capabilities of our SEA dashboard to compare the performance of our rigs in real-time. Based in our Operations Performance Center, this expert evaluates the weather and any other environmental factors, monitors the aggregate power demand of the rig and then challenges the rig crew to optimize the number of engines online when environmental conditions and operations allow.

But perhaps even more significant than operating on minimum engines in closed bus and the AGS upgrade was the collective change in mindset and culture on our rigs. In 2021 our crews truly embraced the challenge of reducing consumption and improving our operational efficiency. That buy-in generated new ideas for small changes that had a big impact—things like putting sensors on our exterior lights so that they only come on at night, switching off unneeded energy consumers (pumps, fans, etc.), increasing the temperature slightly in climate-controlled areas during the summer, and upgrading to LED light bulbs.

"The nice thing about these behavioral changes is, they're free. It doesn't cost anything to turn out lights or turn off equipment, but it yields an instant benefit—not just in energy savings but on the life of the equipment itself. The crews look at the opportunities, identify what will work, and make it happen. It's about continuous improvement and a new way of looking at how we operate, driven by mindset and supported by the data available from SEA and multiplied through collaboration across the fleet," said Dan Haslam, Director – OI & HSE.

That collaboration is largely facilitated by monthly regional sustainability calls hosted by Peter Griffiths, Senior Manager – Global Marine Operations, an early champion of our operational sustainability efforts.

"The goal of the calls was to make sustainability a part of the conversation in a consistent way—a real part of our culture—something that's not just an afterthought. It's top-of-mind, like safety," said Griffiths.

“Society expects us to do a better job of providing our services in a more environmentally friendly manner, and we are aligned with that vision. We’re early in the journey, and it’s going to be an ongoing process.”

JESS RICHARDS
VICE PRESIDENT – OPERATIONS

During each call, the rig teams discuss energy-consumption data obtained from SEA. They compare metrics between comparable operations about how many engines were online and how much fuel was consumed, and make sure everyone is aware of the information available in the dashboard. They also discuss progress on other initiatives, like the LED light transition, and solicit feedback from the crews about new ideas generated onboard the rigs that can be shared fleetwide to improve performance.

“What gets measured, gets done. There is healthy competition between our rig teams. You have situations where the only difference between these vessels is the people and how they choose to run their equipment. They can be working on the same kind of vessel, drilling the same kind of well, and the only difference is how they optimize their power consumption. It generates a lot of good conversation both on the calls and off,” said Rig Manager Louis Hopper, whose crew on the *Development Driller III* led the way for many of the improvements made across the fleet.

In addition to the regional calls, our team in Norway established their own weekly sustainability discussions to align with our customers and set their own goals and benchmarks for improving operational efficiency.

“Society expects us to do a better job of providing our services in a more environmentally friendly manner, and we all aligned with that vision. We’re early in the journey, and it’s going to be an ongoing process. There’s a lot of outside-of-the-box thinking and a lot of new technology we have to understand, evaluate, and pilot before we can run it on a larger scale. I know we have the DNA as an organization to do that. Transocean has always been known as a leader in technology, and I believe that our legacy will continue to drive us in the right direction and make our operations the most energy-efficient in the world,” said Richards.

PREVENTING LOSS OF CONTAINMENT

It is critically important to ensure that our offshore operations do not affect the local marine environment around our rigs.

There were no significant hydrocarbon spills during this report’s three-year reporting period.

Our Approach

Transocean has policies and procedures in place to ensure that any wastewater or other operational discharges are in strict compliance with all applicable requirements detailed in our global policy, local and regional regulations, and permits. Transocean defines loss of containment as the unplanned and uncontrolled release of a substance to the surrounding environment.

The selection of well fluids and chemicals used in drilling operations is directed by the customer and is outside of our operational control. The selection of chemicals for routine rig operation and maintenance is within our operational control.

Loss of containment can have a variety of causes, including but not limited to operational integrity (process safety) events, routine maintenance, and equipment failure. The overall approach to preventing loss of containment



events consists of maintaining rig process safety and effectively managing our maintenance program. By training our people and regularly assessing core job competencies, following established procedures and protocols, and ensuring that our equipment continues to operate as expected, we reduce the risk of loss of containment events.

Activities that have the potential to result in a loss of containment event, as well as the associated procedures and controls related to prevention, mitigation, and emergency response, are described in detail in our Operational Integrity and HSE processes and standards.

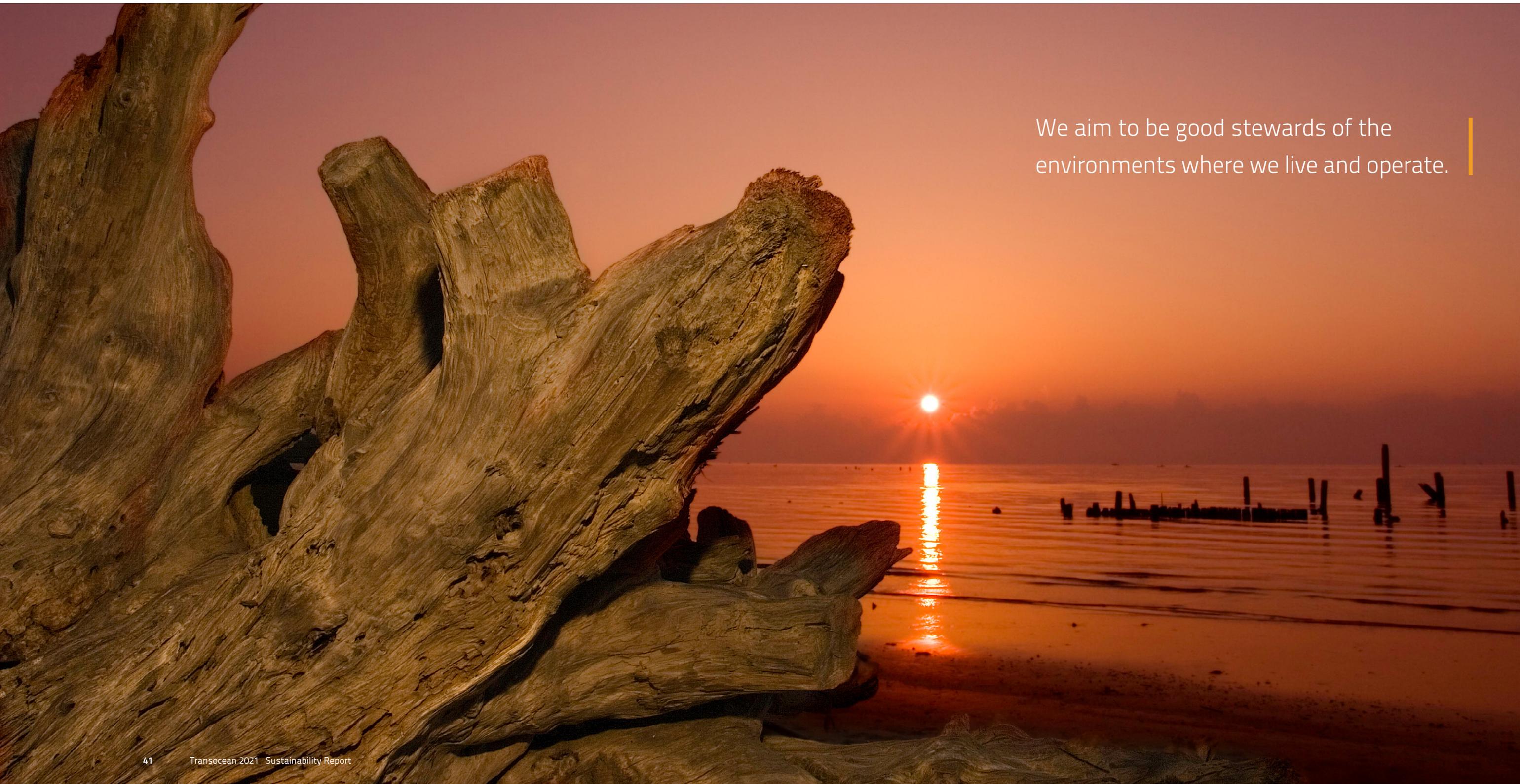
All reportable loss of containment events are recorded within the company's incident reporting system. The loss of containment incident report contains descriptive information on each event, including the location, material, volume spilled, descriptions of the event, as well as follow-up actions. In addition, significant loss of containment events are reviewed by management. Findings and lessons learned from incident reviews are communicated across the fleet to improve future performance. Management regularly reports loss of containment performance to the Board of Directors.

Targets and Commitments

Our ongoing goal is to have zero loss of containment events each year.

Loss of Containment	2019	2020	2021
Total Number of Events	41	21	27
Significant Events (volume >5 bbl.)	3	0	6
Total Volume Lost to Sea (bbl.)	239	5	359





We aim to be good stewards of the environments where we live and operate.

ENERGY EXPANSION AND ENERGY SECURITY

Access to affordable, reliable energy sources is essential to shared prosperity, growth, and innovation. To achieve energy security, reduce energy poverty, and meet the needs of a growing worldwide population, the world must responsibly and efficiently develop both hydrocarbon and renewable sources of energy. Renewable and alternative energies increase the global energy supply with lower carbon emission intensity.

Transocean’s position as the leading provider of offshore drilling services is built upon its strong reputation as a safe, reliable, and efficient contractor. Importantly, the emerging development of scalable sources of decarbonized and alternative energy brings the company additional opportunities to expand our services to meet these new demands.

We intend to be the market leader not only in offshore drilling contract services, but also for the emerging offshore energy services needed to foster a lower carbon energy industry.

Our Approach

Our core business is delivering offshore drilling services. We have a well-trained and experienced workforce who operate our ultra-deepwater and harsh-environment rigs. Our fundamental approach to contributing to an

energy transition is to opportunistically pursue alternative energy projects that leverage our assets and capabilities and create value for our stakeholders.

We are continually evaluating opportunities to participate in the decarbonized energy transition. To date, we are pursuing two potential emerging offshore markets that we believe align well with our existing business.

Carbon Capture, Utilization, and Storage

Carbon capture and storage is capturing carbon dioxide before it enters the atmosphere and storing it long term.

As part of our current drilling contract with Equinor, the Transocean Enabler will drill one carbon injection well and a sidetrack for another carbon injection well drilled in 2020 in support of the Northern Lights Carbon Capture Storage Project. This project enables us to utilize our rigs and core competencies in support of renewable and alternative energy projects in offshore markets across the globe.

The Northern Lights project aims to mitigate emissions and remove carbon dioxide from the atmosphere by creating the first cross-border, open-source carbon dioxide transport and storage infrastructure network in the European Union. The project builds on more than 23 years of safe carbon dioxide storage on the Norwegian Continental Shelf. Upon completion, the carbon dioxide transport and storage infrastructure network will allow companies across

Europe to store carbon dioxide safely and permanently underground. The project is considered a Project of Common Interest by the EU, as it is a key cross-border infrastructure program that links European energy systems and works toward achieving the EU’s energy policy and climate objectives.

Exploration of Seabed Minerals

Transocean has acquired a minority interest in Ocean Minerals Ltd., a company engaged in the exploration of seabed resources containing metals critical to the growing renewable energy market.

Through its affiliate, Moana Minerals Limited, Ocean Minerals was awarded a license by the Cook Islands Seabed Minerals Authority for the exploration of polymetallic nodules within the Cook Islands Exclusive Economic Zone. The Cook Islands is one of several offshore locations worldwide with large, accessible deposits of nodules containing a high content of critical minerals. These minerals, such as cobalt, nickel, copper and manganese, are essential for the production of high-capacity batteries, but their supply is constrained. As electric vehicles become more prevalent and energy sources like wind and solar comprise larger shares of electric grids, high-capacity batteries will presumably be increasingly important components of our energy infrastructure.

Transocean is working with Ocean Minerals on the technology and services required to collect nodules from the seabed upon receipt of a production

license. The technical challenges associated with the efficient recovery of deep-sea polymetallic nodules represent an opportunity for Transocean to leverage our unique offshore expertise to support the rapidly emerging energy storage market. This opportunity will allow Transocean to contribute to a lower carbon energy economy and meet the growing global demand for critical minerals.



WATER AND WASTE MANAGEMENT

Transocean works in remote areas offshore across the world. Operating responsibly for all stakeholders from these remote regions includes carefully managing our natural resource consumption and waste generation, as well as our impact on local marine environments.

Our Approach

Water Management

Water Consumption

Offshore, on our rigs, water is consumed primarily as potable water or is used in drilling operations.

Water used for non-drilling rig operations, including potable water applications, is usually withdrawn from the sea and processed in desalination units aboard each rig. Generally, potable water generation and consumption is within Transocean’s operational control. In rare scenarios where the desalination capacity is insufficient to meet demand, the desalinated water supply is supplemented with water shipped from shore.

Water used in drilling operations is typically provided by the customer and shipped in from shore. In some cases, shipped water is supplemented with water that has been withdrawn from the sea and desalinated. Water used for drilling operations is outside of Transocean’s operational control.

We do not have any rigs working in freshwater environments; therefore, we do not withdraw fresh water.

Wastewater Discharge

As an offshore driller, Transocean does not operate rigs in any areas where our activities could impact groundwater quality.

Transocean has policies and procedures in place to ensure that any wastewater or other operational discharges are in strict compliance with all applicable requirements detailed in our global policy, local and regional regulations, and permits. Transocean duly maintains all overboard and non-overboard drains to mitigate environmental impacts from wastewater discharge.

Waste Management

Waste Generation

Transocean has a comprehensive waste management policy which covers all company operations, both onshore and offshore. Our global waste management policy requires that we prioritize actions as follows when working to minimize our impact: eliminate, reduce, re-use, recycle, dispose. All rigs and company offices, warehouses, and yards have a waste segregation plan.

Offshore Waste Management

Offshore waste management is tightly regulated by regional authorities in the countries where we operate. All production waste generated during drilling operations is managed and disposed of by the customer. Therefore, this waste is outside of our operational control.

The management and disposal of general business waste generated by Transocean are typically handled by the customer and in these cases is also outside of our operational control. However, 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. In situations where Transocean directly utilizes a waste management provider, we evaluate vendors on a number of factors including licenses, performance, application of best practices, and reputation.

Onshore Waste Management

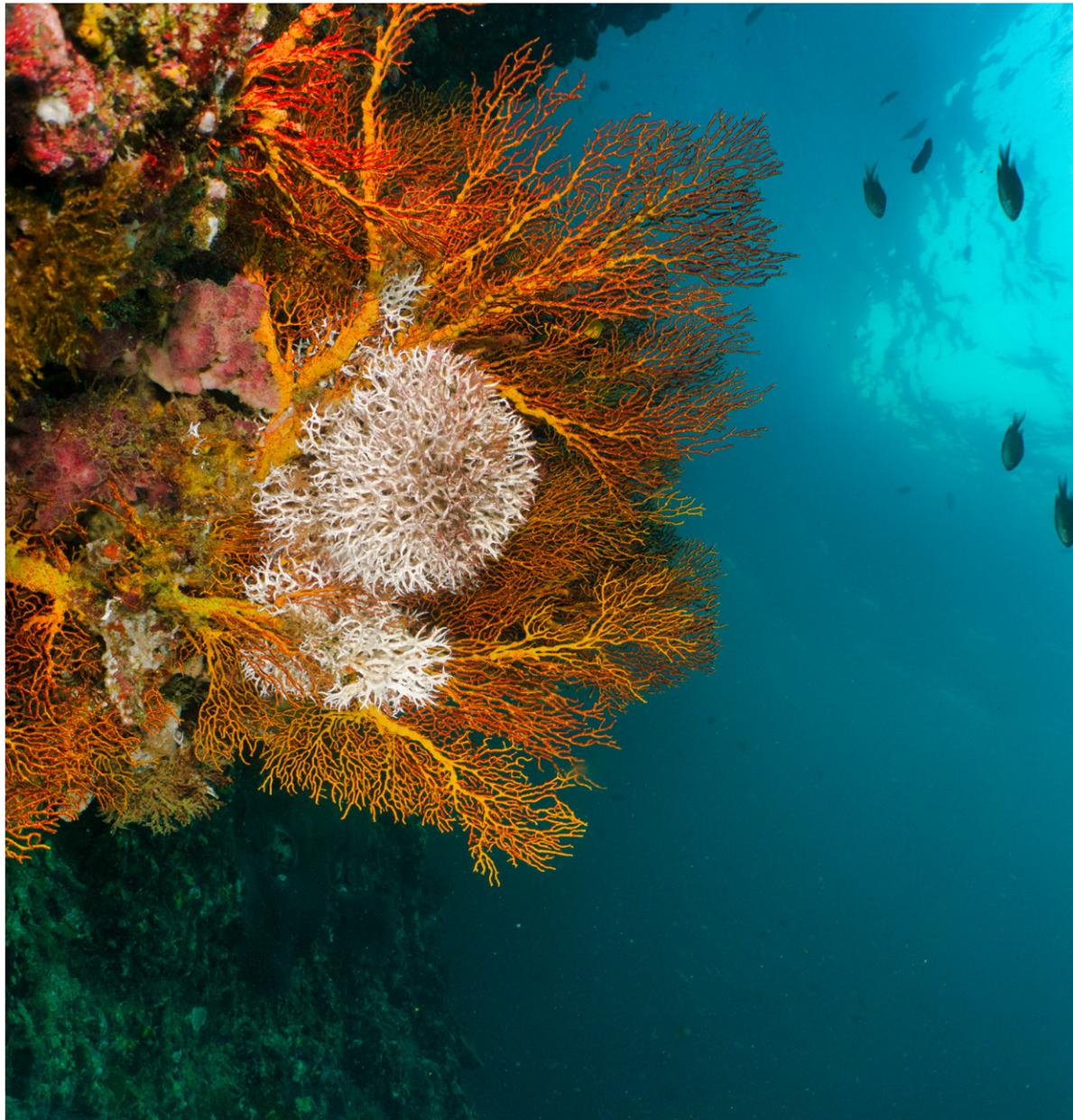
Our onshore waste is generated primarily from company offices, warehouses, and yards. At locations where we have operational control, we employ strategies to minimize waste generation and to dispose of the waste that we do generate in the most efficient way possible. These programs include removing certain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

Our Progress

We continue working on data collection efforts with respect to waste generation, water generation and water consumption.

In 2021, we continued our initiative to improve the comparability and recording of rig waste generation data among the regions where we operate and our rigs. While we already adhere to a global waste management policy and meet all regional and government standards worldwide, these regional standards vary, which has made unified data reporting and meaningful comparisons difficult.

Also, we are working on internal protocols to standardize the measurement of water generation and water consumption across our fleet. Once we have standardized this recording process, we can identify any opportunities for improvement.



BIODIVERSITY

Our operations are global, and we operate in a variety of marine environments. We understand that our operations have the potential to affect not just local wildlife and natural resources, but the people, communities, and economies that depend on them.

Our Approach

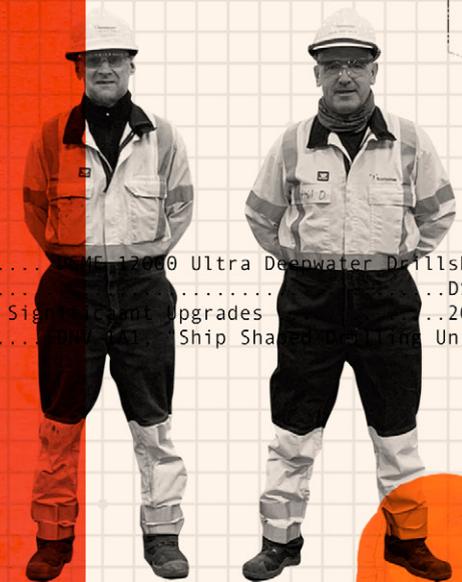
Where we operate is primarily determined by our customers. Any environmental impact assessment or similar work, if required by local or regional regulations, is completed by the customer prior to us commencing operations.

We comply with all regulatory requirements regarding hull cleaning and ballast water management in order to mitigate any potential biodiversity impacts from our operations. In addition, as part of our standard rig move process, we ensure that a ballast water management plan is in place prior to transitioning between country locations and periodically evaluate the need for additional hull cleanings.

ENABLING PEOPLE



People: And with 75 years of business under our belts, it rests on the basic principle of treating each other with respect. Our role in contributing to our company's culture and work environment - together and maintain a workplace that is both safe and respectful."



Design / Generation ME 12000 Ultra Deepwater Drillship
 Constructing Shipyard DSME
 Year Entered Service / Significant Upgrades 2017
 Classification..... "Ship Shape" "Unit"

OCCUPATIONAL HEALTH AND SAFETY

We conduct our business while prioritizing both the health and safety of our people and the integrity of our operations. Though we are a safety leader in the offshore drilling business, we pursue continuous improvement. Our HSE vision is to conduct our operations in an incident-free workplace, all the time, everywhere.

Our Approach

Our [HSE Policy Statement](#) sets forth our principles for how we work safely. This policy is overseen by the Board’s Health, Safety, Environment, and HSES Committee. Management report to the HSES Committee on a regular basis to ensure the HSE Policy is being executed, confirm the adequacy and effectiveness of the company’s HSE management system, review HSE performance, and identify trends and areas of improvement.

Execution of our HSE Policy is achieved through the comprehensive management of personal safety, process safety, and occupational health. These core components are in turn managed through a variety of policies, programs, requirements, and tools. We conduct ongoing compliance assessments and audits to ensure work is being performed according to established policies and procedures. Continual improvement is foundational to our safety programs.

Personal Safety

The core of our personal safety strategy is our Control of Work process which provides a comprehensive approach to work planning, risk assessment, execution, documentation, and review. In 2021, Transocean completed the fleetwide implementation of a software application to combine the standardized work planning and risk assessment processes within a digital platform.

The newly digitized Control of Work process also governs how work is evaluated after it is completed. We assess how completed work was performed relative to the plan, identify areas for improvement, note any risks not identified in the plan and evaluate how they were managed. In addition to identifying improvement opportunities, we focus on what went right and how we can replicate strong process execution and positive outcomes in the future.

All employees are trained to do their job safely and are empowered to contribute to our safety culture. Our Time Out process gives anyone in any Transocean workplace — whether it’s a Transocean employee, contractor, or customer — the authority to halt work for any reason.

Every incident is reported and investigated to determine root cause, with fleetwide communication of lessons learned. Potential areas of improvement are targeted with a topic-specific improvement program. For example, we are keenly focused on dropped objects prevention and have an ongoing campaign aimed at reducing the number of dropped objects.

Process Safety

Within Transocean, process safety is known as Operational Integrity, and it 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 appropriate and effective processes are in place to maintain operational and asset integrity.

To eliminate or mitigate significant event risks, Transocean has developed and implemented a comprehensive 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. To address these risks, every rig maintains a Safety Case. The Safety Case documents that all 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.

In addition, all rigs maintain an Emergency Response Plan to ensure effective response to any emergencies. All personnel with assigned roles or responsibilities in an emergency response plan must participate in drills and exercises. Emergency preparedness and the management of emergency response, including procedures and drills, are subject to annual audit through the Management System Audit process.

Occupational Health

Beyond minimizing work and task-based risks, Transocean has programs in place to ensure the overall health of our employees and contractors. Maintaining a healthy work environment requires an understanding of each job performed so that effective policies, procedures, and risk prevention measures can be implemented. Areas of focus include noise management education, respirator fit, hand-arm vibration awareness, prevention of transmission of communicable disease, including COVID-19 protocols, and potable water monitoring and testing.

We support these initiatives with dedicated medical personnel for each rig.

Targets and Commitments

Transocean uses Total Recordable Incident Rate (TRIR) as our primary measure of personal safety in support of our companywide objective to maintain a safe, incident-free workplace. Recognized by the U.S. Occupational Safety & Health Administration, TRIR is a safety metric measuring the number of work-related injuries resulting in death, time off work, inability to perform the job fully, or medical treatment (other than minor first aid) per 200,000 hours worked.

A TRIR target is a component of the annual incentive program. Our TRIR target for 2021 was set at 0.26 and based on a five-year rolling average combined with a performance improvement factor.

Other health and safety KPIs used to evaluate safety performance include Lost Time Incident Rate (LTIR), dropped objects, and near hits. LTIR is another standard safety measurement of more severe incidents that result in time away from work. All incidents counted in LTIR are also included in TRIR, but not the reverse.

Our Progress

Our TRIR performance in 2021 was 0.26, significantly better than the industry average. Eighteen of our rigs experienced no recordable incidents for the year.

For 2021, our LTIR was 0.02, representing a single lost time incident in 8.5 million working hours.

In addition to TRIR and LTIR, which are lagging indicators, we have begun to develop leading safety indicators. By targeting the engagement efficacy of the tools, processes, and controls that accompany all work, we can identify gaps in our approach and prevent potentially unsafe situations from ever materializing.

As we continue to improve on our safety performance year over year, we also maintain our lead against our peers. The International Association of Drilling Contractors maintains an Incident Statistics Program which tracks safety and accident information for the drilling industry. In 2021, our company TRIR of 0.26 was 16% better than the offshore industry average TRIR of 0.31.





18 RIGS
HAD ZERO

RECORDABLE
INCIDENTS
IN 2021.

TALENT MANAGEMENT

Our workforce, especially offshore employees, are the foundation of our operations. To meet the high standards we set for our operations, we strive to attract the best talent and train our employees to ensure they can do their job as safely and efficiently as possible.

Our Approach

Recruitment and Retention

We place a strong emphasis on attracting, developing, and retaining the industry’s best people. To do so, we offer regionally competitive compensation and benefits packages, a technically challenging work environment, global opportunities, extensive education and training opportunities, and rotational development programs.

When we are unable to find and recruit talent with the specific technical skills and experience needed for certain offshore positions, we build programs to develop internal talent. Our focus on the quality of our workforce is designed to maximize the quality of our work performance and ultimately, the value we deliver to our stakeholders.

Training, Competence and Development

Training

We continuously train and develop our employees, ensuring that they have the skills and competencies necessary to perform their job safely and efficiently. Training formats include on-the-job, classroom, and e-learning. The certifications, skills and competencies needed for each role are clearly articulated to our workforce, and employees are required to successfully complete the relevant training and attain all necessary certifications prior to taking on new roles.

Globally, our workforce has access to industry-leading training centers. Our newest simulator 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. 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, in addition to high-impact, low-frequency events that are difficult to train for with conventional methods.

Both internal and external e-learning is offered in our Learning Management System (LMS). We digitally track and monitor training compliance using our Global Management System, which is integrated with our LMS, as well as our

human resources system. These systems work seamlessly to deliver real-time information about employee training requirements and certification status both onshore and offshore.

In addition to job-specific training, our offshore workforce is required to train and complete Basic Offshore Safety Induction and Emergency Training (BOSIET). BOSIET is an Offshore Petroleum Industry Training Organization (OPITO)-certified (OPITO)-certified industry standard training course for the offshore drilling industry. Topics covered by BOSIET include basic safety, fire safety and basic firefighting; first aid; a compressed air breathing system use helicopter safety and escape; and survival at sea.

Competence

Our approach is managed by our Competency Assurance Management System (CAMS), which is designed to ensure that all company personnel meet or exceed our acceptable standards of competence for their position. CAMS applies to both Transocean employees as well as contract labor. Risk assignments which are based off of each individual's involvement with critical barriers and operational integrity are used to determine the levels of verification of competence required for each offshore position and are detailed by our Competence Assurance Risk Matrix.

All offshore employees must complete positional on-the-job training (OJT). For certain specialized positions, a detailed Competency Assessment Program (CAP) is also administered. In addition to ensuring competence our digital CAP assessments can be used to track KPIs, detect granular trends in workforce performance, and provide insights into how training performance translates into the skills and behaviors needed to meet our own expectations and customer obligations.

CAMS is accredited by the OPITO. Both an external OPITO and an internal audit of CAMS is conducted annually.

Development

Transocean actively encourages employee development through a variety of internal programs and provides resources to support external education. We have built multiple internal programs designed to develop our employees, including Offshore Development Program and Frontline Leadership. Transocean also offers annual education or tuition reimbursement for employees who choose to continue their education outside of the company. Transocean promotes talent internally whenever possible. We believe that developing and promoting our employees increases employee retention, creates a better company culture, and deepens our workforce's collective knowledge and experience. Continually developing our workforce and retaining that expertise enables us to be a knowledge leader in our industry.

Diversity, Equity, and Inclusion

As a company with an international operational and customer base, we view the 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 personally and professionally. We periodically assess our workplace and adapt our practices and policies to ensure that our approach reflects contemporary norms and meets the needs and expectations of current and future talent.

Transocean continues to support the Women Offshore Foundation, an organization dedicated to making offshore work environments more inclusive. We recently launched a new offshore development program aimed at training women and underrepresented populations for offshore technical leadership positions. This program supports both increasing the diversity of our offshore workforce and our workforce nationalization efforts.

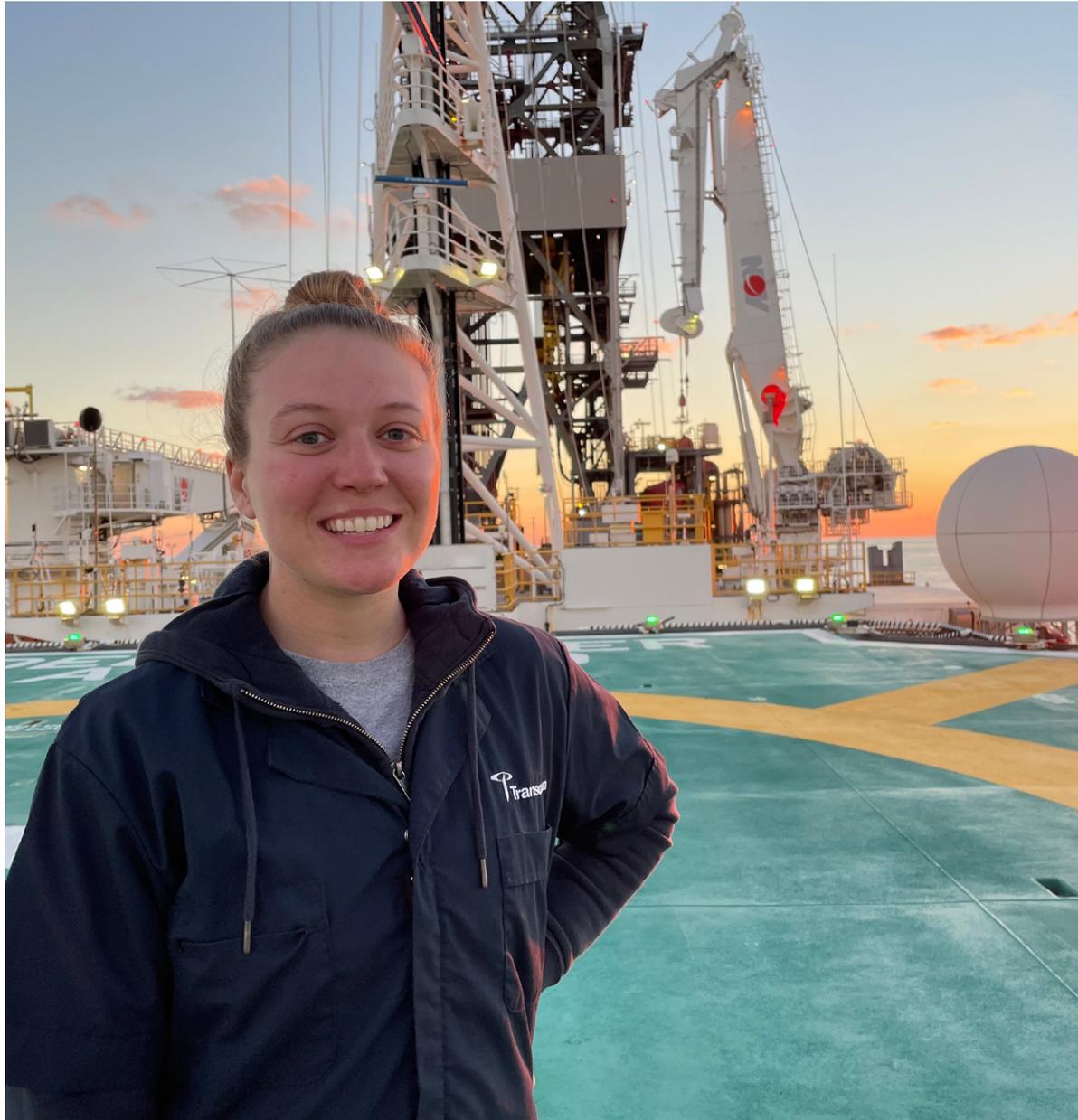
Transocean continues to accelerate our nationalization initiatives to increase local workforce representation in key markets such as Brazil. Through robust training and development programs, we are able to create a highly competent local talent pool ready to assume leadership positions. This reduces our reliance on expat employees and allows us to contribute additional economic value to local communities.

Initiatives like our Frontline Leadership Training reinforce 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 wellbeing. Treating all voices with respect fosters a Speak Up culture and encourages individuals to share ideas and articulate concerns. This strengthens our safety culture, upholds our business ethics, and reinforces our Shared Values.

Learn more about our Operations Development Program (ODP) program [here](#)

TRANSOCEAN'S DEFINITIONS OF DIVERSITY, EQUITY, AND INCLUSION

<p>DIVERSITY</p> <p>∨</p> <p>(Representation)</p> <p>Embracing differences in identity, skills, and perspectives</p>	<p>EQUITY</p> <p>∨</p> <p>(Fairness)</p> <p>Ensuring policies and practices are impartial, transparent and consistently applied</p>	<p>INCLUSION</p> <p>∨</p> <p>(Respect & Engagement)</p> <p>Cultivating a workplace that is welcoming, where employees feel comfortable and supported being their authentic selves at work</p>
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Targets and Commitments

As part of our 2030 sustainability goals, we have established additional initiatives related to diversity, equity, and inclusion. We will:

- Review and evaluate Transocean culture biannually to assess nationalization efforts, gender equity, and racial equity within the organization and address findings
- Increase gender diversity and representation of underrepresented groups in recruiting sources, reflective of targeted regional skilled talent pools and national employment averages
- Expand our recruiting sources to achieve 20% better representation for qualified women and underrepresented groups for our sector, in each market and work location in which we work



Transocean actively develops employees and provides resources for training and education.



Attracting and developing top talent is key to Transocean's success.

Attracting and retaining the next generation of offshore leadership is critical to Transocean's success as a company. In 2021, we revamped and relaunched our ODP, a concentrated, immersive experience designed to funnel a diverse talent pool into technical leadership roles on our rigs.

The latest class of nine participants came both from universities and from entry-level positions within the company, and they all have technical backgrounds—many in engineering disciplines.

"We're excited to have this program back, because it helps us bring diversified technical talent into the drilling vertical and develop our current talent pool. There are so many opportunities for our technical leaders offshore, and this is a great way to invest in our people, give them hands-on experience, and accelerate their growth within the company," said James Penny, Senior Manager – Fleet Organizational Development.

“There isn’t really anywhere you can go out and recruit drillers—you have to build them. With the ODP, we’re getting those would-be drillers from places where we may not have gotten them in the past, and we’re accelerating the traditional advancement track on the rig.”

JAMES PENNY
SENIOR MANAGER
FLEET ORGANIZATIONAL DEVELOPMENT

Traditionally, Transocean has developed drillers by bringing new hires on as roustabouts and allowing them to work their way up the ladder over time. The ODP specifically targets engineers and other professionals with university degrees, with the goal of attracting a diverse group of employees who may not have considered a career offshore before.

“There isn’t really anywhere you can go out and recruit drillers—you have to build them. With the ODP, we’re getting those would-be-drillers from places where we may not have gotten them in the past, and we’re accelerating the traditional advancement track on the rig,” Penny said.

Once accepted, ODP participants are each assigned to a rig and spend nine to 15 hitches progressing at an accelerated pace from roustabout to rover, to floorhand, to pumphand, to derrickhand, and finally to assistant driller.

“I’ve had internships with different customers, and they were always in an office. The hands-on experience

is really what attracted me to this program,” said ODP participant Bianca Igodan, a petroleum engineer working as a pumphand on the Deepwater Asgard.

“Being in the drilling industry, living and working on the rig and getting your hands on the equipment is completely different from just talking and studying about it. You have to be there to get this kind of experience,” said ODP participant Gabriel Pinto, a floorhand on the Petrobras 10,000 in Brazil.

Though the revamped program is in its infancy, the goal of attracting a more diverse talent pool is already being realized. More than half of the current ODP participants are women.

“Most of the people in my petroleum engineering classes were men—it’s like that in petroleum engineering and oil and gas in general. So it’s important to see women getting into the industry in these technical capacities and enjoying it and breaking down those doors and building new opportunities for all of us,” Igodan said.



“I’ve had people on the rig tell me, ‘you’re going the office track right?’ And I always say, ‘no, I actually want to stay on the drilling side.’ Knowing that there are other women who want to do the same thing is really inspiring to me,” said ODP participant Christina Majerle, a rover on the Deepwater Invictus.

In the current class of ODP participants, all but one are U.S.-based and working in the Gulf of Mexico. But the company already has an eye on international development opportunities—especially those catered to regional employment needs. We recently launched a similar development program in Angola, specifically designed to create a pipeline of local technical talent to work on our rigs in Africa.

“It’s a way to give Angolans ownership in the industry and for us to promote economic development and invest in the communities where we operate,” Penny said. “An investment in local talent is an investment in Angola, and the hope is that we can continue to grow and expand our development programs into other regions in the future.”

“The ODP program and our development initiative in Angola help young talent understand how the world works, energy poverty and how it affects different regions, and that people need the products that are made from oil and gas. And they learn that, as a company, we are going to provide a solution for that need—effectively, responsibly, and ethically. As they develop as leaders, they bring that perspective to the table,” said Janelle Daniel, Senior Vice President – Human Resources, Sustainability and Communications. “Relaunching this program was really a breath of fresh air for us after the downturn—proof that we’re committed to investing in diversity, in our people, and our technical leadership.”

By investing in our people today and attracting the best and brightest technical leaders of tomorrow, we can continue to innovate our industry and deliver for our customers for years to come.

EMPLOYEE WELLBEING

People are the core of our business. We aim to improve the lives of our employees at work, enable them outside of work, and give back to the communities where we operate.

Our Approach

Employee Wellbeing

Transocean approaches employee wellbeing as a comprehensive topic that extends beyond the workplace. We believe that we should enable our employees both at work, to the extent that it is appropriate, and in other areas of their lives in order for them to perform their best.

Our employee wellness and benefits strategy consists of four main categories: physical, financial, emotional, and social.

Due to the nature of our business and the variety of countries that we operate in, some benefits and programs are not globally available. To meet our global standards, we supplement regional benefits with additional programs where necessary.

Physical

Our physical wellness benefits program is focused on healthy lifestyle education, preventative care, and flexible access to medical advice and resources. We strive to offer regionally competitive medical benefits which are tailored to our workforce demographics. Medical insurance is made available to all employees on favorable terms. Recent expansions to our physical wellbeing program include family planning and autism therapy benefits in the U.S. and increased telemedicine availability in India.

To support occupational health, dedicated personnel are assigned to each rig and can provide treatment in accordance with our health policies and procedures.

Financial

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

Emotional

Transocean recognizes the importance of emotional wellbeing, and we are initiating and building upon existing programs to support employee and family emotional health and wellbeing in many locations. Recent additions include the Mental Health Ambassador Program in the U.S. Gulf of Mexico.

Social

Community involvement is a significant part of our social wellbeing strategy. Our community involvement approach is driven by the locations where we operate. We embrace our role as a global corporate citizen, and we aim to positively impact communities where we live. Our charitable contributions and community partnerships continue to focus on education, health and wellbeing, and environmental conservation and restoration.

We prefer to engage in long-lasting partnerships with local organizations where tangible impacts can be felt by the local community. Some of the past and current community organizations we have partnered with include:

- Galveston Bay Foundation
- Hellenic Red Cross
- Houston Food Bank
- PM Cares Fund (India)
- Texas Children’s Hospital Heart Center (International Programs)
- Women Offshore

T.E.A.M. Fund

An entirely independent organization from Transocean, 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. The T.E.A.M. Fund’s Board is staffed by a broad cross-section of non-executive employees from all over the world.





In 2021, Transocean helped to fund international programs at the Heart Center, which extended their reach beyond the 30,000 patients who came through their doors in Houston, to countless other children in need of care in Central and South America, Africa, Europe, and Asia.

Pediatric heart disease is a condition of families and communities, and nowhere is that better addressed than at Texas Children’s Hospital Heart Center in Houston.

Ranked as the top pediatric cardiology and congenital heart surgery program every year since 2017 and a critical part of the largest children’s hospital in the United States, the Heart Center’s mission is to provide family-centered care on a global scale—something Transocean is proud to support.

“We aim to look after patients from the time they’re in the womb all the way through adulthood. There is no expiry date on the care they receive from us,” said Dr. Daniel J. Penny, Chief of Pediatric Cardiology at Texas Children’s Heart Center. “As a privileged institution, we also have an ethical duty to support the care of children with or at risk of heart disease in less fortunate communities around the world. The ultimate goal is that no child suffers because of where they were born. But in order to do that, we need the kind of support that we’ve received from Transocean.”

In 2021, Transocean helped to fund international programs at the Heart Center, which extended their reach beyond the 30,000 patients who came through their doors in Houston, to countless other children in need of care in Central and South America, Africa, Europe, and Asia. Those programs included bilingual educational initiatives, training, logistical support, mentorship, and tele-health/virtual rounds.

“We are very driven to develop partnerships with our colleagues in other countries, to support them and to help them develop their own heart programs. And frankly, those relationships are mutually beneficial. We can help them improve the quality of care for their children, and we in turn learn from them,” Dr. Penny said.

The type of support that the Heart Center provides to its partners around the world is tailored to the specific needs of those communities. It can range from something as simple as teaching about how to resuscitate children with heart disease, to the basics of circulatory support, and even how to

manage other potentially dangerous conditions that might be prevalent in some communities, like dehydration. As those community programs develop and take on procedures and treatments of increasing complexity, the Texas Children’s Heart Center team is there to guide them, leveraging the robust quality guidelines and institutional framework they’ve developed over 80 years.

In addition to providing hands-on training for international physicians and nurses, the Heart Center also creates handbooks and other educational materials, which, with funding from Transocean, they translate into Spanish.

“One of our first handbooks about heart disease was in the top three in sales for medical books on Amazon, so being able to translate that material to Spanish was huge—between English and Spanish, you can imagine how much of the world’s population we can touch,” said Dr. Patricia Bastero, Medical Director of the Texas Children’s Heart Center International Program.

The Heart Center also created a tele-health program, which allows them to meet virtually with partner physicians in international facilities to assist with the management of acutely ill patients.

“We’ll help them with how to proceed in surgery, what type of procedure might be needed, how best to medically support their patients by sharing our experiences ... thanks to this technology, we can do that,” Dr. Bastero said. “Through the tele-health sessions we can also mentor these physicians and nurses. We can supervise research opportunities for them, and even help them with managing and retaining employees and boosting morale on their teams. And most importantly, we can help with quality—things like how to decrease infection rates and complications after surgery. It’s all about logistics, information, education, and equipment. Those are the gaps that we’re trying to fill.”

The tele-health program ended up playing an enhanced role during the ongoing COVID-19 pandemic, providing care for patients abroad and at home.

“Transocean is one of the real catalysts that has allowed us to take the standards of care that we value so much at Texas Children’s Hospital and share them with others, and that is so important for us.”

DR. DANIEL J. PENNY
CHIEF OF PEDIATRIC CARDIOLOGY
AT TEXAS CHILDREN’S HEART CENTER

“We’ve learned a lot from these virtual rounds that Transocean supported, so when COVID-19 and its related cardiovascular issues impacted our facility, we did virtual rounds with our teams here. We also realized that instead of going to these different countries, we could create international webinars. We started a monthly webinar that’s been very well attended, and a library with open access so our partners can get the educational material and translate it into their own languages. In the midst of the pandemic, we all had to adapt and come up with new ways to be able to help as many children as possible,” Dr. Bastero said.

With more than 1 million children born each year with congenital heart disease, there is a daunting amount of work to be done. But Dr. Penny, Dr. Chris Caldarone, Chief of Congenital Heart Surgery at Texas Children’s, and the Heart Center team are committed to supporting pediatric heart patients and their families around the world, and sharing their knowledge with as many care providers as possible.

“Pediatric cardiology is a beautiful area of medicine. We’re able to see patients—young babies—who will not survive infancy if they don’t receive treatment, and we can turn that around and be able to say to those parents that their child can potentially live a full and active life. And we get to do that every day,” Dr. Penny said. “Transocean is one of the real catalysts that has allowed us to take the standards of care that we value so much at Texas Children’s Hospital and share them with others, and that is so important for us.”



+AI Drilling Unit E-circle, +AMS +CDS +ACCU +DPS-3

REPORTING FRAMEWORKS AND DATA



ABOUT THIS REPORT

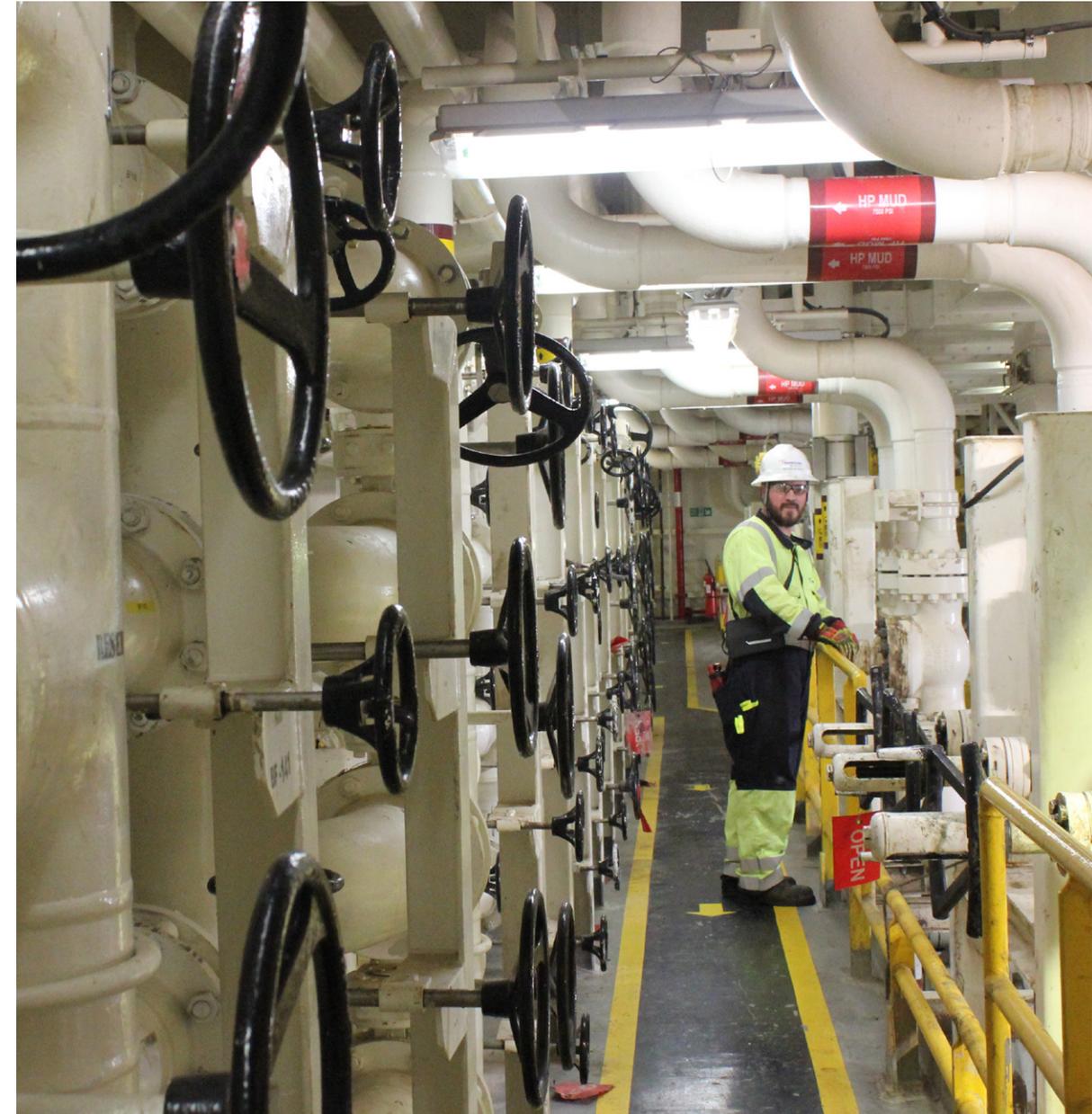
Reporting Standards

This report has been prepared in accordance with the GRI Standards: Core option.

This report utilizes indicators from multiple Sustainability Accounting Standards Board (SASB) industry standards in order to report on the SASB metrics that are aligned with our own material topics and core business.

Reporting Boundaries

Transocean utilizes an operational control boundary to report on the management approach and data related to our material topics. Any exceptions to this rule, as well as further clarifications on individual data scope, applicability, and calculation methodologies can be found in the footnotes within the ESG Data Table section.



ESG DATA TABLE

Environment			
	2019	2020	2021
Emissions (metric tons CO₂e) ⁽¹⁾			
Total	1,146,337	1,079,691	891,951
Scope 1 ⁽²⁾	1,143,165	1,076,410	889,663
Offshore	1,140,403	1,074,232	888,767
Americas	514,989	562,389	502,736
Europe	329,231	311,512	245,908
Asia, Africa, Australia	296,184	200,333	140,124
Onshore	2,762	2,178	896
Scope 2 ⁽³⁾	3,172	3,281	2,288
Americas	2,646	2,971	2,027
Europe	270	103	68
Asia, Africa, Australia	256	207	192
GHG emissions - by Gas (metric tons) ⁽⁴⁾			
CO ₂	1,119,414	1,054,460	871,516
CH ₄	63	59	49
N ₂ O	77	72	60
Other air emissions - by gas (metric tons) ⁽⁵⁾			
NO ₂	20,779	19,573	16,178
SO ₂	1,399	1,318	1,089
VOC	700	659	545
Emissions Intensity			
Scope 1 intensity (metric tons CO ₂ e/op. day) ⁽⁶⁾	109.8	108.9	108.6
Energy Consumption ⁽⁸⁾			
Total energy consumption (trillion BTUs)	14.79	13.94	11.51
Diesel (tonnes)	349,817	329,519	272,367
Electricity (MWh)	8,645	8,109	5,946
Loss of Containment			
Total Number of Events	41	21	27
Significant Events (volume >5 bbl.) ⁽⁷⁾	3	0	6
Total Volume Lost to Sea (bbl.)	239	5	359

Footnotes

- All CO₂e values are calculated using the GHG Protocol's AR5 values, [available here](#).
- Scope 1 emissions consist of ultra-low sulfur diesel combustion on our offshore rigs, as well as diesel and natural gas consumption at our onshore offices, facilities, and yards. Any emissions associated with rig moves are attributed to the destination region.
- Scope 2 emissions consist of purchased electricity consumed at our onshore offices, warehouses, and yards where we have operational control. We use the location-based method to calculate emissions. Government or academic grid emission intensity factors are used where available.
- GHG emissions are calculated from Table 8.2 - Engine, of the EEMS Atmospheric Emissions Calculations Report, [available here](#).
- Other Air Emissions are calculated from Table 8.2 - Engine, of the EEMS Atmospheric Emissions Calculations Report, [available here](#).
- Scope 1 intensity is calculated as offshore operating Scope 1 CO₂e emissions divided by rig operating days. 2019 baseline and 2020 intensity calculations are fixed and include rigs that were active, idle, or stacked in 2021 for enduring comparability.
- Significant spills are defined as loss of containment events with a volume greater than 5 barrels. This reporting threshold aligns with internal loss of containment event volume significance thresholds. The spilled substances in all significant loss of containment events were either brine, drilling mud, or wastewater.
- Scope 1 and 2 emissions listed above result from the energy consumption listed below.

Safety			
	2019	2020	2021
Total Recordable Incident Rate (TRIR)			
Transocean - Total Employee ⁽⁹⁾	0.26	0.24	0.26
Transocean - Offshore Leased Labor ⁽¹⁰⁾	-	-	0.21
IADC - Offshore Drilling Industry ⁽¹¹⁾	0.37	0.29	0.31
Lost-Time Incident Rate (LTIR)			
Transocean - Total Employee ⁽⁹⁾	0.04	0.00	0.02
Transocean - Offshore Leased Labor ⁽¹⁰⁾	-	-	0.00
IADC - Offshore Drilling Industry ⁽¹¹⁾	0.11	0.07	0.09
Near Hits			
Serious Near-Hit Rate ⁽¹²⁾	0.32	0.38	0.25
Work-related Fatalities			
Workforce	0	0	0
Employees	0	0	0
Contractors	0	0	0
Workforce Demographics			
	2019	2020	2021
Employees	5,897	4,814	5,003
Contractors	678	533	528
Workforce nationalities	58	56	58
Countries of operation ⁽¹³⁾	27	25	21
Employee Age - (%)			
Under 30	9	7	9
30 - 50	72	71	71
Over 50	18	22	20
Employee Gender Diversity - (%)			
Global employees - women	7	6	6
Onshore employees - women	31	29	30
Offshore employees - women	2	2	2
Senior management - women ⁽¹⁴⁾	15	17	18
Independent Board directors - women	20	30	30

Footnotes (cont.)

- 9 "Total Employee" includes Transocean employees in addition to offshore leased labor. Approximately 10% of our total workforce are contractors.
- 10 "Offshore Leased Labor" are Transocean contractors. Our offshore contractors make up approximately 85% of our total contractor workforce.
- 11 IADC Offshore Drilling Industry average safety statistics are calculated using published data from the IADC's Incident Statistics Program. Only IADC's "Water" (offshore) safety statistics are included to enable comparability.
- 12 The scope of the serious near-hit rate includes Transocean employees as well as customer and service provider personnel.
- 13 Workplace distribution includes offshore operations as well as onshore facilities.
- 14 Senior management are defined as employees who hold the title of Senior Manager or higher in Workday, our internal human resources management system.

Recruiting Demographics [2019-2021] ⁽¹⁵⁾							
Onshore							
Category	USA	Norway	Brazil	Category	USA	Norway	Brazil
Men	63%	0%	0%	Underrepresented	56%	0%	0%
Women	37%	0%	0%				
Other/Undisclosed	0%	100%	100%				
Offshore							
Category	USA	Norway	Brazil	Category	USA	Norway	Brazil
Men	96%	0%	0%	Underrepresented	36%	0%	0%
Women	3%	0%	0%				
Other/Undisclosed	1%	100%	100%				

Economic and Operational Performance			
	2019	2020	2021
Contract drilling revenues (millions USD)	3,088	3,152	2,556
Number of active rigs ⁽¹⁶⁾	31	27	25
Rig operating days (days) ⁽¹⁷⁾	9,872	9,169	7,236
Rig uptime (%) ⁽¹⁸⁾	96.8	97.2	97.3

Footnotes (cont.)

- 15 In Norway and Brazil, personal data (including race, gender, and nationality) is not captured. Figures in the table may not sum to 100% due to rounding.
- 16 Includes rigs that are actively working or classified as idle, as of the February 2022 Fleet Status Report.
- 17 An operating day is defined as a day for which a rig is contracted to earn a dayrate during the firm contract period after operations commence.
- 18 Uptime is measured as total operating hours, minus downtime hours, expressed as a percentage of the maximum total operating hours. Downtime is defined as the number of hours the rig is not engaged in drilling activities, resulting from mechanical failure or human performance error. Using this formula, zero mechanical failures and human performance errors would result in a rig operating at 100% uptime. Downtime events detract from optimal performance and have a direct negative impact on the customer's operational plan.

SASB INDEX

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	[SR - ESG Data Table: Environment]
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	EM-SV-110a.2	[SR – Emissions Reduction] ; 2021 Proxy, pg. 58
	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.
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-EP-110a.3	[SR – Emissions Reduction]
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) particulate matter (PM10)	EM-EP-120a.1	[SR - ESG Data Table: Environment]
Water Management Services	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	EM-SV-140a.2	[SR – Waste and Water Management]
Ecological Impact Management	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2	[SR – Loss of Containment] ; [SR – Biodiversity]
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	[SR - ESG Data Table: Safety]
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	EM-SV-320a.2	[SR – Occupational Health and Safety]
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	Transocean had no revenue from the 20 lowest ranking countries in 2021.
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	[SR – Business Ethics]
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	2021 10-k pg. 16-17; 2021 Proxy pg. 59
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	[SR – Occupational Health and Safety] ; [SR – Loss of Containment] ; [SR – Risk Management]
Activity Metric		Code	Response
Number of active rig sites		EM-SV-000.A	As of the February 2022 Fleet Status Report, Transocean had 25 active rigs, with two more under construction.
Total number of hours worked by all employees		EM-SV-000.D	Company TRIR in 2021 was calculated using 8,492,549 labor hours.

GRI INDEX

GENERAL DISCLOSURES		
Disclosure	Disclosure Title	Response
102-1	Name of the organization	Transocean Ltd.
102-2	Activities, brands, products, services	2021 10-K pg. 2-8
102-3	Location of headquarters	2021 10-K pg. 22
102-4	Location of operations	2021 10-K pg. 2-4
102-5	Ownership and legal form	2021 10-K pg. 2-4
102-6	Markets served	2021 10-K pg. 3-6
102-7	Scale of the organization	[SR - ESG Data Table: Economic and Operational Performance]
102-8	Information on employees and other workers	2021 10-K pg. 6 ; [SR - ESG Data Table: Workforce Demographics]
102-9	Supply chain	[SR – Supply Chain Management]
102-10	Significant changes to the organization and its supply chain	2021 10-K pg. 2-4
102-11	Precautionary Principle or approach	[SR – Occupational Health and Safety] ; [SR – Loss of Containment]
102-12	External initiatives	[SR – About This Report]
102-13	Membership of associations	2021 Proxy pg. 59
102-14	Statement from senior decision-maker	[SR - Message from Leadership]
102-16	Values, principles, standards, and norms of behavior	Code of Integrity
102-17	Mechanisms for advice and concerns about ethics	[SR – Business Ethics]
102-18	Governance structure	Corporate Governance Website ; [SR – Corporate Governance]
102-40	List of stakeholder groups	[SR – Stakeholder Engagement]
102-41	Collective bargaining agreements	2021 10-K pg. 6
102-42	Identifying and selecting stakeholders	2021 Proxy pg. 59 ; [SR – Stakeholder Engagement]
102-43	Approach to stakeholder engagement	[SR – Stakeholder Engagement]
102-44	Key topics and concerns raised	[SR – Materiality]
102-45	Entities included in the consolidated financial statements	2021 10-K pg. 53

GRI INDEX CONT.

GENERAL DISCLOSURES		
Disclosure	Disclosure Title	Response
102-46	Defining report content and boundaries	[SR – About This Report] ; [SR – Materiality]
102-47	List of material topics	[SR – Materiality]
102-48	Restatements of information	We redefined “significant spill” in our external reporting to align with internal significance thresholds for loss of containment events. “Significant spill” data for 2019 and 2020 has been recalculated to align with this change. We also corrected previously reported Scope 2 emissions and electricity consumption.
102-49	Changes in reporting	In 2021 we conducted a materiality assessment to update our materiality matrix. [SR – Materiality]
102-50	Reporting period	The 2021 Sustainability Report reporting period is calendar year 2021.
102-51	Date of most recent report	June 2022
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Senior Vice President - Human Resources, Sustainability, and Communications
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.
102-55	GRI content index	[SR – GRI Index]
102-56	External assurance	This report has not been externally assured.

MATERIAL TOPIC DISCLOSURES		
Disclosure	Disclosure Title	Response
Health, Safety, and Wellbeing		
103	Management approach	[SR – Occupational Health and Safety]
403-9	Work-related injuries	[SR – Occupational Health and Safety]; [SR - ESG Data Table: Safety]
Emissions Reduction		
103	Management approach	[SR – Emissions Reduction]
305-1	Direct (Scope 1) GHG emissions	[SR – Emissions Reduction]; [SR - ESG Data Table: Environment]
Loss of Containment		
103	Management approach	[SR – Loss of Containment]
306-3	Significant spills	[SR - ESG Data Table: Environment]
Reliability and Efficiency		
103	Management approach	2021 Proxy p. 86-87
N/A	Uptime	2021 Proxy p. 87
Energy Transition		
103	Management approach	[SR – Energy Transition]
	Topic-specific indicator omitted.	Transocean’s energy transition approach is not yet mature enough to measure with quantitative data. Upon further development and maturation of our approach and associated business ventures, we will establish metrics to measure the efficacy of our approach.
Talent Management and Diversity		
103	Management approach	[SR – Talent Management]
405-1	Diversity of governance bodies and employees	[SR – Corporate Governance]; [SR - ESG Data Table: Workforce Demographics]
Human Rights		
103	Management approach	Human Rights Policy Statement
410-1	Security personnel trained in human rights policies	[SR – Supply Chain Management]
Governance and Ethics		
103	Management approach	[SR – Corporate Governance]; [SR – Business Ethics]
205-1	Operations assessed for risks related to corruption	[SR – Business Ethics]
Transparency, Accountability, and Reporting		
103	Management approach	[SR – About This Report]
	Topic-specific indicator omitted.	Transocean’s commitment to the transparency and reporting of our sustainability approach is reflected in our annual publication of a sustainability report. Our commitment to accountability is established by the addition of a metric into our executive compensation structure which is linked to progress toward achievement of our 2030 sustainability goals.



CORPORATE INFORMATION

Registered Address:

Transocean Ltd.
Turmstrasse 30
6312 Steinhausen Switzerland
Phone: +41 (22) 930 9000

For More Information:

Senior Vice President, Human Resources,
Sustainability, and Communications

sustainability@deepwater.com

Transocean

1414 Enclave Parkway
Houston, TX 77077 USA

Company's website at:

Deepwater.com

or call +1 713 232 7500

