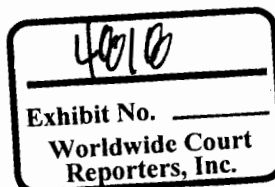


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Interviewing Form

Interviewee Name:	James Ingram
Job Title:	Senior Materials Coordinator
Company:	Transocean
Contact Details:	
Work Address:	
Work Telephone:	
Work Cell:	
Home Address:	
Home Telephone:	
Home Cell:	
Interviewers Present:	Simon Watson
Date:	June 21, 2010
Start Time:	9:30 a.m.
Stop Time:	11:30 a.m.
Was documentation taken to the interview? Y/N	Yes
Were photographs, drawings or other supporting materials taken? Y/N	Yes
Are documents attached to this form? Y/N	Yes
Details of documents, drawing, photographs or other supporting	Architectural drawings of Deepwater Horizon; interview questions



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materials taken to interview.	
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Interview Plan	<u>Equipment Questions</u>
Probable lines of enquiry, key questions etc:	<ol style="list-style-type: none">1. Did you work with any of the well control or safety systems on the rig, if so which ones?2. Are you aware of any system on the rig that was not operating correctly or that was out of service (especially related to the BOP and alarm systems)?3. Were you involved in the BOP between well activities? If so, how?4. Were you involved in the engine safety system tests, specifically the over speeds?5. Do you know how often the tests were performed?6. How was the maintenance on the rig approached? Was there a concern over the manning levels or amount of maintenance?7. Were you aware of any safety systems on the rig that were not operating?8. How would you perceive the importance of safety on the rig with respect to completing maintenance?
	<u>Training and Competency Interview Questions</u>
	<ol style="list-style-type: none">1. How long have you been with Transocean?2. Do you have any previous oilfield experience?3. What is your position?4. What are your job responsibilities? (review job description before interview)5. What are the training requirements for this position?6. Can you explain the Worldwide Training Matrix and its purpose?7. Have you completed all the training for your job? (check against compliance report)8. Does the training match the job requirements?9. Do you feel the training provided to you was sufficient? Why or why not?10. When was your last training session, and what was it?

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	<ol style="list-style-type: none">11. How supportive of training and development was the rig management? What about shore-based managers?12. Were there any limitations on the training available?13. What was the quality of OJT on the DWH?14. What is your next position, and have you received any training for it?15. Do you know the progression of your career in Transocean?16. Have you received an appraisal in the last year? Can you explain the appraisal process?17. How many new crew members (or recently promoted) were on your crew?18. What is the quality of training provided to new employees?19. What training is provided onboard the rig for new arrivals, and what is the quality?20. What safety & survival training did you receive and do you think it is adequate?21. What is your position on the Station Bill and in an emergency? What is your lifeboat station? Life raft station?22. What are the first steps to take when shutting in a well or upon detection of flow?23. Who is able to shear the pipe and disconnect? <p style="text-align: center;"><u>Safety Culture Questions</u></p> <ol style="list-style-type: none">1. What are the Core Values of Transocean? Does the company live up to these Core Values?2. What are your colors? What do they mean?3. What are the three most positive safety issues on the DWH?4. What are the three safety areas where improvement is needed?5. Do you complete a START card every day? Why?6. Describe your participation in the THINK planning process.7. Please describe the TOFS and the last time you called a TOFS.8. Are you able to explain the Management of Change?9. Bonus<ol style="list-style-type: none">A. Did you get a Performance or Safety Bonus from Transocean, and can you describe the policy?B. Did you get a Performance or Safety bonus from BP and can you describe the policy?C. What effect did these bonuses have on the performance of the rig crews?
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Interview of James "Jim" Ingram – Senior Materials Coordinator
Transocean Office
June 21, 2010

Interviewer: Simon Watson

Note taker: Diane Willey

Start time: 9:30 a.m.

Stop time: 11:00 a.m.

Jim was on the rig during the incident. He has worked with Transocean for nearly 6 years. His first hitch on the Horizon was December 9, 2009. Jim worked on the DD3 prior to working on the Horizon.

He said within the first two hours of being on board the Horizon he noticed that crew members seemed very close to one another. He said the morale was very high and their safety award was the pride of the rig.

Jim's tour hours were 6 a.m. to 6 p.m.

Jim never had the feeling that he would be criticized or fired for calling a TOFS. He said the START and THINK programs were beneficial.

Jim knew that Daun Winslow, Buddy Trahan, and a VP on the drilling side of BP would be coming on board Tuesday, April 20, 2010 to meet with the Horizon's department heads for a "job well done" visit and to inspect the rig.

On Monday morning, April 19, 2010, at 6:00 a.m., Jim received a call notifying him that the crane had a bad wire in it and he might need to order a new wire. Jim then attended a meeting to discuss the upcoming agenda, which included displacing the well.

He arrived in the office at 6:00 a.m. on Tuesday, April 20. He heard from another crew member that they needed to order the crane wire because of the problems the crew was having. There were no problems with the well at this point.

At 7:00 p.m. (Tuesday, April 20), Jim attended a meeting with Buddy, BP, and the department heads. They were discussing the same thing they discussed with Paul Johnson that morning (2010 and 2011 goals, forecasting, etc.). The meeting adjourned at 9:00 p.m. and he went to the galley and got a drink. During the meeting he could hear the crew bleeding off the lines, but it did not sound like anything out of the ordinary.

He called his wife at approximately 9:30 p.m. and went back to his office in the warehouse, which is located on the starboard side by the moon pool. It is one level below the sack room/OIM office.

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He and another crew member were talked about various information they needed to tell Bryan Dupre, who would be their replacement by working the next hitch. Jim was in the process of sending an e-mail to his mother and he heard the loud sound again, but it was much louder than before.

Between 9:43 p.m. and 9:47 p.m. he heard the boom again. This time it shook the entire rig. He initially thought that perhaps crane wire broke. It sounded like perhaps a heavy load hit the deck.

The door to the warehouse office was open. Jim saw papers being pulled off the wall. He heard ceiling tiles rattle. Then the lights went out. The alarm sounded and Jim looked up. He said it looked like "the walls were breathing" because they were sucking in and out. He said all of a sudden a back draft unleashed through the office. Then the main explosion occurred. Jim said it sounded like a freight train and was hissing really loud.

Jim stood up and was putting on his gear when a big gust came through and knocked the ceiling tiles out and the walls down. Jim said it was about 15 seconds from the time the 2nd explosion occurred and the lights went out. He did not see any emergency lighting. He got hit with fibreglass and a rush of dust, but did not sustain major injuries. Jim said it felt like the rig was tilting. Another crew member looked at him and said "we need to go" and Jim agreed. Jim grabbed a pelican light and another crew member followed him.

Jim said he heard the alarm to abandon ship. The general alarm is broadcasted through the PA and the actual bell is in the living quarters.

Jim left his area and went through the corridor and up the staircase to the level where the OIM's office was located. He was with Stan Carter, the electronic supervisor.

He said he was able to open the door approximately 8". He looked out and saw debris everywhere, so he got nervous. He could see that the stairway to the second deck was partially demolished.

Jim went back down to the living quarters and got a life jacket from his cabin. He also grabbed his cell phone because he knew he could use it as a flashlight. At that point he was wearing his coveralls, boots, hard hat, and vest (in addition to having his life jacket and cell phone.)

He led him to the life boat deck.

When he left the living quarters, Jim said the ceiling tiles and debris filled the corridor. The company man asked Jim how to get out, and Jim told him "follow me." He led the company man up the spiral staircase on the port side by the transit room, went through the transit room and onto the deck. He took muster by the life boat (he was not sure of the life boat number).

Once on the life boat deck, Jim said it was very chaotic. Jim knew that the other life boat already left while he and the other crew members remained on the rig. By this time, the rig was engulfed in flames. That was the first time he saw the fire. Buddy Trahan was very injured and loaded into the life boat.

Someone got into the life boat and tried to "sound off" (by alternating people counting numbers)

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but they never reached higher than 15 because of the extreme panic. Some people were saying "I am going to die in this boat," etc. All of the seats were full and other people were standing. Due to the unbalance of people, the boat started to shift while it was still in the davit. Jim said approximately 10 to 15 more people tried to get into the life boat but couldn't fit because it was already completely full.

Once they got into the life boat, it took some time to figure out how to put on and fasten their seat belts. They sat in the lift boat for approximately 10 to 15 minutes because "it was the right thing to do." Jim was not sure if the life boat was equipped with a radio or not, but a roustabout on the life boat did have one that they used. Jim was seated in the bow of the life boat and was unable to see anything. Jim was unsure whether or not anyone tried to turn on the emergency lights in the lift boat while they were driving to the Bankston, but someone did turn them on when they began unloading people onto the Bankston. Jim said people wanted oxygen first and they were probably not even thinking about lighting at that time. The doors and windows to the life boat were open. They had a bit of difficulty getting the boat engine to crank. People were in a state of panic and shock. A seaman finally found the "on" switch and they heard a "beep," so they knew the engine had started. They were then lowered into the water and a DPO drove the boat to the Bankston.

Jim heard that people jumped from the rig, but he did not personally see anyone jump.

By 10:30 p.m., everyone was on the Bankston. They tied on to the starboard side and exited the life boat from the side door onto the Bankston. No one person was in charge, but they worked together to get people on to the Bankston.

He did not see the life raft from the rig arrive at the Bankston, but Jim said it was within 10 minutes of when his life boat arrived.

Once on the Bankston, the crew received bottled water. They had to take three or four musters before they finally got an accurate headcount.

The Bankston was located about two miles away from the Horizon and it remained in the same location for approximately 50 hours. The stern faced the Horizon the entire time. Buddy Trahan and Wyman Wheeler were taken into the medical clinic on the Bankston. They needed to be stabilized so they could be airlifted by the Coast Guard.

Per Jim, the crew asked people on the Bankston if they could use a telephone, but everyone was denied. They were not given a reason why they could not use the phone and they still do not know why they were not allowed to call their families. Jim's cell phone had service, so he let approximately 30 crew members use his phone to either call or send a text message to their families. Soon thereafter, he started receiving calls and text messages asking about the status of other crew members.

Per Jim, within two hours of arriving on the Bankston there were 15 or 16 vessels and 4 Coast Guard helicopters nearby.

The only person severely injured was Buddy Trahan. He was the last person that the Coast Guard unloaded from the life boat. They air lifted him in the basket between midnight and 2 a.m.

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Jim said he is not sure who took charge of the crew while on the Bankston. He said most of the crew members stayed outside for about 4 or 5 hours before going inside to get some rest. He said some people tried to sleep. He later slept in the living quarters for about 2 hours. Jim said the Bankston did a very good job providing them with hot dogs and hamburgers, chairs and blankets, trying to make them comfortable.

Captain Kuchta informed the crew to be prepared to submit to drug testing as soon as they arrived on shore.

It was at that time that they received word about the 11 men who did not survive.

At approximately 2:00 a.m. or 3:00 a.m. Jim finally got phone service on his cell phone. He sent a text message to his wife and told her that there was an explosion on the rig, but he was all right. He assumed human resources had already called her (which they had not done).

Thursday morning they were still sitting on the Bankston watching Horizon burn. They were told that they would be leaving at daybreak for shore. Jim does not know why they sat for approximately 50 hours watching the rig burn.

The search and rescue teams continued to look for survivors.

At approximately 9 a.m., MMS, the Coast Guard, and the "higher ups" arrived on the Bankston. The Coast Guard asked the crew members to sign a witness statement. They were told by the Coast Guard to "write what they witnessed and where they were." Some were very reluctant and did not want to do it, however.

They finally departed for shore between midnight Wednesday and 1 a.m. Thursday. Jim said that he heard that their families had been notified, so he assumed his wife already knew what was going on.

Thursday morning between 12:30 a.m. and 1:00 a.m., they finally left the Diamond rig (the Ocean Confidence, perhaps) and headed for shore. It was Jim's understanding that they were not permitted to leave that spot until the Coast Guard authorized their move. Jim was extremely frustrated because they were on the "slowest boat ever." The entire crew was very, very mad. They could not understand why they could not be placed on the speed boats nearby. It took so much longer to reach the shore because they had to take "the slow boat."

Per Jim, Captain Kuchta never associated with any of the crew members once he arrived on the Bankston. Once he got on board, he immediately went to the wheel house and stayed there. He stayed away from the other guys from the Horizon, which was very wrong, in many of the crew members' opinions. They said he should have been sitting and talking with the crew.

Jim's wife was not called by Transocean for 22 hours. She did not learn about the explosion until 12 hours later, and she heard about it via Facebook. His wife did not know he was alive until she received his text message on Wednesday at 2:30 a.m. She called Syd Grierson (??) at Transocean in the human resources department, who verified the incident. Syd told her that Jim was okay and they were on their way to shore. She was at home, so if Transocean had tried to call she would

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have been there to answer the phone. Jim figured that she would have been called within 6 hours of the incident, but that did not happen.

They arrived at Seaport 1 in Port Fourchon at approximately 1:30 a.m Thursday. They were immediately administered a urine (drug) test. Transocean's ERT team was there and they provided food, coveralls, shirts, shoes and socks. The crew members received everything they needed. This was the first time they were given phones to call their families. Jim said he did not require medical attention.

Jim said he was not approached by anyone and asked to sign any kind of statement, but he did provide the handwritten statement to the Coast Guard (as stated earlier).

They loaded into vans and had 2 police escorts while driving to the Crown Plaza in New Orleans, Louisiana.

Once Jim arrived home, he received a phone call from Shuman Consulting. They initially asked him if he was being legally advised. They then informed him that he would be receiving a check in the amount of \$5,000 as reimbursement for his personal belongings. The representative from Shuman drove to Tylertown and gave Jim the \$5,000 check. He told the Shuman representative that he was sure that Transocean would take care of him.

Other thoughts:

Jim said the worst part of the rescue was the length of time (approximately 50 hours) they were forced to spend on the Bankston and not be taken to shore.

Andrea Fleytas later told Jim that she was getting ready to push the ESD button, but the captain told her not to push it. He said everything was under control. She pushed it anyway.

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DRAFTS OF INTERVIEW

By: Simon Watson
Person Interviewed: James Ingram
Date of Interview: June 21, 2010

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DRAFT

Interview of James "Jim" Ingram – Senior Materials Coordinator
Transocean Office
June 21, 2010

Interviewer: Simon Watson
Note taker: Diane Willey
Start time: 9:30 a.m.
Stop time: 11:00 a.m.

replace "Byron"
with "another
crew member"

Jim was on the rig during the incident. He has worked with Transocean for nearly 6 years. His first hitch on the Horizon was December 9, 2009. Jim worked on the DD3 prior to working on the Horizon.

He said within the first two hours of being on board the Horizon he noticed that crew members seemed very close to one another. He said the morale was very high and their safety award was the pride of the rig.

Jim's tour hours were 6 a.m. to 6 p.m.

Jim never had the feeling that he would be criticized or fired for calling a TOFS. He said the START and THINK programs were beneficial.

Jim knew that Daun Winslow, Buddy Trahan, and a VP on the drilling side of BP would be coming on board Tuesday, April 20, 2010 to meet with the Horizon's department heads for a "job well done" visit and to inspect the rig.

On Monday morning, April 19, 2010, at 6:00 a.m., Jim received a call notifying him that the crane had a bad wire in it and he might need to order a new wire. Jim then attended a meeting to discuss the upcoming agenda, which included displacing the well.

He arrived in the office at 6:00 a.m. on Tuesday, April 20. Byron said we needed to order the crane wire because of the problems the crew were having. *(Simon will figure out who "Byron" is b/c he does not appear in the DWH employee roster)* There were no problems with the well at this point.

At 7:00 p.m. (Tuesday, April 20), Jim attended a meeting with Buddy, BP, and the department heads. They were discussing the same thing they discussed with Paul Johnson that morning (2010 and 2011 goals, forecasting, etc.). The meeting adjourned at 9:00 p.m. and he went to the galley and got a drink. During the meeting he could hear the crew bleeding off the lines, but it did not sound like anything out of the ordinary.

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He called his wife at approximately 9:30 p.m. and went back to his office in the warehouse, which is located on the starboard side by the moon pool. It is one level below the sack room/OIM office. He and Byron were talked about various information they needed to tell Bryan Dupre, who would be their replacement by working the next hitch. Jim was in the process of sending an e-mail to his mother and he heard the loud sound again, but it was much louder than before.

Between 9:43 p.m. and 9:47 p.m. he heard the boom again. This time it shook the entire rig. He initially thought that perhaps crane wire broke. It sounded like perhaps a heavy load hit the deck.

The door to the warehouse office was open. Jim saw papers being pulled off the wall. He heard ceiling tiles rattle. Then the lights went out. Jim said that Byron was grabbing papers, but he did not know what he was doing. The alarm sounded and Jim looked up. He said it looked like "the walls were breathing" because they were sucking in and out. He said all of a sudden a back draft unleashed through the office. Then the main explosion occurred. Jim said it sounded like a freight train and was hissing really loud.

Jim stood up and was putting on his gear when a big gust came through and knocked the ceiling tiles out and the walls down. Jim said it was about 15 seconds from the time the 2nd explosion occurred and the lights went out. He did not see any emergency lighting. He got hit with fiberglass and a rush of dust, but did not sustain major injuries. Jim said it felt like the rig was tilting. Byron looked at him and said "we need to go" and Jim agreed. Jim grabbed a pelican light and Byron followed him.

Jim said he heard the alarm to abandon ship. The general alarm is broadcasted through the PA and the actual bell is in the living quarters.

Jim left his area and went through the corridor and up the staircase to the level where the OIM's office was located. He was with Stan Carter, the electronic supervisor. Jim was not sure where Byron went, but they were no longer together.

He said he was able to open the door approximately 8". He looked out and saw debris everywhere, so he got nervous. He could see that the stairway to the second deck was partially demolished.

Jim went back down to the living quarters and got a life jacket from his cabin. He also grabbed his cell phone because he knew he could use it as a flashlight. At that point he was wearing his coveralls, boots, hard hat, and vest (in addition to having his life jacket and cell phone.)

He led him to the life boat deck.

When he left the living quarters, Jim said the ceiling tiles and debris filled the corridor. The company man asked Jim how to get out, and Jim told him "follow me." He led the company man up the spiral staircase on the port side by the transit room, went through the transit room and onto the deck. He took muster by the life boat (he was not sure of the life boat number).

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Once on the life boat deck, Jim said it was very chaotic. Jim knew that the other life boat already left while he and the other crew members remained on the rig. By this time, the rig was engulfed in flames. That was the first time he saw the fire. Buddy Trahan was very injured and loaded into the life boat.

Someone got into the life boat and tried to "sound off" (by alternating people counting numbers) but they never reached higher than 15 because of the extreme panic. Some people were saying "I am going to die in this boat," etc. All of the seats were full and other people were standing. Due to the unbalance of people, the boat started to shift while it was still in the davit. Jim said approximately 10 to 15 more people tried to get into the life boat but couldn't fit because it was already completely full.

Once they got into the life boat, it took some time to figure out how to put on and fasten their seat belts. They sat in the lift boat for approximately 10 to 15 minutes because "it was the right thing to do." Jim was not sure if the life boat was equipped with a radio or not, but a roustabout on the life boat did have one that they used. Jim was seated in the bow of the life boat and was unable to see anything. Jim was unsure whether or not anyone tried to turn on the emergency lights in the lift boat while they were driving to the Bankston, but someone did turn them on when they began unloading people onto the Bankston. Jim said people wanted oxygen first and they were probably not even thinking about lighting at that time. The doors and windows to the life boat were open. They had a bit of difficulty getting the boat engine to crank. People were in a state of panic and shock. A seaman finally found the "on" switch and they heard a "beep," so they knew the engine had started. They were then lowered into the water and a DPO drove the boat to the Bankston.

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Per Jim, the crew asked people on the Bankston if they could use a telephone, but everyone was denied. They were not given a reason why they could not use the phone and they still do not know why they were not allowed to call their families. Jim's cell phone had service, so he let approximately 30 crew members use his phone to either call or send a text message to their families. Soon thereafter, he started receiving calls and text messages asking about the status of other crew members.

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Per Jim, within two hours of arriving on the Bankston there were 15 or 16 vessels and 4 Coast Guard helicopters nearby.

The only person severely injured was Buddy Trahan. He was the last person that the Coast Guard unloaded from the life boat. They air lifted him in the basket between midnight and 2 a.m.

Jim said he is not sure who took charge of the crew while on the Bankston. He said most of the crew members stayed outside for about 4 or 5 hours before going inside to get some rest. He said some people tried to sleep. He later slept in the living quarters for about 2 hours. Jim said the Bankston did a very good job providing them with hot dogs and hamburgers, chairs and blankets, trying to make them comfortable.

Captain Kuchta informed the crew to be prepared to submit to drug testing as soon as they arrived on shore.

It was at that time that they received word about the 11 men who did not survive.

At approximately 2:00 a.m. or 3:00 a.m. Jim finally got phone service on his cell phone. He sent a text message to his wife and told her that there was an explosion on the rig, but he was all right. He assumed human resources had already called her (which they had not done).

Thursday morning they were still sitting on the Bankston watching Horizon burn. They were told that they would be leaving at daybreak for shore. Jim does not know why they sat for approximately 50 hours watching the rig burn.

The search and rescue teams continued to look for survivors.

At approximately 9 a.m., MMS, the Coast Guard, and the "higher ups" arrived on the Bankston. The Coast Guard asked the crew members to sign a witness statement. They were told by the Coast Guard to "write what they witnessed and where they were." Some were very reluctant and did not want to do it, however.

They finally departed for shore between midnight Wednesday and 1 a.m. Thursday. Jim said that he heard that their families had been notified, so he assumed his wife already knew what was going on.

Thursday morning between 12:30 a.m. and 1:00 a.m., they finally left the Diamond rig (the Ocean Confidence, perhaps) and headed for shore. It was Jim's understanding that they were not permitted to leave that spot until the Coast Guard authorized their move. Jim was extremely frustrated because they were on the "slowest boat ever." The entire crew was very, very mad. They could not understand why they could not be placed on the speed boats nearby. It took so much longer to reach the shore because they had to take "the slow boat."

Per Jim, Captain Kuchta never associated with any of the crew members once he arrived on the Bankston. Once he got on board, he immediately went to the wheel house and stayed there. He stayed

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away from the other guys from the Horizon, which was very wrong, in many of the crew members' opinions. They said he should have been sitting and talking with the crew.

Jim's wife was not called by Transocean for 22 hours. She did not learn about the explosion until 12 hours later, and she heard about it via Facebook. His wife did not know he was alive until she received his text message on Wednesday at 2:30 a.m. She called Syd Grierson (??) at Transocean in the human resources department, who verified the incident. Syd told her that Jim was okay and they were on their way to shore. She was at home, so if Transocean had tried to call she would have been there to answer the phone. Jim figured that she would have been called within 6 hours of the incident, but that did not happen.

They arrived at Seaport 1 in Port Fourchon at approximately 1:30 a.m Thursday. They were immediately administered a urine (drug) test. Transocean's ERT team was there and they provided food, coveralls, shirts, shoes and socks. The crew members received everything they needed. This was the first time they were given phones to call their families. Jim said he did not require medical attention.

Jim said he was not approached by anyone and asked to sign any kind of statement, but he did provide the handwritten statement to the Coast Guard (as stated earlier).

They loaded into vans and had 2 police escorts while driving to the Crown Plaza in New Orleans, Louisiana.

Once Jim arrived home, he received a phone call from Shuman Consulting. They initially asked him if he was being legally advised. They then informed him that he would be receiving a check in the amount of \$5,000 as reimbursement for his personal belongings. The representative from Shuman drove to Tylertown and gave Jim the \$5,000 check. He told the Shuman representative that he was sure that Transocean would take care of him.

Other thoughts:

Jim said the worst part of the rescue was the length of time (approximately 50 hours) they were forced to spend on the Bankston and not be taken to shore.

Andrea Fleytas later told Jim that she was getting ready to push the ESD button, but the captain told her not to push it. He said everything was under control. She pushed it anyway.

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Interviewing Form

Interviewee Name:	James Ingram
Job Title:	Senior Materials Coordinator
Company:	Transocean
Contact Details:	
Work Address:	
Work Telephone:	
Work Cell:	
Home Address:	
Home Telephone:	
Home Cell:	
Interviewers Present:	Simon Watson
Date:	June 21, 2010
Start Time:	9:30 a.m.
Stop Time:	11:30 a.m.
Was documentation taken to the interview? Y/N	Yes
Were photographs, drawings or other supporting materials taken? Y/N	Yes
Are documents attached to this form? Y/N	Yes
Details of documents, drawing, photographs or other supporting materials taken to interview.	Architectural drawings of Deepwater Horizon; Interview questions

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Interview Plan	<u>Equipment Questions</u>
Probable lines of enquiry, key questions etc:	<ol style="list-style-type: none">1. Did you work with any of the well control or safety systems on the rig, if so which ones?2. Are you aware of any system on the rig that was not operating correctly or that was out of service (especially related to the BOP and alarm systems)?3. Were you involved in the BOP between well activities? If so, how?4. Were you involved in the engine safety system tests, specifically the over speeds?5. Do you know how often the tests were performed?6. How was the maintenance on the rig approached? Was there a concern over the manning levels or amount of maintenance?7. Were you aware of any safety systems on the rig that were not operating?8. How would you perceive the importance of safety on the rig with respect to completing maintenance?
	<p data-bbox="647 1212 1117 1239"><u>Training and Competency Interview Questions</u></p> <ol style="list-style-type: none">1. How long have you been with Transocean?2. Do you have any previous oilfield experience?3. What is your position?4. What are your job responsibilities? (review job description before interview)5. What are the training requirements for this position?6. Can you explain the Worldwide Training Matrix and its purpose?7. Have you completed all the training for your job? (check against compliance report)8. Does the training match the job requirements?9. Do you feel the training provided to you was sufficient? Why or why not?10. When was your last training session, and what was it?11. How supportive of training and development was the rig

	<p>management? What about shore-based managers?</p> <p>12. Were there any limitations on the training available?</p> <p>13. What was the quality of OJT on the DWH?</p> <p>14. What is your next position, and have you received any training for it?</p> <p>15. Do you know the progression of your career in Transocean?</p> <p>16. Have you received an appraisal in the last year? Can you explain the appraisal process?</p> <p>17. How many new crew members (or recently promoted) were on your crew?</p> <p>18. What is the quality of training provided to new employees?</p> <p>19. What training is provided onboard the rig for new arrivals, and what is the quality?</p> <p>20. What safety & survival training did you receive and do you think it is adequate?</p> <p>21. What is your position on the Station Bill and in an emergency? What is your lifeboat station? Life raft station?</p> <p>22. What are the first steps to take when shutting in a well or upon detection of flow?</p> <p>23. Who is able to shear the pipe and disconnect?</p> <p style="text-align: center;"><u>Safety Culture Questions</u></p> <p>1. What are the Core Values of Transocean? Does the company live up to these Core Values?</p> <p>2. What are your colors? What do they mean?</p> <p>3. What are the three most positive safety issues on the DWH?</p> <p>4. What are the three safety areas where improvement is needed?</p> <p>5. Do you complete a START card every day? Why?</p> <p>6. Describe your participation in the THINK planning process.</p> <p>7. Please describe the TOFS and the last time you called a TOFS.</p> <p>8. Are you able to explain the Management of Change?</p> <p>9. Bonus</p> <p style="padding-left: 20px;">A. Did you get a Performance or Safety Bonus from Transocean, and can you describe the policy?</p> <p style="padding-left: 20px;">B. Did you get a Performance or Safety bonus from BP and can you describe the policy?</p> <p style="padding-left: 20px;">C. What effect did these bonuses have on the performance of the rig crews?</p>
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Interview of James "Jim" Ingram – Senior Materials Coordinator
Transocean Office
June 21, 2010

Interviewer: Simon Watson

Note taker: Diane Willey

Start time: 9:30 a.m.

Stop time: 11:00 a.m.

Jim was on the rig during the incident. He has worked with Transocean for nearly 6 years. His first hitch on the Horizon was December 9, 2009. Jim worked on the DD3 prior to working on the Horizon.

He said within the first two hours of being on board the Horizon he noticed that crew members seemed very close to one another. He said the morale was very high and their safety award was the pride of the rig.

Jim's tour hours were 6 a.m. to 6 p.m.

Jim never had the feeling that he would be criticized or fired for calling a TOFS. He said the START and THINK programs were beneficial.

Jim knew that Daun Winslow, Buddy Trahan, and a VP on the drilling side of BP would be coming on board Tuesday, April 20, 2010 to meet with the Horizon's department heads for a "job well done" visit and to inspect the rig.

On Monday morning, April 19, 2010, at 6:00 a.m., Jim received a call notifying him that the crane had a bad wire in it and he might need to order a new wire. Jim then attended a meeting to discuss the upcoming agenda, which included displacing the well.

He arrived in the office at 6:00 a.m. on Tuesday, April 20. He heard from another crew member that they needed to order the crane wire because of the problems the crew was having. There were no problems with the well at this point.

At 7:00 p.m. (Tuesday, April 20), Jim attended a meeting with Buddy, BP, and the department heads. They were discussing the same thing they discussed with Paul Johnson that morning (2010 and 2011 goals, forecasting, etc.). The meeting adjourned at 9:00 p.m. and he went to the galley and got a drink. During the meeting he could hear the crew bleeding off the lines, but it did not sound like anything out of the ordinary.

He called his wife at approximately 9:30 p.m. and went back to his office in the warehouse, which is located on the starboard side by the moon pool. It is one level below the sack room/OIM office. He and another crew member were talked about various information they needed to tell Bryan Dupre, who would be their replacement by working the next hitch. Jim was in the process of sending an e-mail to his mother and he heard the loud sound again, but it was much louder than

before.

Between 9:43 p.m. and 9:47 p.m. he heard the boom again. This time it shook the entire rig. He initially thought that perhaps crane wire broke. It sounded like perhaps a heavy load hit the deck.

The door to the warehouse office was open. Jim saw papers being pulled off the wall. He heard ceiling tiles rattle. Then the lights went out. The alarm sounded and Jim looked up. He said it looked like "the walls were breathing" because they were sucking in and out. He said all of a sudden a back draft unleashed through the office. Then the main explosion occurred. Jim said it sounded like a freight train and was hissing really loud.

Jim stood up and was putting on his gear when a big gust came through and knocked the ceiling tiles out and the walls down. Jim said it was about 15 seconds from the time the 2nd explosion occurred and the lights went out. He did not see any emergency lighting. He got hit with fibreglass and a rush of dust, but did not sustain major injuries. Jim said it felt like the rig was tilting. Another crew member looked at him and said "we need to go" and Jim agreed. Jim grabbed a pelican light and another crew member followed him.

Jim said he heard the alarm to abandon ship. The general alarm is broadcasted through the PA and the actual bell is in the living quarters.

Jim left his area and went through the corridor and up the staircase to the level where the OIM's office was located. He was with Stan Carter, the electronic supervisor.

He said he was able to open the door approximately 8". He looked out and saw debris everywhere, so he got nervous. He could see that the stairway to the second deck was partially demolished.

Jim went back down to the living quarters and got a life jacket from his cabin. He also grabbed his cell phone because he knew he could use it as a flashlight. At that point he was wearing his coveralls, boots, hard hat, and vest (in addition to having his life jacket and cell phone.)

He led him to the life boat deck.

When he left the living quarters, Jim said the ceiling tiles and debris filled the corridor. The company man asked Jim how to get out, and Jim told him "follow me." He led the company man up the spiral staircase on the port side by the transit room, went through the transit room and onto the deck. He took muster by the life boat (he was not sure of the life boat number).

Once on the life boat deck, Jim said it was very chaotic. Jim knew that the other life boat already left while he and the other crew members remained on the rig. By this time, the rig was engulfed in flames. That was the first time he saw the fire. Buddy Trahan was very injured and loaded into the life boat.

Someone got into the life boat and tried to "sound off" (by alternating people counting numbers) but they never reached higher than 15 because of the extreme panic. Some people were saying "I am going to die in this boat," etc. All of the seats were full and other people were standing. Due to the unbalance of people, the boat started to shift while it was still in the davit. Jim said approximately 10 to 15 more people tried to get into the life boat but couldn't fit because it was already completely full.

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Once they got into the life boat, it took some time to figure out how to put on and fasten their seat belts. They sat in the life boat for approximately 10 to 15 minutes because "it was the right thing to do." Jim was not sure if the life boat was equipped with a radio or not, but a roustabout on the life boat did have one that they used. Jim was seated in the bow of the life boat and was unable to see anything. Jim was unsure whether or not anyone tried to turn on the emergency lights in the life boat while they were driving to the Bankston, but someone did turn them on when they began unloading people onto the Bankston. Jim said people wanted oxygen first and they were probably not even thinking about lighting at that time. The doors and windows to the life boat were open. They had a bit of difficulty getting the boat engine to crank. People were in a state of panic and shock. A seaman finally found the "on" switch and they heard a "beep," so they knew the engine had started. They were then lowered into the water and a DPO drove the boat to the Bankston.

Jim heard that people jumped from the rig, but he did not personally see anyone jump.

By 10:30 p.m., everyone was on the Bankston. They tied on to the starboard side and exited the life boat from the side door onto the Bankston. No one person was in charge, but they worked together to get people on to the Bankston.

He did not see the life raft from the rig arrive at the Bankston, but Jim said it was within 10 minutes of when his life boat arrived.

Once on the Bankston, the crew received bottled water. They had to take three or four musters before they finally got an accurate headcount.

The Bankston was located about two miles away from the Horizon and it remained in the same location for approximately 50 hours. The stern faced the Horizon the entire time. Buddy Trahan and Wyman Wheeler were taken into the medical clinic on the Bankston. They needed to be stabilized so they could be airlifted by the Coast Guard.

Per Jim, the crew asked people on the Bankston if they could use a telephone, but everyone was denied. They were not given a reason why they could not use the phone and they still do not know why they were not allowed to call their families. Jim's cell phone had service, so he let approximately 30 crew members use his phone to either call or send a text message to their families. Soon thereafter, he started receiving calls and text messages asking about the status of other crew members.

Per Jim, within two hours of arriving on the Bankston there were 15 or 16 vessels and 4 Coast Guard helicopters nearby.

The only person severely injured was Buddy Trahan. He was the last person that the Coast Guard unloaded from the life boat. They air lifted him in the basket between midnight and 2 a.m.

Jim said he is not sure who took charge of the crew while on the Bankston. He said most of the crew members stayed outside for about 4 or 5 hours before going inside to get some rest. He said some people tried to sleep. He later slept in the living quarters for about 2 hours. Jim said the Bankston did a very good job providing them with hot dogs and hamburgers, chairs and blankets, trying to make them comfortable.

Captain Kuchta informed the crew to be prepared to submit to drug testing as soon as they arrived on shore.

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They loaded into vans and had 2 police escorts while driving to the Crown Plaza in New Orleans, Louisiana.

Once Jim arrived home, he received a phone call from Shuman Consulting. They initially asked him if he was being legally advised. They then informed him that he would be receiving a check in the amount of \$5,000 as reimbursement for his personal belongings. The representative from Shuman drove to Tylertown and gave Jim the \$5,000 check. He told the Shuman representative that he was sure that Transocean would take care of him.

Other thoughts:

Jim said the worst part of the rescue was the length of time (approximately 50 hours) they were forced to spend on the Bankston and not be taken to shore.

Andrea Fleytas later told Jim that she was getting ready to push the ESD button, but the captain told her not to push it. He said everything was under control. She pushed it anyway.

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HANDWRITTEN NOTES

Provided by:	Diane Willey
Person Interviewed:	James Ingram
Date:	June 21, 2010