ENVIRONMENTAL PERFORMANCE

Greenhouse gas emissions (GHG) indicators - Operational control[1] [2] [3] *Accounting Scope 2 market-based unless stated otherwise*		Unit	2020	2021	2022	2023	2024
Scope 1 (direct)		tCO2e	183,523	179,948	181,138	183,301	187,720
Scope 2 (indirect) - market-based		tCO2e	69,286	30,360	16,749	11,237	12,581
Scope 2 (indirect) - location-based		tCO2e	69,286	63,389	61,069	66,331	73,004
Total Scope 1 & 2		tCO2e	252,809	210,308	197,887	194,538	200,301
Scope 1 and 2 by site type	Accommodations	tCO2e	1,289	654	716	806	705
	Construction site	tCO2e	29,024	14,466	16,123	15,291	10,179
	Fabrication	tCO2e	85,076	49,102	41,673	43,430	41,169
	Logistic site	tCO2e	2,244	3,642	1,467	1,124	1,260
	Office	tCO2e	13,360	6,694	7,850	5,619	9,742
	Vessel	tCO2e	121,816	135,751	130,058	128,268	137,246
Absolute Scope 1 & 2 reduction versus 2020 base year		%	–	17	22	23	21
Carbon intensity indicators							
Construction carbon intensity [4]		Rate	1.23	0.99	1.43	0.79	0.46
Fabrication carbon intensity [4]		Rate	1.89	1.24	1.06	0.91	0.59
Construction and fabrication carbon intensity [4]		Rate	1.63	1.16	1.19	0.86	0.55
Carbon intensity of vessels [5]		Rate	5.76	4.14	3.86	3.16	2.78

Energy consumption indicators		Unit	2020	2021	2022	2023	2024
Electricity (Scope 2)	Electricity from grid (excluding on-site solar)	MWh	129,481	109,535	105,862	122,889	146,583
	Heat consumption from grid	MWh	1,764	1,293	971	781	811
	Electricity from onsite solar (own and PPA)	MWh	0	0	18	4,209	4,614
	Total	MWh	131,245	110,828	106,851	127,879	152,008
Fuel (Scope 1)	Diesel (direct)	MWh	694,524	657,580	682,399	673,555	648,679
	Gasoline (direct)	MWh	13,366	9,952	13,632	11,447	8,997
	Propane (direct)	MWh	1,736	1,414	1,316	1,965	1,381
	Natural gas (direct)	MWh	10,526	6,437	7,714	8,593	12,768
	Used oil (direct)	MWh	42	33	0	53	0
	Biodesel 20% (direct)	MWh	0	284	357	0	0
	Biodesel 30% (direct)	MWh	0	26,300	32,235	4,287	0
	Biodesel 35% (direct)	MWh	0	0	0	27,970	47,417
	Total	MWh	720,194	702,000	737,653	727,870	719,242
Energy consumption (Scope 1 & 2)		MWh	851,439	812,828	844,504	855,749	871,250
Renewable energy (Scope 1 and 2)							
Renewable electricity [6]		MWh	0	42,641	66,796	98,244	120,975
		%	0	38	63	77	80
Renewable fuel [7]		MWh	0	7947	9742	11,076	16596
		%	0	1.1	1.3	1.5	2.3
Renewable energy (Electricity and fuel)		MWh	0	50588	76538	109,320	137,571
		%	0	6.2	9.1	12.8	15.8

[1] GHG emissions report follows an operational control approach and includes proportionate GHG emissions from McDermott joint ventures operations with equity share equal or above 15%.

[2] GHG emissions reporting is based on carbon dioxide-equivalent (CO2e), a standard unit for measuring carbon footprints. The conversion factors to calculate CO2e are mainly based on the United States (US) Environmental Protection Agency (EPA), International Energy Agency (IEA), and United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA).

[3] Scope 1 emissions are direct emissions from sources that are owned or controlled by McDermott. Scope 2 emissions are indirect emissions from consumption of electricity, heat, cooling and steam.

[4] Scope 1&2 GHG emissions/1,000 workhours.

[5] Scope 1&2 GHG emissions/hours underway; hours underway are defined as hours spent in work and transit.

[6] Includes contributions from own onsite solar panels, onsite solar power purchased agreements, energy attribute certificates, and renewable electricity agreements with utility providers.

[7] Renewable energy from blended fuels (deriving from both renewable and non-renewable sources) is calculated by proportion of renewable percentage contained in each source, calculation methodology as per Carbon Disclosure Project (CDP) recommendations.

ENVIRONMENTAL PERFORMANCE

Significant environmental incident indicators [8]		Unit	2020	2021	2022	2023	2024
Air	Event/s	Number	1	0	0	0	0
	Release type	Description	Natural Gas/ Liquid Vapor	NA	NA	NA	NA
	Amount	Pound	1,015	0	0	0	0
Land	Event/s	Number	1	1	2	3	10
	Release type	Description	Hydraulic Oil	Hydraulic Oil	1.6 m3 Wastewater + 0.151 m3 Oil	0.1 m3 Septic Effluent + 0.095 m3 Hydraulic Oil + 0.6m3 Septic Effluent	0.2 m3 of Diesel, 4.52 m3 of Domestic Wastewater
	Amount	m3	0.13	0.15	1.751	0.795	4.72
Water	Event/s	Number	4	2	2	0	2
	Release type	Description	Hydraulic Oil	Hydraulic Oil	1.9 m3 Hydrostatic Test Water + 0.1 m3 Mono Ethylene Glycol	NA	0.25 m3 of Gasoline, 0.454 m3 of Oil (Hydraulic, Motor, etc)
	Amount	m3	0.006	0.0003	2.000	0	0.704
Total L-3		Number	6	3	4	3	12

Loss of containment indicators [9]	Unit	2020		2021		2022		2023		2024	
Top 3 materials	Material description and m3	Wastewater	5.005	Oil (Hydraulic, Motor, etc.)	0.764	Hydrostatic Test Water	1.911	Septic effluent	0.710	Uncured concrete	8
		Sewage	1.578	Diesel	0.247	Oil (Hydraulic, Motor, etc.)	1.784	Hydraulic oil	0.423	Domestic wastewater	4.73
		Oil (Hydraulic, Motor, etc.)	1.548	Antifreeze / Coolant	0.027	Wastewater	1.607	Diesel	0.207	Diesel	2.36
Total amount	m3	29.091		1.177		6.191		1.682		18.916	

[8] Environmental Significance Incidents defined as moderated impact, level III or above: 2020-2021 definition includes spills reportable to regulatory agency, any spill to water, quantities greater than or equal to 0.095 cubic meter (m3). From 2022, the definition includes releases to the environment reportable to regulatory agencies that triggers and agency official notification of a violation, improvement plan, fine or visit, spill quantities greater than or equal to 0.095 m3.

[9] For each spill, report the total volume spilled out of containment and the type of material spilled.

SAFETY PERFORMANCE

Safety indicators [1]		Unit	2020	2021	2022	2023	2024
Total Recordable Incident (TRI)	Direct	Number	45	43	47	40	46
	Combined	Number	58	57	59	43	55
Total Recordable Incident Rate (TRIR) [2]	Direct	Rate	0.1	0.12	0.13	0.1	0.09
	Combined	Rate	0.1	0.12	0.12	0.07	0.07
Lost-time Incident (LTI)	Direct	Number	3	2	6	5	6
	Combined	Number	3	6	9	5	7
Lost-time Incident Rate (LTIR) [3]	Direct	Rate	0.01	0.01	0.02	0.01	0.01
	Combined	Rate	0.01	0.01	0.02	0.01	0.01
High Potential Incidents (HIPOs) [4]	Direct	Number	10	3	5	6	4
	Combined	Number	10	3	5	6	8
Fatalities as a result of work-related injuries and ill health	Direct	Number	0	0	0	0	0
	Combined	Number	0	0	0	0	0
Hours worked	Direct	Number	91,188,950	69,757,637	73,891,545	77,290,075	98,988,013
	Combined	Number	115,651,629	95,268,048	94,421,385	117,958,659	147,472,557
Total near miss reports		Number	763	514	590	423	384
Workers covered by the undertaking's health and safety management system		%	100%	100%	100%	100%	100%
Operational sites for which employee health & safety risk assessment has been conducted		%	100%	100%	100%	100%	100%
Cases of recordable work-related ill health		Number	0	0	0	0	0
Days lost to work-related injuries, fatalities and ill health		Number	30	94	391	332	223

QHSES indicators	Unit	2023	2024
Leadership engagement [5]	% Completed	82%	92%
Environment Aspects & Impacts compliance [6]	% Completed	90%	97%
Training compliance (mandatory) [7]	% Completed	93%	91%
Near miss incident reviews [8]	% Completed	100%	93%
Health and well-being programs [9]	% Completed	98%	100%
Continual improvement action closeout [10]	% Completed	87%	88%
Recordable and HIPO incident reviews [11]	% Completed	100%	89%
Communication cards action closeout [12]	% Completed	84%	86%

[1] Direct workhours cover employees on McDermott payroll and non-McDermott employees under McDermott's direct supervision. Combined workhours covers McDermott-hired subcontractors performing work scope under their supervision at McDermott-controlled site/facility in addition to direct workhours.

[2] TRIR = Total Recordable Incident x 200,000/Workhours.

[3] LTIR = Lost Time Incident x 200,000/Workhours.

[4] Incidents with a Potential Risk Rating of ≥ 16 that caused or had the potential to cause harm to personnel.

[5] Productive, meaningful interactions between leaders and employees increase employee engagement and strengthen commitment to the company's QHSES policy. Leadership engagements are designed to increase understanding and control of workplace risks, help recognize and reinforce good practices, and become aware of, intervene in, and address unsafe conditions and/or acts. Measurement is obtained by an average of % of Actual Engagement vs. Planned, % of Action Completed vs. Total Actions from Engagements, and % of Feedback Provided vs. Total Feedback Required.

[6] Environmental risks at McDermott sites are evaluated by identifying aspects and determining the potential impacts associated with McDermott's activities, products, and services. This provides the process for identifying controls to manage the associated impacts. The effectiveness of these risk assessments is verified through regular review and monitoring. Measurement is obtained by Total Environment Aspects and Impacts Assessment Completed vs. Total Environment Aspects and Impacts Assessment Required.

[7] All employees shall be trained and competent to safely and efficiently carry out assigned tasks. Established training matrices define the minimum training requirements of every employee, dependent on their role. Measurement obtained by Completed Training vs. Mandatory Training.

[8] A near miss is an undesired event that, under slightly different circumstances, could have harmed people, the environment, or property or resulted in loss of production. Near misses provide an opportunity to proactively address underlying issues, improve HSES processes, and prevent incidents. Regardless of its potential severity, every near-miss incident is investigated and reviewed to identify root causes and implement actions to prevent undesired events from occurring. Measurement obtained by Completed Near Miss Reviews vs. Total Planned.

[9] McDermott's well-being strategy drives the annual health and well-being programs and activity plans. Successful implementation of these programs globally is tracked and reported. Measurement by Total Health and Well-being Programs Implemented vs. Planned.

[10] Actions from continual improvement processes and tools such as incident investigations, management of change, audits and NCRs are monitored for effective and timely closeouts. Measurement obtained by Total Action Completed/Total Action Planned.

[11] The outcome of recordable and HIPO incident investigations and root cause analyses are reviewed with the executive leadership to ensure effective incident investigation, execution of corrective actions, and communication of learnings. Measurement obtained by Completed Recordable/HIPO Executive Reviews vs. Total Recordable/HIPO Incidents.

[12] The QHSES Communication platform has been established so employees can effectively communicate QHSES-related issues / concerns and / or recognitions to management and the QHSES Group. Actions from these are monitored for effective and timely closeouts. Measurement obtained by Total Action completed vs. Total Action Raised.

OUR WORKFORCE

Workforce indicators [1]	Unit	2020	2021	2022	2023	2024
Total number of employees	Number	28,094	25,620	27,678	31,543	32,937
Contract type: Full time employees	Number	23,490	22,326	24,249	27,718	32,813
	%	83.6	87.1	87.6	87.9	99.6
Contract type: Part time employees	Number	4,604	3,294	3249	3,825	124
	%	16.4	12.9	12.4	12.1	0.4
Professional employees	Number	12,128	11,631	12,463	12,807	13,188
	%	43.2	45.4	45.0	40.7	40.0
Craft employees	Number	15,926	13,989	15,215	18,735	19,749
	%	56.7	54.6	55.0	59.4	60.0
Uncategorized employees	Number	41	0	0	1	0
Nationalities represented by employees	Number	108	106	109	112	109
Workforce host countries	Number	33	35	38	34	29
Average employee age	Number	41.0	41.8	41.6	41.4	41
Average tenure	Number	6.6	7.4	6.5	6.1	4.8

Workforce by gender and age group indicators [1]		Unit	2020	2021	2022	2023	2024
Male	<30 years	Number	3,326	2,489	2,815	3,728	4,349
	Between 30 and 50 years	Number	17,157	15,975	17,239	19,162	19,543
	>50 years	Number	4,952	4,806	5,143	5,888	5,936
	Age data not available	Number	18	15	0	3	2
	Total	%	90.6	90.9	91.0	91.2	91.0
Female	<30 years	Number	478	403	491	642	868
	Between 30 and 50 years	Number	1,740	1,521	1,575	1,608	1,786
	>50 years	Number	390	380	384	423	452
	Age data not available	Number	2	2	0	0	0
	Total	%	9.3	9.0	8.9	8.5	9.0
Other/Not disclosed	<30 years	Number	9	7	9	21	0
	Between 30 and 50 years	Number	18	16	15	60	1
	>50 years	Number	4	6	7	8	0
	Age data not available	Number	0	0	0	0	0
	Total	%	0.1	0.1	0.1	0.3	0.0

[1] Employees with direct McDermott contract during reporting year, excluding contingent workers. Headcount parameters are likely to have minor adjustment for previous years due to post-processing and gender identification as specified by the employees.

OUR WORKFORCE

Workforce by gender and company level indicators [1] [2]	Unit	2020	2021	2022	2023	2024
Board						
Female	Number	–	1	1	1	1
	%	–	10.0	10.0	10.0	10.0
Male	Number	–	9	9	9	9
	%	–	90.0	90.0	90.0	90.0
Not Specified	Number	–	0	0	0	0
Executive level						
Female	Number	1	2	2	1	2
	%	11.1	28.6	22.2	12.5	22.2
Male	Number	8	5	7	7	7
	%	88.9	71.4	77.8	87.5	77.8
Not Specified	Number	0	0	0	0	0
Senior management level						
Female	Number	42	35	40	38	39
	%	11.4	10.1	11.7	11.0	13.5
Male	Number	327	312	302	307	249
	%	88.6	89.9	88.3	89.0	86.5
Not Specified	Number	0	1	0	0	0
Management level						
Female	Number	168	172	190	200	193
	%	11.2	12.3	12.9	13.1	13.6
Male	Number	1,331	1,223	1,280	1,332	1,218
	%	88.8	87.7	87.1	86.9	86.3
Not Specified	Number	0	0	0	1	0

Workforce by gender and company level indicators [1] [2]	Unit	2020	2021	2022	2023	2024
Professional level						
Female	Number	1,380	1,249	1,331	1,427	1,537
	%	14.2	13.6	13.6	143.8	14.6
Male	Number	8,338	7,949	8,438	8,941	8,966
	%	85.8	86.4	86.4	86.2	85.4
Not Specified	Number	7	6	7	9	0
Entry level						
Female	Number	1,004	848	887	1,007	1,335
	%	6.1	5.6	5.5	5.2	6.4
Male	Number	15,424	13,796	15,169	18,194	19,390
	%	93.9	94.2	94.5	94.8	93.6
Not Specified	Number	24	22	24	77	0
Unspecified level						
Female	Number	15	0	0	0	0
	%	36.6	0.0	0.0	0.0	0.0
Male	Number	26	1	1	0	0
	%	63.4	100.0	100.0	0.0	0.0
Not Specified	Number	0	0	0	0	0

[1] Employees with direct McDermott contract during reporting year, excluding contingent workers. Headcount parameters are likely to have minor adjustments for previous years due to post-processing and gender identification as specified by the employees.

[2] Company levels are reported according to internal procedure grade: Executive level refers to employees in grade 15; Senior management level refers to employees in grades 11 to 14; Management level is refers to employees in grades 9 to 10; Professional level refers to employees in grades 5 to 8; Entry level refers to employees in grades 1 to 4; Unspecified level refers employees for whom a grade is not determined within HR systems.

OUR WORKFORCE

Professional workforce by gender and age group indicators [1]		Unit	2020	2021	2022	2023	2024
Male	<30 years	Number	780	654	870	975	1,211
	Between 30 and 50 years	Number	6,778	6,678	7,019	6,994	7,122
	>50 years	Number	2,214	2,175	2,325	2,445	2,359
	Age data not available	Number	18	14	0	1	2
	Total	%	80.7	81.9	82.0	81.3	81.1
Female	<30 years	Number	414	367	438	544	676
	Between 30 and 50 years	Number	1,575	1,391	1,450	1,457	1,470
	>50 years	Number	344	345	357	384	348
	Age data not available	Number	2	2	0	0	0
	Total	%	19.2	18.1	18.0	18.6	18.9
Other/Not disclosed	<30 years	Number	1	2	2	2	0
	Between 30 and 50 years	Number	2	1	0	2	0
	>50 years	Number	0	2	2	3	0
	Age data not available	Number	0	0	0	0	0
	Total	%	0.0	0.0	0.0	0.0	0.0

Craft workforce gender by age group indicators [1]		Unit	2020	2021	2022	2023	2024
Male	<30 years	Number	2,544	1,835	1,945	2,753	3,138
	Between 30 and 50 years	Number	10,365	9,297	10,220	12,167	12,421
	>50 years	Number	2,729	2,631	2,818	3,443	3,577
	Age data not available	Number	0	1	0	2	0
	Total	%	98.2	98.4	98.5	98.1	96.9
Female	<30 years	Number	56	36	53	98	192
	Between 30 and 50 years	Number	158	130	125	148	316
	>50 years	Number	46	35	27	38	104
	Age data not available	Number	0	0	0	0	0
	Total	%	1.6	1.4	1.3	1.5	3.1
Other/Not disclosed	<30 years	Number	8	5	7	19	0
	Between 30 and 50 years	Number	16	15	15	58	1
	>50 years	Number	4	4	5	5	0
	Age data not available	Number	0	0	0	0	0
	Total	%	0.2	0.2	0.2	0.4	0.0

[1] Employees with direct McDermott contract during reporting year, excluding contingent workers. Headcount parameters are likely to have minor adjustments for previous years due to post-processing and gender identification as specified by the employees.

OUR WORKFORCE

New hires by gender and age group indicators

		Unit					
Male	<30 years	Number	1,667	1,829	2,117	2,413	3,011
	Between 30 and 50 years	Number	3,865	5,952	7,144	5,876	7,040
	>50 years	Number	939	1,288	1,230	1,127	1,676
	Age data not available	Number	0	0	0	0	0
	Total	%	93.3	93.3	92.4	92.1	89.5
Female	<30 years	Number	163	188	299	342	559
	Between 30 and 50 years	Number	204	345	454	345	637
	>50 years	Number	58	68	56	63	133
	Age data not available	Number	0	0	0	0	0
	Total	%	6.1	6.2	7.1	7.3	10.1
Other/Not disclosed	<30 years	Number	17	9	20	16	10
	Between 30 and 50 years	Number	21	29	31	34	25
	>50 years	Number	4	14	7	8	11
	Age data not available	Number	0	0	0	0	0
	Total	%	0.6	0.5	0.5	0.6	0.4

Turnover indicators [1] [2]

	Unit	2020	2021	2022	2023	2024
Total Turnover (professional, craft and uncategorized)	Number	19,790	11,877	8,852	6,411	8,014
	%	70.4	46.4	32.0	20.3	24.3
Professional Turnover	Number	6,884	2,732	2,849	2,372	2,262
	%	56.8	23.5	22.9	18.5	17.1
Craft Turnover	Number	12,376	9,143	6,003	4,039	5,751
	%	77.7	65.4	39.5	21.6	29.1
Uncategorized Turnover	Number	530	2	0	0	1
	%	22.8	10.5	0.0	0.0	0.0
Voluntary Turnover [4]	Number	3,883	2,993	2,608	2,595	3,651
	%	19.6	25.2	29.5	40.5	45.6
Involuntary Turnover [5]	Number	15,907	8,884	5,244	2,816	4,363
	%	80.3	74.8	70.5	59.5	54.4

Turnover by gender and age group indicators [1] [3]

		Unit	2020	2021	2022	2023	2024
Male	<30 years	Number	3,047	2,126	1,270	949	1,364
	Between 30 and 50 years	Number	10,110	6,914	5,485	3,915	4,703
	>50 years	Number	3,541	1,896	1,380	981	1,345
	Age data not available	Number	1,042	12	9	1	15
	Total	%	69.7	47.0	32.3	20.3	24.9
Female	<30 years	Number	334	200	161	123	191
	Between 30 and 50 years	Number	1,091	568	416	344	298
	>50 years	Number	438	130	96	72	76
	Age data not available	Number	94	1	2	0	3
	Total	%	75.0	39.0	27.6	20.2	18.3
Other/Not disclosed	<30 years	Number	24	12	7	7	3
	Between 30 and 50 years	Number	40	13	20	14	9
	>50 years	Number	7	5	6	5	6
	Age data not available	Number	22	0	0	0	1

[1] Employees with direct McDermott contract during reporting year, excluding contingent workers. Headcount parameters are likely to have minor adjustments for previous years due to post-processing and gender identification as specified by the employees.
[2] Voluntary termination for all employees, including retirements and not including any transfers or country reassignments.
[3] Turnover rates calculated vs specific category (e.g., professional turnover rate = professional turnover/professional headcount*100). Voluntary and involuntary turnover rate calculated vs total turnover.
[4] Involuntary termination for all employees, not including transfers or country reassignments.
[5] Employees with direct McDermott contract during reporting year, excluding contingent workers. Headcount parameters is likely to have minor adjustment for previous years due to post-processing and gender identification as specified by the employees.
[6] Turnover rates calculated vs specific category (e.g., professional turnover rate = professional turnover/professional headcount*100). Voluntary and involuntary turnover rate calculated vs total turnover.

LEARNING AND DEVELOPMENT

Talent & organizational development training indicators [1]	Unit	2023	2024
Average hours of learning per employee [2]	Rate	3	5
Learning Hours (facilitated)	Hours	8,646	22,096
Learning Hours (digital)	Hours	85,975	141,251
Facilitated learning highlights			
Business Acumen Series	Attendees	696	383
Business Acumen Series	Hours	696	721
Core Value Series	Attendees	577	188
Core Value Series	Hours	577	200
Inclusion and belonging	Attendees	47	1,329
Inclusion and belonging	Hours	85	2,160
Global Core Processes	Attendees	1,333	961
Global Core Processes	Hours	1,305	2,266
Lean Six Sigma	Attendees	521	95
Lean Six Sigma	Hours	1,563	901
Optimizing Performance Series	Attendees	542	1,421
Optimizing Performance Series	Hours	542	2,059

Leadership academy (facilitated training) indicators [1]	Unit	2023	2024
Core Management [4]	Assigned Employees	131	120
Core Management [4]	Hours	1,048	466
IMPACTT [5]	Assigned Employees	55	62
IMPACTT [5]	Hours	776	1,860
Sterling Senior Leadership Program [6]	Assigned Employees	–	74
Sterling Senior Leadership Program [6]	Hours	–	2,590
Keystone Manager Effectiveness Program [7]	Assigned Employees	–	112
Keystone Manager Effectiveness Program [7]	Hours	–	2240
Stride Business Acumen Program [8]	Assigned Employees	–	56
Stride Business Acumen Program [8]	Hours	–	840
Project Management Academy [9]	Assigned Employees	–	74
Project Management Academy [9]	Hours	–	1,098
Global People Services [10]	Assigned Employees	–	163
Global People Services [10]	Hours	–	567

Digital learning	Unit	2023	2024
Culture Wizard [11]	Users	1,081	773
Culture Wizard [11]	Hours	574	759
LinkedIn Learning [12]	Users	1,120	5,395
LinkedIn Learning [12]	Hours	19,402	17,344
mentorcliQ [13]	Users	352	187
mentorcliQ [13]	Hours	949	1,622
Percipio [14]	Users	12,084	19,417
Percipio [14]	Hours	65,050	121,524
Targeted employees [15]			
High Potential	Identified Employees	346	331
High Potential	Hours	6,619	10,444
Top Talent	Identified Employees	54	54
Top Talent	Hours	1,314	1,564

[1] Training Indicators captured by Training & Organizational Development systems.
[2] Average hours of learning per employee is calculated based on total learning hours (facilitated and digital) and taking in consideration total number of employees disclosed in Workforce Indicators.
[3] Training Indicators captured by Training & Organizational Development systems.
[4] Nomination based program for new and existing managers.
[5] Nomination based program for high potential future leaders.
[6] Nomination based program for senior leaders, director level and above (initiated in 2024).
[7] Nomination based program for people managers (initiated in 2024).
[8] Nomination based program for high potential female future leaders (initiated in 2024).

[9] Nomination based program to support project execution excellence in project management for managers (initiated in 2024).
[10] Nomination based program for managers (initiated in 2024).
[11] Third Party platform delivering culture awareness content.
[12] Third Party platform delivering digital content covering a broad range of topics.
[13] Third Party platform managing mentoring relationships and interaction activities.
[14] Third Party platform delivering corporate, compliance and governance content.
[15] Identified through the Talent Review Process, these employees have demonstrated the ability and aspiration to be successful leaders in McDermott and need to measure their engagement in development programs to support retention and succession planning objectives.

LEARNING AND DEVELOPMENT

Ethics & compliance training indicators highlights	Unit	2023	2024
Facilitated training on Ethics & Compliance topics	Attendees	2,549	7,381
	Hours	1,814	5,920
Code of Business Conduct e-learning (Prevention of force labor, conflict of interest, anti-corruption, and privacy and information security components included) [1]	Assigned employees	7,841	9,505
	% Completed	96	99

Value chain training indicators highlights	Unit	2024
Supply Chain Sustainability	Attendees	455
	Hours	682.5
Diligent third-party Screening Admin Training	Attendees	8
	Hours	12
Process Retraining [2]	Assigned employees	1,450
	% Completed	53
	Hours	9,288
Buyers across all locations who have received training on sustainable procurement	%	66

QHSES training indicators highlights [3]	Unit	2020	2021	2022	2023	2024
QHSES training	Attendees	20,111	22,986	22,880	21,518	44,062
	Hours	470,368	446,962	520,166	562,871	837,298
QHSES Induction [4]	% Completed	97	96	96	94	97
Environmental Aspects & Impact [5]	% Completed	99	74	84	92	89
Spill prevention and control [6]	% Completed	-	77	83	94	93
Waste management [7]	% Completed	95	77	82	90	89
Water management [8]	% Completed	-	68	83	92	90

Career development indicators						
Performance management						
Eligible employees who completed annual performance review [9]	Number	-	6,082	8,856	9,994	10,311
	% Completed	-	74	88	95	95
Global Mentoring Program [10]	Number enrollments	661	136	248	140	330
	Number mentees	421	86	173	102	225
	Number mentors	240	50	75	38	105

[1] Ethics and compliance e-learning trainings are assigned to eligible employees. Employee eligibility is determined by grade (grade 6 and above) and subject to CECO-approved inclusion, exclusion, or subsequent assignment waiver that are provided annual ethics and compliance training.

[2] This course provides updates to SCM resources on supply chain related processes in the area of procurement, subcontracts, package management, materials management, and supplier relationship management.

[3] QHSES training programs are assigned to specific employees and provide the knowledge and skills to recognize potential hazards and risks and to identify acceptable means and methods to mitigate these risks to prevent injury to personnel, environment, pollution, damage to property, security threat to personnel and company assets. QHSES trainings account facilitated and digital trainings.

[4] This course provides employees with knowledge and skills on McDermott's QHSES systems, procedures, programs and tools and how they should be applied at worksites.

[5] This course is designed to provide a comprehensive overview of McDermott's environmental aspects and impacts assessment process. This provides an in-depth understanding of the key concepts related to Environmental Aspects & Impacts, including the identification of the personnel responsible for identifying environmental aspects and impacts at the sites, the process of assessing activities, products, and services, and the identification of controls to reduce or mitigate negative impacts to the environment.

[6] This course introduces to McDermott Spill Prevention and Control process, covering topics such as recognizing the areas with potential spills, identifying appropriate controls to prevent or reduce impact of spills on the environment, using appropriate forms when conducting inspections, and understanding of elements of Spill Prevention and Control Plan.

[7] This course explains McDermott's minimum requirements on the waste management program. It also describes the company's commitment to waste stewardship, waste reduction, reuse and recovery, and pollution prevention.

[8] This course explains the minimum measures to protect water resources at McDermott sites that have an activity, product or service that uses water in a process or generates wastewater and locations that conduct activities or services, or have materials or products exposed to stormwater or runoff.

[9] Every year Performance management process criteria is revised, according to HR leadership. Eligibility criteria of professional employees is determined by user person type, job group, cost centers, and job title.

[10] Company internal mentorship program tracked on mentorcliQ (third-party platform managing mentoring relationships and interaction activities). McDermott also supports mentorship/sponsorship/development engagements between employees, usually performed at local level, which are not accounted in the global Mentoring Program.

SOCIAL RESPONSIBILITY

Social responsibility indicators	Unit	2020	2021	2022	2023	2024
Community grievances						
Sites with grievance	Number	8	8	8	4	3
Number received	Number	25	8	26	24	10
Number addressed	Number	18	8	26	22	5
Supplier diversity spend						
Diverse and small businesses	USD	129M	95M	88M	88M	111M
Minority	USD	19M	9M	8M	11M	24M
Women Owned	USD	70M	15M	14M	15M	20M
Veteran owned businesses and disabled veteran owned business	USD	11M	7M	5M	8M	4M
External audits						
Labor & human rights	Number	–	–	–	5	4

GOVERNANCE

Business ethics indicators	Unit	2020	2021	2022	2023	2024
Speak Up! Cases (received and addressed via Ethics and Compliance)	Number	201	152	134	142	233
Cases by Issue Type						
Governance [1]	Number	80	65	42	39	76
Labor [2]	Number	53	39	34	31	32
Human Rights [3]	Number	43	24	23	47	86
Health, Safety and Environment [4]	Number	22	5	10	8	5
Other [5]	Number	3	19	25	17	34
Supply chain indicators						
Suppliers screened						
Eligible suppliers screened [6]	Number	3,179	2,234	1,961	1,254	1,678
	%	100	100	100	100	100
Suppliers screening for environment, social, & governance in Dun and Bradstreet supplier risk management [7]	Number	–	–	–	1,734	1,173
	%	–	–	–	100	70
Suppliers who have signed the McDermott Supplier Code of Business Conduct [8]	Number	3,179	2,234	1,961	1,254	1,398
	%	–	–	76	72	83
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements [9]	Number	–	–	–	–	6,009
	%	–	–	–	–	100

[1] Cases relative to Inappropriate Behavior, Gifts, Bribes and Kickbacks, Fraud or Embezzlement, Conflict of Interest, Misuse of Resources, Theft, Disclosure of confidential information, Procurement activity concerns, conduct or policy violations, quality control, legal and regulatory violations, accounting/ auditing practices, antitrust or fair trading, falsification or destruction of information.

[2] Cases related to Unfair Employment Practices, Employment or Disciplinary Action.

[3] Harassment, Discrimination, Threats or Physical violence, Retaliation or Retribution.

[4] Environment, Health and Safety & Substance Abuse.

[5] Cases relative to topics not captured by Governance, Labor, Human rights, Health, Safety and Environment categories.

[6] Eligible suppliers are composed of all suppliers with which the company contracts for projects and business-related goods and services. This typically would exclude individuals and entities such as utilities, governmental agencies, credit card and other invoice only payees, claimants, and court ordered payees, etc.

[7] Suppliers are screened for ESG using a third-party supplier risk management software. An attempt is made to screen all eligible suppliers with commitments which exceeds $1M USD. Not all suppliers ESG component of overall risk profile was made available in 2023. Suppliers' screenings may be solicited outside of an eligibility request.

[8] 2020 and 2021 percentage not disclosed due to uncertainty of total number of suppliers of those years (denominator for accurate percentage calculation). In 2024, Company introduced a Supplier Code of Business Conduct that replaced the McDermott Code of Business Conduct previously used.

[9] Targeted Supplier is a supplier, subcontractor, or service provider which provides goods and/or services to the company as part of a revenue project.