

# ENVIRONMENTAL PERFORMANCE

GHG Emissions Indicators – Operational Control [1] [2] [3][4][5][6][7][8][9] Accounting Scope 2 market-based unless stated otherwise		Unit	2020	2023	2024	2025
Scope 1 (direct)		tCO <sub>2</sub> e	146939	162592	169468	164492
Scope 2 (indirect) - market-based		tCO <sub>2</sub> e	63629	12495	9636	4467
Scope 2 (indirect) - location-based		tCO <sub>2</sub> e	63629	65677	68080	54185
Total Scope 1 & 2		tCO <sub>2</sub> e	210568	175086	179104	168958
Scope 1 & 2 by site type	Accommodations	tCO <sub>2</sub> e	1289	806	705	795
	Construction site	tCO <sub>2</sub> e	16260	6491	5543	19061
	Fabrication	tCO <sub>2</sub> e	75350	30344	26719	19198
	Logistic site	tCO <sub>2</sub> e	511	1	325	364
	Office	tCO <sub>2</sub> e	11259	9176	8566	3793
	Vessel	tCO <sub>2</sub> e	105899	128268	137246	125748
Absolute Scope 1 & 2 reduction versus 2020 base year		%	-	17	15	20

[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 (CO<sub>2</sub>e), a standard unit for measuring carbon footprints. The conversion factors to calculate CO<sub>2</sub>e are primarily based on EPA, IEA, and 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] Historical figures have been restated to reflect the divestment of the CB&I business, in line with McDermott's GHG Recalculation Policy aligned with the GHG Protocol. This restatement results in reductions of approximately 17% in 2020, 10% in 2023, and 11% in 2024 for total Scope 1 and Scope 2 emissions.

[5] For year 2025, direct biogenic emissions of CO<sub>2</sub> from the combustion of biodiesel, which are not included in Scope 1 GHG emissions amount to 2,874 tCO<sub>2</sub>.

[6] Fugitive emissions are currently excluded from the inventory and remain under assessment; preliminary estimates indicate they represent <1% of the total footprint.

[7] Emissions from purchased industrial gases are included; however, coverage of all gas types is still under assessment.

[8] Split may not add up to the total due to rounding.

[9] All calculations for Scope 1 emissions, Scope 2 market-based emissions, and Scope 2 location-based emissions follow the methodologies set out in the Basis of Preparation. The detailed Basis of Preparation, including all calculation methods, emission factors, and boundary definitions, is provided at the end of this report.

Energy Consumption Indicators [10]		Unit	2020	2023	2024	2025
Electricity (Scope 2)	Electricity from grid	MWh	118799	123637	135080	117233
	Heat consumption from grid	MWh	1764	781	811	565
	Electricity from on-site solar (owned and PPA)	MWh	0	4166	4577	5828
	Total	MWh	120563	128584	140468	123626
Fuel (Scope 1)	Diesel (direct)	MWh	562057	605841	598633	614102
	Gasoline (direct)	MWh	8522	10217	7774	11146
	Propane (direct)	MWh	1522	1742	1130	937
	Natural gas (direct)	MWh	5090	3767	3644	2253
	Used oil (direct)	MWh	0	53	0	0
	Biodiesel 30% (direct)	MWh	0	4200	0	0
	Biodiesel 35% (direct)	MWh	0	27297	46276	3277
	Biodiesel 40% (direct)	MWh	0	0	0	24869
	Total	MWh	577191	653118	657457	656585
Energy Consumption (Scope 1 & 2)		MWh	697754	781701	797925	780211

Renewable Energy (Scope 1 and 2) [10]	Unit	2020	2023	2024	2025
Renewable Electricity [11]	MWh	0	94102	116408	113023
	%	0	74	83	92
Renewable Fuel [12]	MWh	0	10814	16197	11095
	%	0	1.7	2.5	1.7
Renewable Energy (Electricity and Fuel)	MWh	0	104916	132605	124118
	%	0	13.4	16.6	15.9

[10] Split may not add up to the total due to rounding.

[11] Includes contributions from own on-site solar panels, on-site solar power purchase agreements, energy attribute certificates, and renewable electricity agreements with utility providers.

[12] 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 Significant Incidents Indicators [13]		Unit	2023	2024	2025
Air	Event(s)	Number	0	0	0
	Release Type	Description	NA	N/A	N/A
	Amount	Pound	0	0	0
Land	Event(s)	Number	3	10	0
	Release Type	Description	0.1m3 Septic Effluent + 0.095m3 Hydraulic Oil + 0.6m3 Septic Effluent	0.2 m3 of Diesel, 4.52 m3 of Domestic Wastewater	N/A
	Amount	m3	0.795	4.72	0
Water	Event(s)	Number	0	2	1
	Release Type	Description	NA	0.25 m3 of Gasoline, 0.454 m3 of Oil (Hydraulic, Motor, etc.)	1.5 m3 of Oil (Hydraulic, Motor, etc.)
	Amount	m3	0	0.704	1.5
Total L-3		Number	3	12	1

Loss of Containment Indicators [14]	Unit	2023	2024	2025	
Top 3 materials	Material Description and m3	Septic effluent	0.71	Uncured concrete	8
		Hydraulic oil	0.423	Domestic wastewater	4.73
		Diesel	0.207	Diesel	2.36
Total amount	m3		1.682	18.916	

[13] Environmental Significant Incidents defined as moderated impact, level III (L-3) or above. 2022-2024 definition includes releases to the environment reportable to regulatory agencies that triggers an Agency official notification of a violation, improvement plan, fine, visit, or spill quantities greater than or equal to 0.095 m3. From 2025 on, QHSES Incident Severity Matrix Environmental incident classification has been updated to include substance release impact severity criteria redefined based on hazardous vs non-hazardous characteristics of the substance released, surface impacted (receptors) and impact to the environment.

[14] For each release, report the total volume released out of containment in cubic meters and the type of material released.

# SAFETY PERFORMANCE

Safety Indicators [1]		Unit	2023	2024	2025
Total Recordable Incident (TRI)	Direct	Number	40	46	44
	Combined	Number	43	55	55
Total Recordable Incident Rate (TRIR) [2]	Direct	Rate	0.1	0.09	0.10
	Combined	Rate	0.07	0.07	0.09
Lost-time Incident (LTI)	Direct	Number	5	6	2
	Combined	Number	5	7	2
Lost-time Incident Rate (LTIR) [3]	Direct	Rate	0.01	0.01	0.01
	Combined	Rate	0.01	0.01	0.003
High Potential Incidents* (HIPOs) [4]	Direct	Number	5	4	4
	Combined	Number	6	8	5
Fatalities as a result of work-related injuries and ill health	Direct	Number	0	0	2
	Combined	Number	0	0	3
Hours worked*	Direct	Number	77310242	98985446	85265276
	Combined	Number	118156442	147469990	122788076
Total near miss reports		Number	426	384	361
Workers covered by the undertaking's health and safety management system		%	100	100	100
Operational sites for which an employee health & safety risk assessment has been conducted		%	100	100	100
Cases of recordable work-related ill health		Number	0	0	0
Days lost to work-related injuries, fatalities and ill health		Number	332	223	257

[1] Direct workhours cover employees on McDermott payroll and non-McDermott employees under McDermott's direct supervision. Combined workhours cover 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.

\* Data for HIPO and man hours have been updated following post reporting validation for the 2025 reporting year. Corrections reflect revised figures captured in the source system to ensure alignment between system data and reported values. These adjustments do not affect underlying performance and have been made to maintain accuracy and audit traceability.

QHSES Indicators	Unit	2023	2024	2025
Leadership Engagement [5]	% Completed	82	92	92
Environmental Aspects & Impacts Compliance [6]	% Completed	90	97	100
Training Compliance (mandatory) [7]	% Completed	93	91	94
Near Miss Incident Reviews [8]	% Completed	100	93	N/A
Health and Well-being Programs [9]	% Completed	98	100	N/A
Continual Improvement Action Closeout [10]	% Completed	87	88	88
Recordable and HIPO Incident reviews [11]	% Completed	100	89	98
Communication Cards Action Closeout [12]	% Completed	84	86	91

- [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 is 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 is 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 is obtained by Total Health and Wellbeing 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 is 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 is 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 is obtained by Total Action completed vs. Total Action Raised.

# OUR WORKFORCE

Workforce Indicators [1]	Unit	2023	2024	2025
Total number of employees	Number	31543	32937	30202
Full-time employees	Number	27718	32813	30107
	%	87.9	99.6	99.7
Part-time employees	Number	3825	124	95
	%	12.1	0.4	0.3
Professional employees	Number	12807	13188	12578
	%	40.7	40	41.6
Craft employees	Number	18735	19749	17624
	%	59.4	60	58.4
Uncategorized employees	Number	1	0	0
Nationalities represented by employees	Number	112	109	116
Number of countries workforce hosted	Number	34	29	28
Average employee age	Number	41.4	41	41.5
Average tenure	Years	6.12	4.8	5

Workforce by Gender & Age Group Indicators [1]		Unit	2023	2024	2025
Men	<30 years	Number	3728	4349	3521
	between 30 and 50 years	Number	19162	19543	17571
	>50 years	Number	5888	5936	5815
	Age data not available	Number	3	2	0
	Total	%	91.2	91	89
Women	<30 years	Number	642	868	829
	between 30 and 50 years	Number	1608	1786	1942
	>50 years	Number	423	452	523
	Age data not available	Number	0	0	0
	Total	%	8.5	9	10.9
Other/Not Disclosed	<30 years	Number	21	0	1
	between 30 and 50 years	Number	60	1	0
	>50 years	Number	8	0	0
	Age data not available	Number	0	0	0
	Total	%	0.3	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.

Professional Workforce by Gender & Age Group [2]		Unit	2023	2024	2025
Men	<30 years	Number	975	1211	1095
	between 30 and 50 years	Number	6994	7122	6639
	>50 years	Number	2445	2359	2368
	Age data not available	Number	1	2	0
	Total	%	81.3	81.1	80.3
Women	<30 years	Number	544	676	618
	between 30 and 50 years	Number	1457	1470	1478
	>50 years	Number	384	348	379
	Age data not available	Number	0	0	0
	Total	%	18.6	18.9	19.7
Other/Not Disclosed	<30 years	Number	2	0	1
	between 30 and 50 years	Number	2	0	0
	>50 years	Number	3	0	0
	Age data not available	Number	0	0	0
	Total	%	0	0	0

Craft Workforce by Gender & Age Group [3]		Unit	2023	2024	2025
Men	<30 years	Number	2753	3138	2426
	between 30 and 50 years	Number	12167	12421	10932
	>50 years	Number	3443	3577	3447
	Age data not available	Number	2	0	0
	Total	%	98.1	96.9	95.4
	Women	<30 years	Number	98	192
between 30 and 50 years		Number	148	316	464
>50 years		Number	38	104	144
Age data not available		Number	0	0	0
Total		%	1.5	3.1	4.6
Other/Not Disclosed		<30 years	Number	19	0
	between 30 and 50 years	Number	58	1	0
	>50 years	Number	5	0	0
	Age data not available	Number	0	0	0
	Total	%	0.4	0	0

[2] Employees that generally perform work requiring advanced knowledge, specialized education, or professional judgment.

[3] Employees that generally perform skilled manual or technical work using tools, machinery, or trade-specific techniques.

Workforce by Gender & Company Level Indicators [4]		Unit	2023	2024	2025
<b>Board</b>					
Female	Number	1	1	1	
	%	10	10	10	
Male	Number	9	9	9	
	%	90	90	90	
Not Specified	Number	0	0	0	
<b>Executive Level</b>					
Female	Number	1	2	2	
	%	12.5	22	22	
Male	Number	7	7	7	
	%	87.5	78	78	
Not Specified	Number	0	0	0	
<b>Sr. Management Level</b>					
Female	Number	38	39	41	
	%	11	13.5	14	
Male	Number	307	249	242	
	%	89	86.5	86	
Not Specified	Number	0	0	0	
<b>Management Level</b>					
Female	Number	200	193	211	
	%	13.1	13.6	15	
Male	Number	1332	1218	1225	
	%	86.9	86.3	85	
Not Specified	Number	1	0	0	

Professional Level		Unit	2023	2024	2025
Female	Number	1427	1537	1564	
	%	13.8	14.6	15	
Male	Number	8941	8966	8925	
	%	86.2	85.4	85	
Not Specified	Number	9	0	0	
<b>Entry Level</b>					
Female	Number	1007	1335	1476	
	%	5.2	6.4	8	
Male	Number	18194	19390	16508	
	%	94.8	93.6	92	
Not Specified	Number	77	0	1	
<b>Unspecified Level</b>					
Female	Number	0	0	0	
	%	0	0	0	
Male	Number	0	0	0	
	%	0	0	0	
Not Specified	Number	0	0	0	

[4] Company Levels are reported according to internal procedure grade: Executive level accounts employees' grade 15; Sr management level accounts employees from grade 11 to 14; Management level is relative to grade 9 and 10; Professional level accounts grade 5 to 8; Entry level is relative to grade 1 to 4; Unspecified level accounts employees where grade is not determined in HR systems.

New Hires by Gender & Age Group Indicators		Unit	2023	2024	2025
Men	<30 years	Number	2413	3011	2374
	between 30 and 50 years	Number	5876	7040	5137
	>50 years	Number	1127	1676	1314
	Age data not available	Number	0	0	0
	Total	%	92.1	89.5	88.4
Women	<30 years	Number	342	559	424
	between 30 and 50 years	Number	345	637	578
	>50 years	Number	63	133	137
	Age data not available	Number	0	0	0
	Total	%	7.3	10.1	11.4
Other/Not Disclosed	<30 years	Number	16	10	5
	between 30 and 50 years	Number	34	25	10
	>50 years	Number	8	11	1
	Age data not available	Number	0	0	0
	Total	%	0.6	0.4	0.2

Turnover Indicators [5] [6] [7]		Unit	2023	2024*	2025
Total Turnover (professional, craft and uncategorized)	Number	6411	8027	12651	
	%	21.2	24.7	40.7	
Professional Turnover	Number	2372	2265	2735	
	%	19.0	17.3	21.3	
Craft Turnover	Number	4039	5761	9916	
	%	23.6	29.6	54.2	
Uncategorized Turnover	Number	1	0	0	
	%	0	0	0	
Voluntary Turnover [8]	Number	2595	3614	3922	
	%	12.1	11.2	12.6	
Involuntary Turnover [9]	Number	2816	4413	8729	
	%	9.5	13.6	28.1	

[5] 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.

[6] Average yearly headcount is used to calculate turnover rates (same methodology applied to distinct categories).

[7] 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.

[8] Voluntary termination for all employees including retirements, and not including any transfers or country reassignments.

[9] Involuntary termination for all employees and not including transfers or country reassignments.

\* Turnover data is likely to have minor adjustment for previous years due to data rectification.

Turnover by Gender & Age Group Indicators [10]		Unit	2023	2024*	2025
Men	<30 years	Number	949	1367	2558
	between 30 and 50 years	Number	3915	4704	7054
	>50 years	Number	981	1347	2059
	Age Data Not available	Number	1	17	4
	Total	%	20.3	25.1	41.8
Women	<30 years	Number	123	192	336
	between 30 and 50 years	Number	344	302	508
	>50 years	Number	72	76	126
	Age Data Not available	Number	0	3	1
	Total	%	20.2	19.7	30.3
Other/Not Disclosed	<30 years	Number	7	3	2
	between 30 and 50 years	Number	14	9	0
	>50 years	Number	5	6	0
	Age Data Not available	Number	0	1	1

# HUMAN RIGHTS

Human Rights Training [1]	Unit	2023	2024	2025
Introduction to Human Rights and Labor Rights [4]	Attendees	-	-	3379
	Hours	-	-	507

Hours calculation (to maintain consistency with others) = # attendees\*training time (in hours)

Human Rights Risk Assessment [2]	Unit	2023	2024	2025
Owned and Operated Sites	Number	-	-	76
Suppliers	Number	-	-	214

[1] New KPI reported in 2025.

[2] Introduction to Human and Labor Rights training (Modern Slavery training) are assigned to eligible employees. Employee eligibility is determined by grade (grade 8 and above) as per our Human Rights Due Diligence guidelines.

[10] 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.

\* Turnover data is likely to have minor adjustment for previous years due to data rectification.

# TRAINING & ORGANIZATIONAL DEVELOPMENT

Talent & Organizational Development Training Indicators [1]	Unit	2023	2024	2025
Average hours of learning per employee [2]	Rate	3	5	18.17
Learning Hours (facilitated)	Hours	8646	22096	23436
Learning Hours (digital)	Hours	85975	141251	294066

Career Development Indicator	Unit	2023	2024	2025
Eligible employees who completed annual performance review [3]	Number	9994	10311	10731
	% Completed	95	95	97
Global Mentoring Program [4]	Number enrollments	140	330	730
	Number mentees	102	225	525
	Number mentors	38	105	288

QHSES Training Indicators [5]	Unit	2023	2024	2025
QHSES training	Attendees	21518	44062	36509
	Hours	562871	837298	551028
QHSES Induction [6]	% Completed	94	97	97
Environmental Aspects & Impact [7]	% Completed	92	89	87
Spill prevention and control [8]	% Completed	94	93	92
Waste management [9]	% Completed	90	89	92
Water management [10]	% Completed	92	90	92

[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 the number of participants in 2025. In 2023 and 2024, this was calculated against the total number of employees.

[3] 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.

[4] 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 included in the global Mentoring Program.

[5] 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 training hours include facilitated and digital training.

[6] 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.

[7] 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.

[8] This course introduces McDermott's 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.

[9] 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.

[10] 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.

Ethics & Compliance Training Indicators	Unit	2023	2024	2025
Facilitated training on Ethics & Compliance topics	Attendees	2549	7381	3379
	Hours	1814	5920	507
Code of Business Conduct e-learning (Prevention of force labor, conflict of interest, anti-corruption, and privacy and information security components included) [11]	Assigned employees	7841	9505	3577
	% Completed	96	99	99

## SOCIAL RESPONSIBILITY

Supplier diversity spend [1]	Unit	2023	2024	2025
Diverse and small businesses	USD (Million)	51	28	49
Minority	USD (Million)	2	2	8
Women-owned	USD (Million)	9	8	21
Veteran-owned businesses and disabled veteran-owned business	USD (Million)	8	1	3

[1] Source data provided to our external spend analytics provider was refreshed, resulting in a downward restatement of 2023 and 2024 figures.

[11] 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 from annual ethics and compliance training.

# GOVERNANCE PERFORMANCE

Governance Indicators	Unit	2023	2024	2025
Speak Up! Cases (received and addressed via Ethics and Compliance)	Number	142	233	276
<b>Cases by Issue Type</b>				
Governance [1]	Number	39	76	81
Labor [2]	Number	31	32	68
Human Rights [3]	Number	47	86	100
Health, Safety and Environment [4]	Number	8	5	10
Other [5]	Number	17	34	17

Sustainable Supply Chain Indicators	Unit	2023	2024	2025
<b>Suppliers screened</b>				
New suppliers that have undergone ESG screening [6]	Number	1254	1678	1162
	%	100	100	97
New suppliers screened for ESG on Dun & Bradstreet [7]	Number	1734	1173	865
	%	100	70	89
Targeted suppliers screened for ESG performance monitoring [8]	Number	-	-	95
	%	-	-	48
Suppliers who have signed the McDermott Supplier Code of Business Conduct [9]	Number	1254	1398	1162
	%	72	83	97
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements [10]	Number	-	6009	8835
	%	-	100	100

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

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

[3] Cases related to Bullying, Harassment, Discrimination, Threats or Physical violence, Retaliation or Retribution, Employee Relations Concerns

[4] Cases related to Environment, Health and Safety & Substance Abuse

[5] Cases related 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. ESG component of overall risk profile was made available in 2023. Suppliers' screenings may be solicited outside of an eligibility request.

[8] Targeted suppliers for ESG Screening are the top 200 spend suppliers for the company.

[9] In 2024, Company introduced a Supplier Code of Business Conduct that replaced the McDermott Code of Business Conduct previously used.

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