



MESSAGE FROM

DAVID DICKSON
PRESIDENT AND CHIEF EXECUTIVE OFFICER



March 31, 2020

Podcast and Poll Keep us Connected

To all McDermott employees:

Today's operating environment is riddled with uncertainty. From the COVID-19 health crisis to the oil surplus to financial restructuring, you are managing many issues with a relentless focus on well-being and doing your part to ensure we emerge a stronger company. Even with regular news on inSITE, messages from leadership and notifications from Crisis Management Teams, I'm sure you have questions that have not yet been answered.

Today, I'm excited to launch a new way for us to connect. In a regular podcast, I will talk about the most common topics and answer questions submitted by employees through an [online poll](#).

Your questions could range from the state of the business and what we're doing to address the macro issues to the long-term position of the company and how I'm personally managing smart work plans. It's up to you. In this time of social distancing, we have to work harder to stay connected.

Here's how to participate in the anonymous poll:

- [Click here to access](#)
- Submit your questions
- Listen to our podcast

Thank you, in advance, for your candidness and willingness to an open dialog. And keep the feedback coming after you listen to the podcast. Together, we will forge a successful path forward.

David

This information is confidential and should not be distributed outside of the company.



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October 19, 2020

Your Perspective and the Value of Transparency

To all selected survey recipients:

Our organization's capacity to continually improve is dependent on maintaining a culture of open and transparent dialogue. To that end, you have been selected to participate in our 2020 Culture and Internal Controls Survey. This survey is an invitation to anonymously share your insights and candid, personal views on the company's culture and effectiveness of our internal controls. Please use this opportunity to help our organization better understand what is and isn't working so we can prioritize and focus on areas in need of attention.

Your participation and responses are completely anonymous. A third-party provider, Quantisoft, will collect, aggregate and report results to the Executive Committee and the Board of Directors. To be clear, to maintain anonymity, the survey collects no personal information. These measures have been put in place to encourage employees to share their honest, open feedback—whether positive or negative.

Lastly, while providing written commentary within the survey is optional, the value of this level of candor is immeasurable to me, especially when my ability to personally connect with employees directly has been limited by COVID-19.

Please click [here](#) to access the survey. It only takes about 20 minutes. Since responses cannot be saved midway and completed later, please ensure you have sufficient time to finish.

Your feedback and commitment to our journey is greatly appreciated.

David

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