



SUSTAINABILITY REPORT

2023



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MESSAGE FROM OUR PRESIDENT AND CEO

At Diamond Offshore, our continued mission is responsibility, whether that be in our operations, the way we care for our people, the opportunity we seek to create for our shareholders, or our global contribution to the energy needs of the world. Sustainability is at the core of all those responsibilities, aligning our business with the long-term health of the environments and communities in which we operate. On behalf of our team at Diamond Offshore, I am pleased to present you with our 2023 Sustainability Report, which outlines our commitments to sustainability, safety, innovation, human rights, and our North Star of responsibly unlocking energy.

Rooted in our core mission, vision and values, our ethos of continual improvement and operational excellence extends to our focus on the environment and people. In the pages that follow, we highlight the goals we have set for our company and the progress we have made on our commitments to climate, safe operations, human capital, stewardship and security. In line with our sustainability framework of bringing together both internal forces and external engagement, I am pleased to report that we continue to make progress against our multi-year roadmap for environmental, social and governance (ESG) considerations.

In 2023, one of our biggest efforts in this regard was to evaluate our alignment with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We recognize that meeting society's global energy needs – and even the achievement of the UN's global net-zero goals – will continue to require hydrocarbon supply, and we view our contribution as critical to ensure this supply is generated with efficiency and mitigated risk. We continue to manage our usage of energy in our operations and to make progress, we have established a new goal of a 10% emission intensity reduction of operational greenhouse gas emissions from our rigs by 2030.

Through this work, our focus on safety never wavers, and in 2023, we made a number of advances in Red Zone Management, our safety culture, and leveraging our long history of experience to predict and correct for potential hazards. We also continued to recognize the impact that mental and emotional well-being has on our offshore crew, and we were proud to bring the Starlink satellite communications service onboard to keep crew members connected to their onshore friends and family.

As always, we believe that accountability and oversight for these actions and progress on all our environmental and social goals is mission-critical. As the demand for more sustainable production increases from our customer base, so does the demand for companies that operate with stronger protocols, processes and structures. Throughout the year, we continued to progress our cybersecurity protections, our suite of social and rights policies, our responsible supply chain management and our safeguards against corruption and bribery.

All together, we believe these actions make Diamond Offshore a stronger, more valuable enterprise. By focusing on sustainability and social impact throughout our organization and our business, we believe we are meeting marketplace demands and acting with the corporate responsibility that makes our shareholders proud. We look forward to our continued engagement with our team and all our stakeholders on these important issues, and our demonstrated leadership and stewardship as we shape our organization for the future.



BERNIE WOLFORD JR.
Diamond Offshore President and CEO



THE DIAMOND DIFFERENCE™



01

MISSION, VISION AND VALUES



At Diamond Offshore, we are consistently guided in our work, our commitments, and our approach to partnership by the mission, vision and values of our organization.

This is The Diamond Difference™ – to deliver for our stakeholders with the highest levels of quality and service.

OUR MISSION

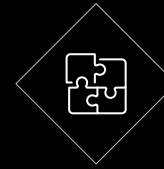
With respect for the lives we touch and the impact we make, we deliver fresh perspectives to anticipating and solving complex deepwater challenges.

OUR VISION

We see a world in which affordable and plentiful energy is delivered safely from the deepest waters.

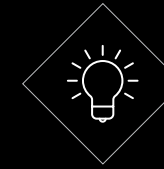


OUR VALUES AND BEHAVIORS



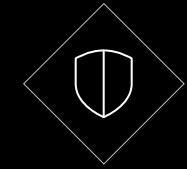
TAKE OWNERSHIP

- Run to the challenge
- Deliver on what you promise



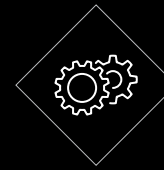
HAVE COURAGE

- Challenge conventional thinking
- Speak up, even when it's tough



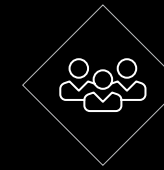
EXERCISE CARE

- Respect that every action has consequences
- Never cut corners



GO BEYOND

- Solve tomorrow's problems today
- Make it better than you found it



WIN TOGETHER

- Learn from each other
- Share success
- Champion a "Culture of We"



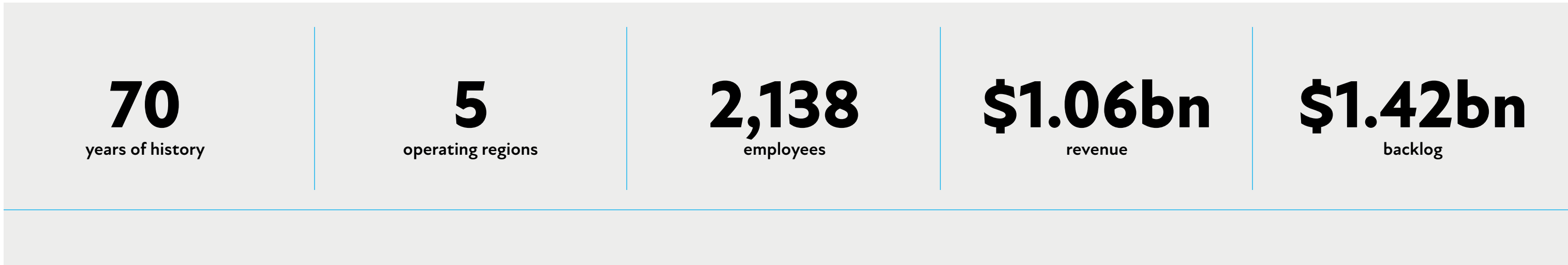
The power of Diamond Offshore is our team and our shared sense of purpose. These concepts permeate everything we do and the value we bring to all our stakeholders. Our commitment to sustainability is a natural extension of our commitments to excellence, responsibility, and care.

BERNIE WOLFORD JR.
President and CEO



DIAMOND OFFSHORE AROUND THE WORLD

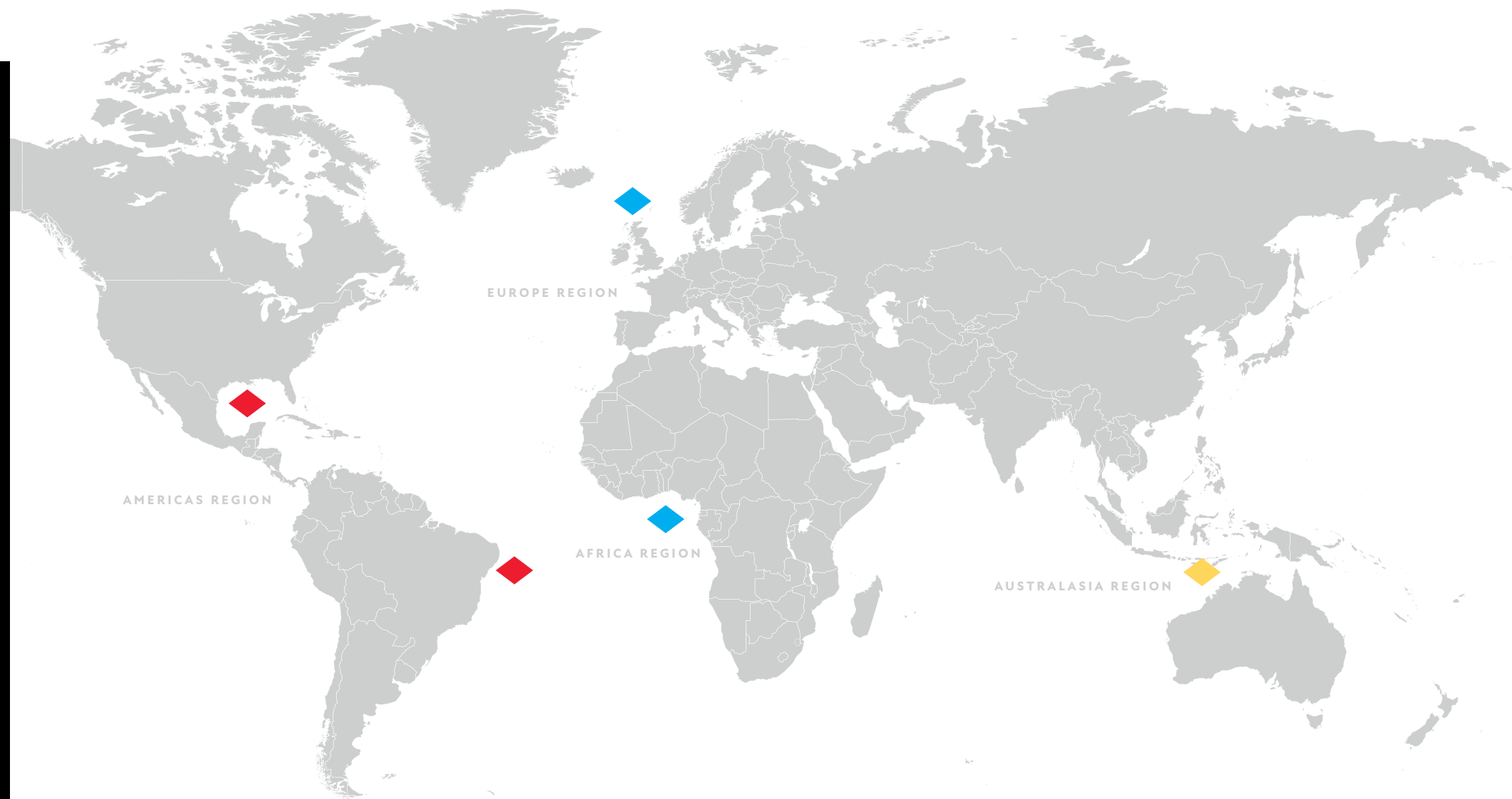
Diamond Offshore is a leader in contract drilling services to the global energy industry. Across a versatile, global fleet of 13 offshore drilling rigs (seven semi-submersibles, four dynamically positioned drillships and two managed drillships) as of December 31, 2023, we are a solutions-driven partner to many of the world's leading multinational energy companies.



OUR OWNED FLEET

Excludes rigs held for sale

- 4** ♦ Best-in-class 7th Generation Ultradeepwater Drillships
- 1** ♦ Dynamically Positioned Harsh Environment Semisubmersible
- 1** ♦ Dynamically Positioned Benign Environment Semisubmersible
- 5** ♦ Harsh Environment Moored Semisubmersibles
Two rigs are cold stacked



2023 SUSTAINABILITY HIGHLIGHTS

Throughout 2023, we continued to build from our core purpose to Responsibly Unlocking Energy, leveraging our commitments to keeping our people and our environment safe.

CLIMATE COMMITMENT

- Inaugural reporting under the Task Force for Climate-Related Financial Disclosures (TCFD)
- Setting an emissions reduction target
- Expanded reporting to include Scope 3 emissions
- Implementation of ISO 50001 Energy Management on 2 rigs (3 more planned for 2024)

SAFE OPERATIONS

- Development of automated Red Zone Management
- Drops reduction efforts

FOCUS ON HUMAN CAPITAL

- Initiatives around support of mental health

STEWARDSHIP

- Development and implementation of a Human Rights Policy

SECURITY

- Advanced data protection processes



In all that we do, Diamond Offshore aims for constant progress. This forward-looking orientation extends to sustainability where, year-over-year, we look to improve our performance and our approach. Our leadership team is focused on critical areas such as energy efficiency, safety, human capital, protection of human rights and cybersecurity, both as a foundation for growth and as a matter of resilience for our company.

DOMINIC A. SAVARINO
Senior Vice President and Chief Financial Officer

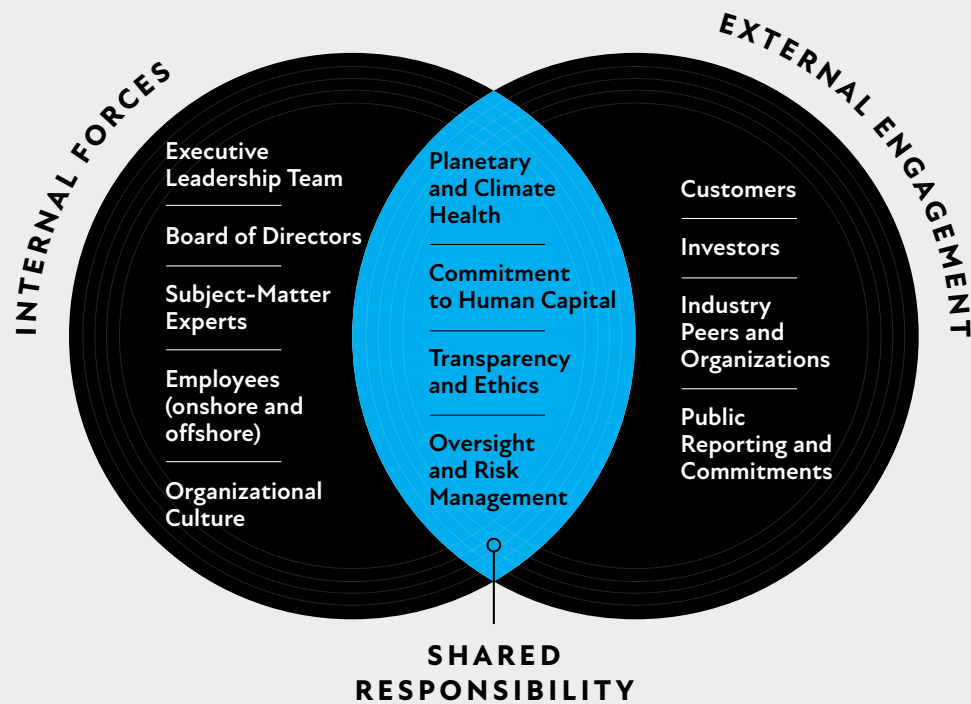
COMMITMENT AND PROGRESS



02

OUR SUSTAINABILITY FRAMEWORK

Our approach to advancing performance on material Environmental, Social and Governance (ESG) considerations was developed with intentionality and an eye towards ongoing improvement.



STAKEHOLDERS AND ALIGNMENT

The actionability of our sustainability framework is contingent upon partnership and open dialogue with a variety of stakeholders throughout our business. We welcome the opportunity for ongoing engagement as we continue our ESG journey while maintaining our high ethical and performance standards.



Areas of Material Focus

Our planning and engagement has resulted in a continuously evolving focus on areas of ESG which present the most significant opportunities for growth and risk reduction to Diamond Offshore's business and our stakeholders. We have not only collected both quantitative and qualitative data for measuring annual progress, but also advanced policies, processes and governance in alignment with our sustainability framework.

ENVIRONMENTAL

- Greenhouse Gas (GHG) Emissions (Scopes 1, 2 and 3)
- Energy Efficiency
- Climate Risk
- Hydrocarbon Spill Control
- Biodiversity

SOCIAL

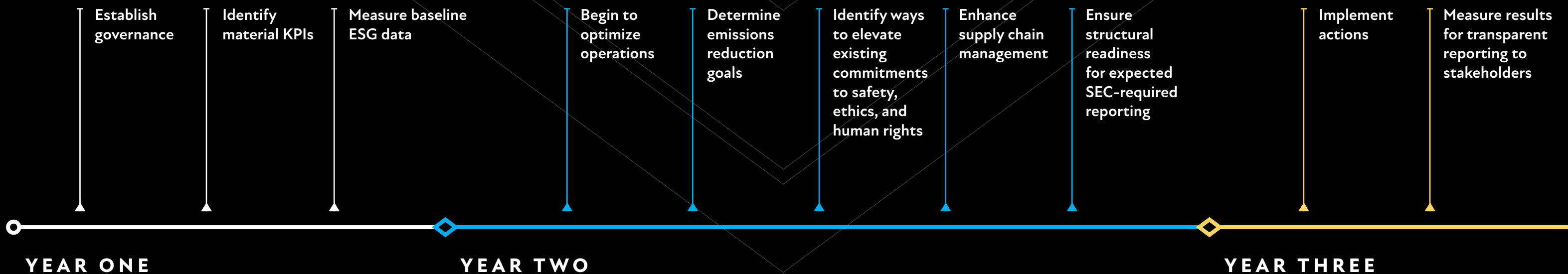
- Safety
- Mental Health and Well-being
- Human Capital Training and Development
- Diversity and Inclusion
- Community Engagement

GOVERNANCE

- Enterprise Risk Management
- Anti-Corruption and Business Ethics
- Labor and Human Rights
- Supply Chain Responsibility
- Cybersecurity

3-YEAR ESG ROADMAP

(Diamond Offshore currently in year two)



OUR GOALS

Diamond Offshore's corporate culture is oriented towards continuous improvement-and we take the same approach to sustainability. Based on the goals established in our 3-year ESG Roadmap, and coupled with work which we have performed to identify material risks and opportunities related to sustainability, Diamond Offshore proudly prioritizes several ESG- and D&I- related considerations:

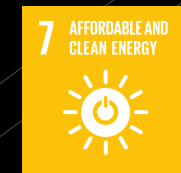
<p>TARGET</p> <p> 10% reduction in Scope 1 GHG Emissions by 2030</p> <p>PROGRESS</p> <p>New goal set in 2024</p>	<p>TARGET</p> <p> Zero Tier 1 Process Safety Events</p> <p>PROGRESS</p> <p>Zero</p>
<p>TARGET</p> <p> Zero incident safety performance</p> <p>PROGRESS</p> <p>Lost Time Incident Rate (LTIR) 0.24</p>	<p>TARGET</p> <p> Zero Significant Hydrocarbon Spills to Sea</p> <p>PROGRESS</p> <p>Zero</p>
<p>TARGET</p> <p> Energy Management</p> <p>PROGRESS</p> <p>implemented on 2 of 9 operating rigs</p>	<p>TARGET</p> <p> Zero Material Cybersecurity Breaches</p> <p>PROGRESS</p> <p>Zero</p>

Framework Alignment

We continue to take inspiration and learn critical best practices from some of our industry's most recognized frameworks. In our view, reporting to the marketplace with transparency is essential to maintain accountability and forward progression.



Through our short - and long-term goals, as well as our dedication to responsible operatorship, Diamond Offshore is pleased to contribute to critical Sustainable Development Goals (SDGs) as identified by the United Nations.



SDG 7

Through our commitment to "responsibly unlocking energy" demonstrated below, Diamond Offshore hopes to contribute to more affordable, more accessible, and cleaner energy supply around the world.



SDG 9

The quality and sustainability of our business infrastructure and operations supports efficient oil production globally.



SDG 12

In all practices, Diamond Offshore prioritizes environmentally sound management. From energy optimization to waste management, our goal is to generate more sustainable patterns of production – and report with transparency.



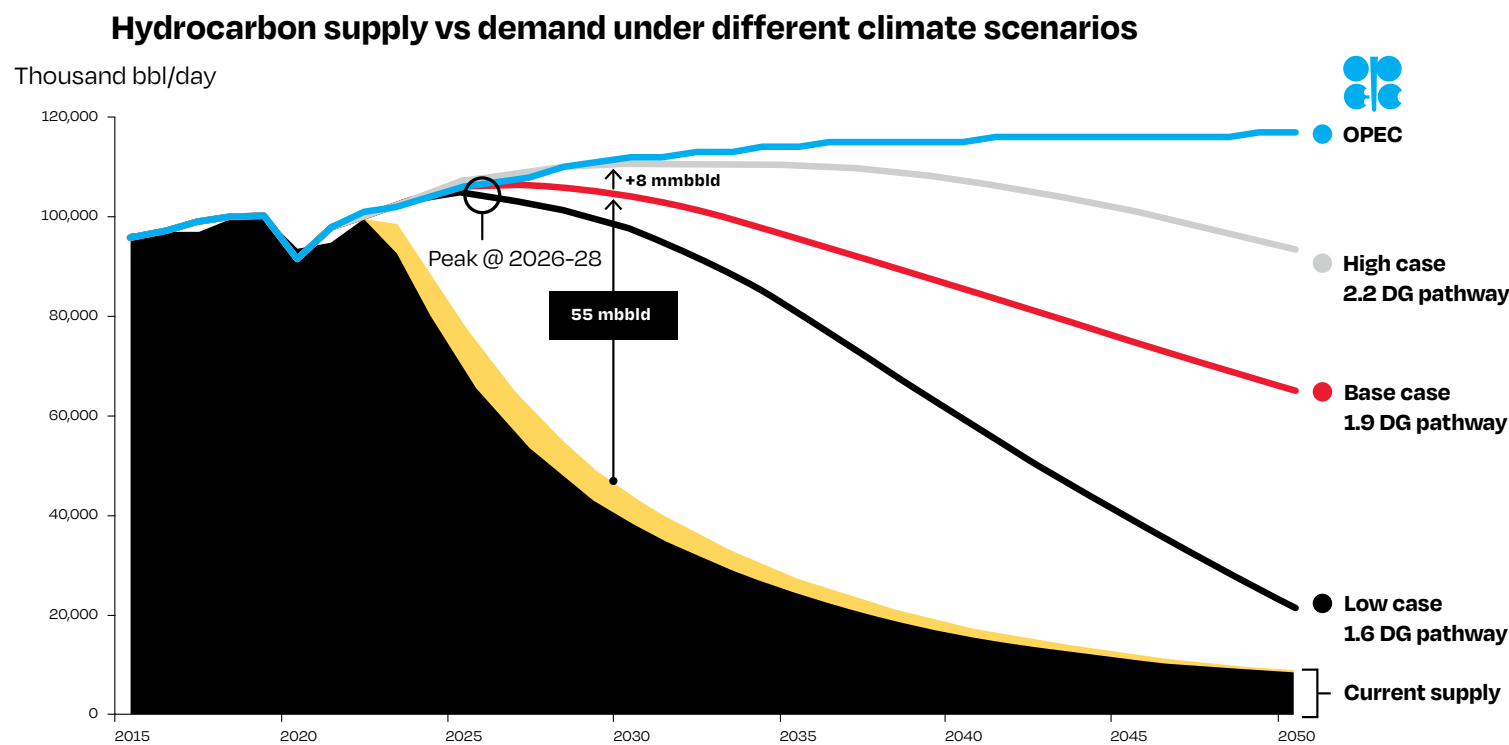
SDG 17

We have consistently shared our best practices via organizations such as the International Association of Drilling Contractors, while advancing our programs through partnership with our multinational customers.

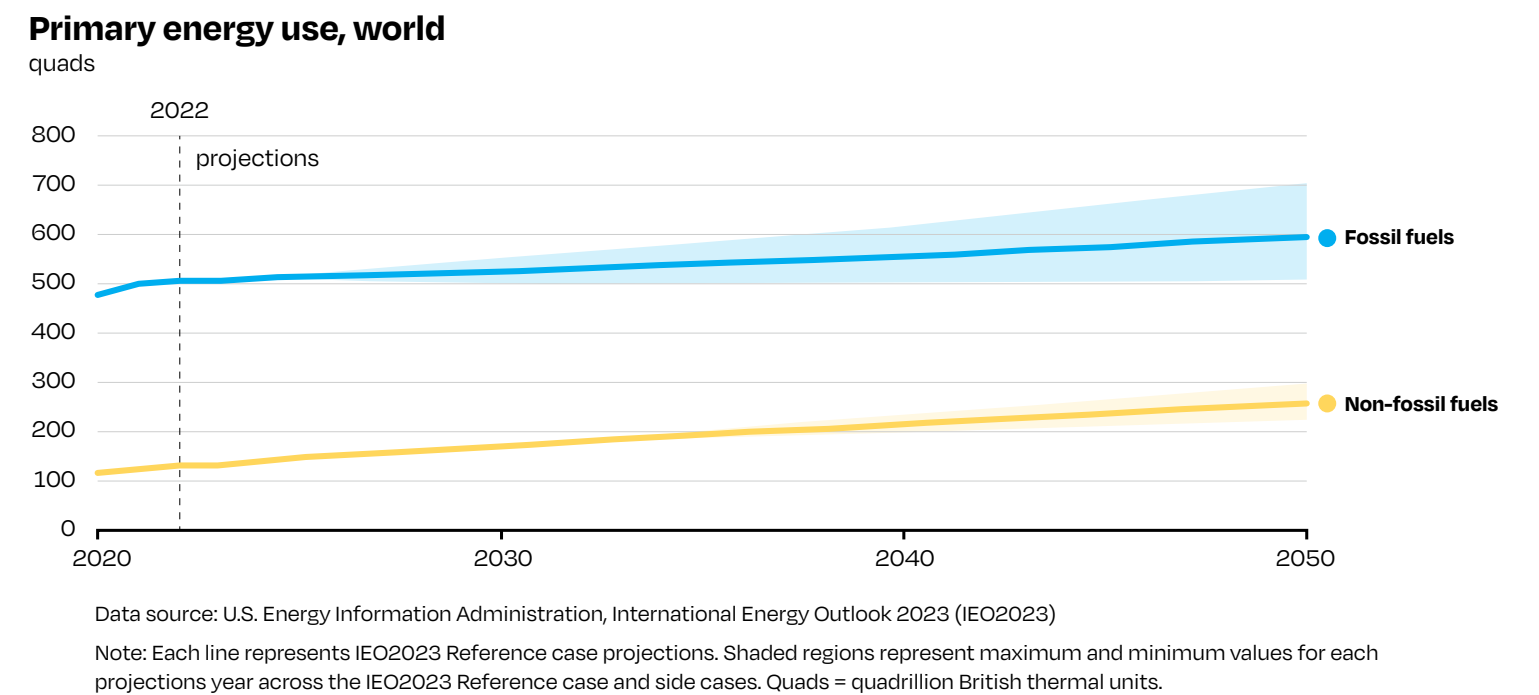
CLIMATE FOCUS


There is appropriately great focus globally on curbing the impact of climate change and increasing renewable energy sources. While society progresses towards these objectives, we also recognize that significant hydrocarbons will be needed over the coming decades. With relatively low emissions intensity for production, a large share of the hydrocarbons that will be needed will come from the offshore deepwater segment where Diamond Offshore operates.

Diamond Offshore's core purpose is to responsibly unlock energy, and we pledge to promote continuous-improvement efforts to practically reduce the environmental impact of our services. In 2023, we conducted a Climate Risk and Strategy Assessment following the recommendations from the TCFD (Task Force on Climate-related Financial Disclosures) to be discussed later in this report. We further plan to report our climate progress to the non-for-profit CDP agency starting in 2024. With the approval of our Board of Directors, we have also inaugurated a GHG Scope 1 emission intensity reduction target of 10% by 2030 from our 2022 baseline. We are continuing to investigate potential partnerships with our clients and vendors for the possibility of further reductions.



Source: Rystad Energy Research and Analysis





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Diamond Offshore's sustainability approach can be characterized by 'responsible management' and 'continuous improvement'. We have a precautionary approach as we consider what industry shifts and climate regulation can have on our business. Diamond Offshore is committed to acting as an environmental steward, driving appropriate risk management and taking responsible actions to reduce our impact.

CRAIG COLBY

Sustainability Officer

CLIMATE AWARENESS

Diamond Offshore will continue to play a critical role in helping our clients drill for hydrocarbons in a responsible manner. In 2023, Diamond Offshore assessed the material climate considerations for our business within the full scope of our value chain. The assessment was undertaken to ensure Diamond Offshore has implemented appropriate oversight and governance controls to manage risks and opportunities related to climate change. Such forward thinking actions will ensure the future resilience of our business.

As previously stated, our assessment was aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and involved the creation of three custom scenarios based on the projections of the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). Discussions were advanced through a workshop with Diamond Offshore's CFO, SVP of Operations, as well as senior representatives from Investor Relations, Worldwide Administration, Sustainability and Finance. Results were evaluated for financial materiality and the potential impact on Diamond Offshore's business and presented to the Nominating, Governance, and Sustainability Committee (NGS) of our Board of Directors.

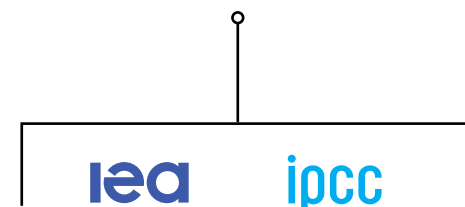
CLIMATE SCENARIOS

We tested our strategy against three climate scenarios using data from IEA and IPC

1.5°C Net-Zero by 2050 (orderly transition)

<2°C Announced Pledges (disorderly transition)

>3°C Stated Policies (current policies)



RISK AND OPPORTUNITIES

We identified climate-related risks and opportunities

Top-down review of Diamond Offshore's existing strategy

Outside-in analysis of approaches of peers, suppliers and customers' approaches

Bottom-up assessment with senior leaders

FINANCIAL MATERIALITY

We assessed the qualitative financial materiality of risks and opportunities

Determine Materiality
Determined which risks and opportunities are financially material to Diamond Offshore's strategy



OVERSIGHT AND TRANSPARENCY

The results were tested with executive management and strategy adjusted

Document and Disclosure
TCFD disclosure as part of annual report

Enterprise Risk Management and Governance
Climate related risks are being implemented into the ERM process and existing governance model (management and board)



PUBLICLY DISCLOSED CLIMATE RISKS

- Regulations relating to greenhouse gases and climate change
- Consumer preference and increasing demand for alternative fuels and electrification.
- Increased focus on climate change, the environmental and social impacts of fossil fuel extraction may impact costs
- Global energy supply may shift from our industry's basis, hydrocarbons, to non-hydrocarbon sources, including wind, solar, nuclear and hydroelectric, which, in turn, may adversely affect demand for our services.

For our full disclosures around TCFD-aligned metrics, standards, risk management, and governance, please see page 40.

ENVIRONMENTAL STEWARDSHIP

03



ENERGY MANAGEMENT AND EMISSIONS REDUCTION

We believe the key to sustainability is efficiency. Managing energy use is the greatest defense in reducing our operational carbon footprint. In 2023, Diamond Offshore focused on establishing more efficient and sustainable processes to execute business. Our long-term plans include the adoption of a reduction target of at least 10% of GHG emission intensity from our rig operations by 2030. Although a 10% reduction will be challenging, we will seek to pursue larger reductions through projects supported by our clients and are hopeful that those joint efforts could result in overall reductions of up to 20% by 2030.

Our Energy Management Plan

As previously reported, in 2022 Diamond Offshore determined a baseline for the energy and emissions profile of our operations. The most significant action that we can take is to optimize engine use while meeting safe operational load requirements. We sought to identify and target areas of excessive operation. Our work is always performed while maintaining compliance with all regional and international regulatory standards.

In 2023, we continued to build on these early initiatives, implementing a number of exciting energy and emissions management initiatives throughout the year. Today, Diamond Offshore is pleased to report the following progress:

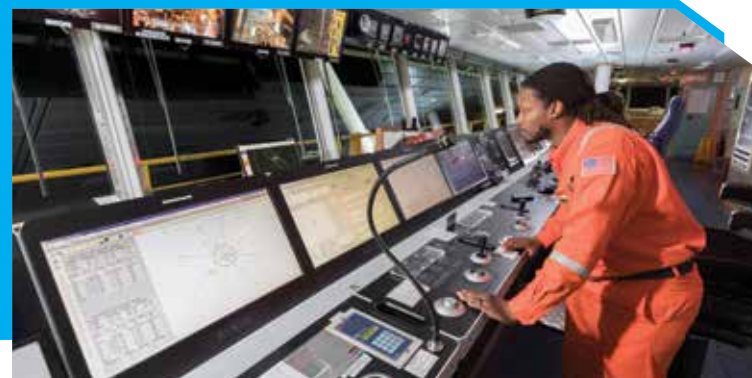
1



ENERGY MANAGEMENT IMPLEMENTATION

Diamond Offshore implemented an energy management system following the ISO 50001 standard on two rigs in 2023 with plans to enroll an additional three rigs in 2024. In 2023, we also established a cross-department management committee to oversee our plans and progress towards energy efficiency and emissions reduction.

2



DATA COLLECTION AND MONITORING

We have begun implementation of a system to assess energy usage and emissions aboard our rigs. Data collection systems were operational on three of our rigs in 2023, with an additional five systems being implemented on rigs in 2024. Periodic reviews are held with rigs to analyze operations and energy usage, and to monitor plans to progress and seek further opportunities for savings. We have also continued to partner with a third-party, Stepwise, to provide additional monitoring assistance to map our energy usage versus our clients' well plans. Lastly, we have also started a program to monitor Scope 3 GHG emissions from our value chain and will manage efforts to reduce our impact, where possible, through our supply chain management program.

3

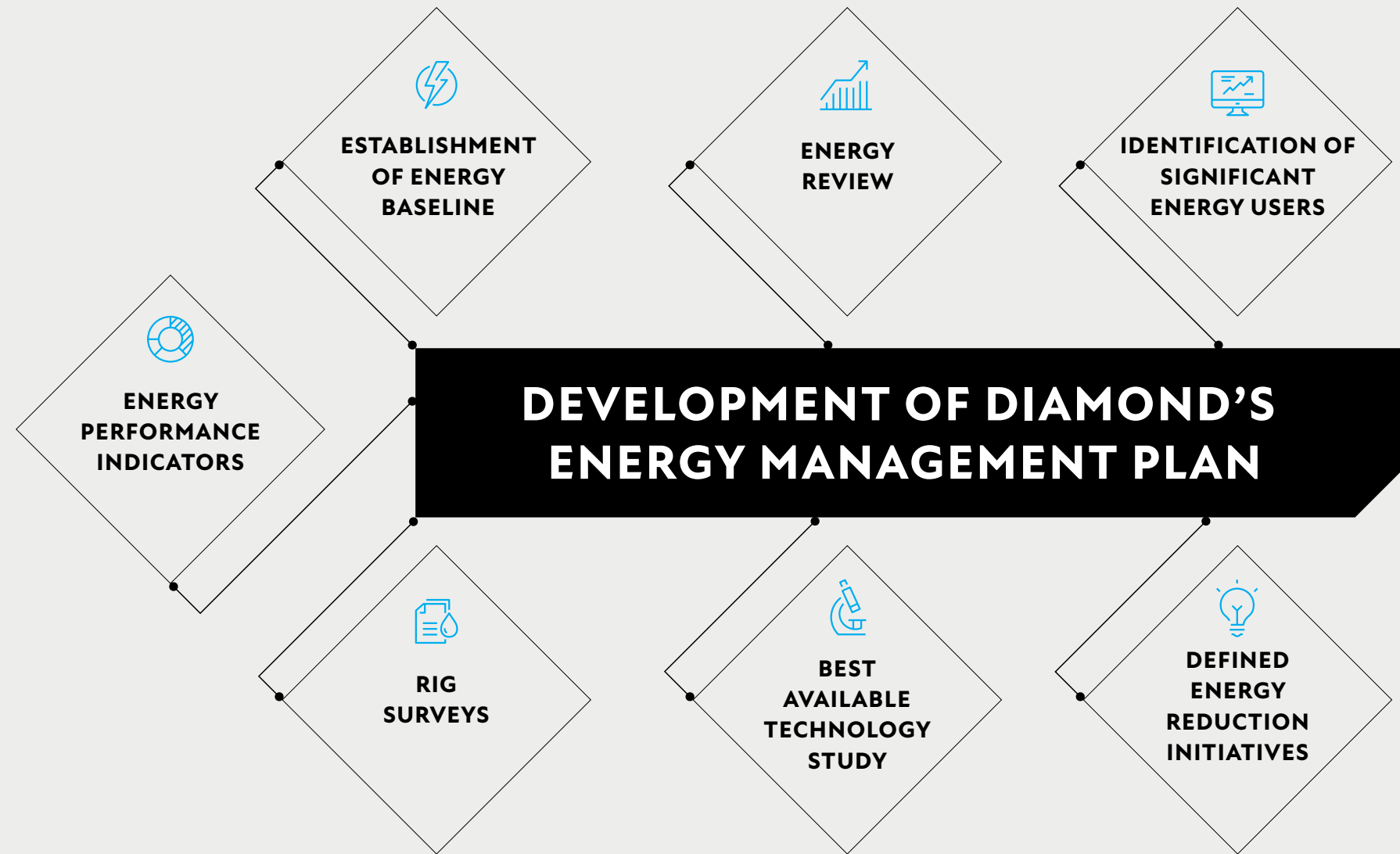


ENGINE MANAGEMENT

The most effective short-term measure to improve efficiency and reduce emissions from our rigs is to minimize the number of running engines required for safe operations. We instituted new engine load limits on some of our rigs based on technical studies and trials completed in 2023. All of our modern dynamically-positioned (DP) rigs are equipped for closed bus operations, which would further allow for optimization. However, operating conditions sometimes require open bus operations, which will temporarily increase our fuel usage. We will continue our efforts to maximize the time operating in closed bus when conditions allow.



Diamond Offshore crew managing rig operations



REDUCTION EFFORT CASE STUDIES



OCEAN BLACKHORNET

The Ocean BlackHornet implemented new engine start load limits, which contributed to a 5% emission intensity reduction from 2022 to 2023.



OCEAN BLACKHAWK

While in the shipyard in West Africa in 2023, the Ocean BlackHawk cleaned marine growth from the rig's hull, thereby improving fuel efficiency on the rig's return trip to the Gulf of Mexico and avoiding approximately 3,000 MT of CO₂e emissions during the transit.



OCEAN GREATWHITE

The Ocean GreatWhite used mooring for station keeping in its 2023 drilling campaign, which reduced the need for thruster usage and reducing fuel and emission usage by approximately 15%.



OCEAN PATRIOT

The Ocean Patriot reduced GHG emission intensity in 2023 by 22% as a result of undertaking our client's plug and abandonment operations, which require significantly less energy than traditional drilling operations, plus implementing improved rig engine management and other energy efforts.

PROTECTING THE ENVIRONMENT AND BIODIVERSITY

Similar to our process-driven approach to energy efficiency, our commitment to biodiversity protection is deeply rooted in process safety. As stewards of both performance and the environment, we strive to mitigate any negative environmental impacts from our operations, repair any unintentional damage caused, and proactively safeguard our natural surroundings.

As an organization certified to ISO14001, we need to identify, rate and manage activities that have or have the potential to have, significant environmental impacts. The register resulting from this process is subject to regular review, at least once annually. Our Environmental Aspects and Impacts Register helps proactively manage environmental responsibilities, improve performance, and contribute to our goals and targets.

PRIMARY SPILL PREVENTION

BIODIVERSITY HIERARCHY OF ACTION

SECONDARY RESPONSIBLE MANAGEMENT

TERTIARY ADVANCED STRATEGIES

Process Safety

Each Mobile Offshore Drilling Unit (MODU) operates its own approved plan for major accident events that could impact the surrounding environment. Each undergoes a thorough risk assessment, with a model of causal and consequential barriers. These barriers form the basis for the creation of technical and non-technical control measures designed to prevent and mitigate escalation.

Policy Support

Diamond Offshore has adopted detailed policies to guide its actions concerning biodiversity impact prevention. These include Pollution Prevention, Spill Prevention, Control and Countermeasures, Offshore Emergency Drills and Exercises Standard, and Rig-Based Training.

Operational Accountability

All environmentally critical paths are subject to work permits and associated task-based risk assessment measures. This encompasses, but is not limited to, the management of environmentally critical valves, hydrocarbon transfers, and well-testing operations.

Water Management

Diamond Offshore's operations do not involve the extraction of any fresh water from the ground. The personnel on our rigs use desalinated ocean water for human consumption, in harmony with the surrounding environment of the rig. Wastewater or effluent discharges are rigorously treated, adhering to the strict requirements of regional or international regulations.

Waste Management

Developed recycling and disposal protocols, including waste segregation, minimize waste and ensure that any hazardous chemicals used within our operations are minimized as much as possible and managed under strict protocols. These protocols cover transportation, storage, usage, and disposal.

Currently, we are in the process of digitizing garbage logs onboard our MODUs and facilities to track company-wide waste management progress.

BOP Collaborative Technology

Our rigs utilize leading-edge technical support tools for real-time BOP monitoring and condition assessment. These technical support tools include Stack-View™ for real-time BOP monitoring and Sim-Stack® digital twin for technical troubleshooting and risk assessment. By employing these technical support tools, we are striving for consistent and continual compliance to industry and regulatory standards when BOPs are in service.

Barrier Management

Our barrier management programs are specific to each MODU. We achieve these efforts in part by partnering with a high-caliber, customized web-based program designed to assist our personnel and customers in operationalizing and visualizing the barriers and controls necessary to ensure desired outcomes. In 2024, we plan to implement an enhanced barrier verification program to monitor barrier health statuses.

Rig End of Life Disposal

At the end of the operational life of any Diamond Offshore rig, we are highly conscious of the need to ensure that its disposal does not pose any unnecessary risk to human health and safety or the environment. Our Rig Scrapping Protocol is in accordance with the Hong Kong Convention in alignment with the guidance of the International Maritime Organization (IMO).



// Part of the Diamond Difference is that we seek to 'Go Beyond'. It is imperative that we continue to focus on our processes and investigate technologies to reduce our impact on the environment. We have an unwavering commitment to deliver safe and responsible operations that is fundamental to our purpose.

JON RICHARDS
Senior Vice President and Chief Operating Officer



// We respect that our operations occur within one of the world's most precious natural resources. We view our responsibility in this regard to be one of preservation, and we believe it is a privilege to be tasked with protecting the biodiversity of our surrounding environments.

NEIL HALL
Senior Vice President of Operations



SUPERIOR ACHIEVEMENT

518 DAYS OF CONTINUOUS BOP DEPLOYMENT

Ocean BlackRhino BOP Performance ensured continued barrier and compliance management while in service for 518 continuous days. This achievement significantly reduced the operational exposure for our rig crew by eliminating 14 BOP pulls as well as reducing overall days on the campaign.

SOCIAL

PEOPLE: OUR GREATEST ASSET

04

PROTECTING OUR WORKFORCE — SAFETY

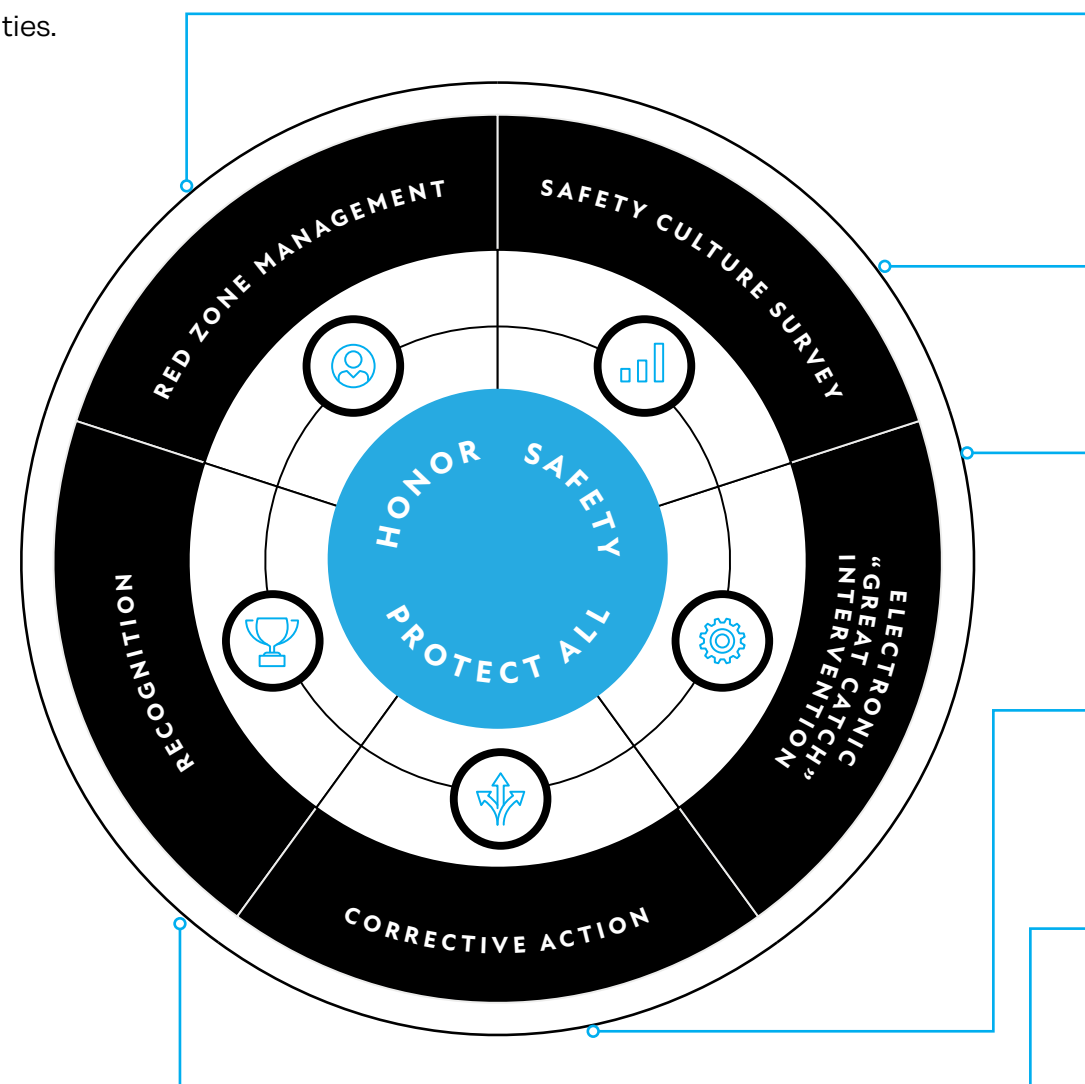
Diamond Offshore is a business built on people. We hold the safety and well-being of our workforce as one of our most important responsibilities.



The safety of Diamond Offshore's employees lies at the core of our operational success. Our employees possess a reputation in our industry of reliability and safe performance. Diamond Offshore has developed a proprietary behavior-based safety program known as the Diligent Observation Decisive Intervention Process (the DODI Process) to prevent incidents. This detailed process is focused on the principle that targeting undesired behaviors and encouraging desired behaviors underpins strong safety performance.

The outcome of our DODI process is a company-wide commitment to Zero Incident Operations (ZIO), a recognized culture of shared ownership which drives ongoing safety results as well as innovation. This culture is shared throughout our company. Our Board's Compensation Committee has tied safety goals to executive compensation by requiring ongoing employee education and emergency preparedness training for every member of our team.

All these approaches are formalized in our Global Excellence Management System framework, which fully integrates safety, health, environmentalism, and quality and is certified by the International Maritime Organization (IMO) and by the International Management Code for the Safe Operations of Ships and Pollution Prevention (ISM Code). GEMS is based on ISO 9001 and 45001 with UK operations (33% of owned rigs) certified by a third party.



OUR 2023 SAFETY ACHIEVEMENTS

Red Zone Management

Hazard identification and risk assessment are critical to improving and maintaining safety results. In our experience, Red Zone Management is critical to safe operations. In 2023, Diamond Offshore proactively identified a number of Red Zone challenges. Our goal for 2024 is to take steps to uniformly and rigorously apply our Red Zone Management philosophies throughout our fleet.

Safety Culture Survey

In early 2023, Diamond Offshore performed a Safety Culture Survey, which demonstrated the orientation towards safety is as strong throughout our organization – particularly with our offshore team members – as it is with our executive leadership.

Electronic “Great Catch” Intervention

Diamond Offshore instituted an electronic system of reporting safety observations in the interest of collaborating on safety across our fleet. In 2023, almost 300,000 work observations took place – with participation consistently high amongst all crews and business partners. The overwhelming majority of these were submitted as a safe behavior, with 18% being “Great Catch” interventions.

Corrective Action

In 2023 we recognized that Diamond Offshore's long history of performance has created an extensive database from which to identify best operational practices. Diamond Offshore has begun leveraging Artificial Intelligence to mine this data, proactively identifying when an activity carries an enhanced risk. Thereafter, steps may be suggested to avoid injury.

Recognition

- IADC North Sea Chapter award for Best Safety Performance – Floating Rigs Category
- IADC North Sea Chapter award for Best Safety Performance – Individual Floating Rig – Ocean Patriot

INCIDENT INVESTIGATION AND INFORMATION SHARING

We strive to learn from every incident - no matter how minor - and maintain a culture of honest reporting without fear of reprisal. Our robust incident investigation process ensures that we identify root causes, analyze contributing factors, and implement effective corrective actions to prevent recurrence. In 2024, we are trialing a system to add Artificial Intelligence to our investigation process.

Globally, we also pride ourselves on sharing lessons learned from incidents, near misses or great catches. Our fleet shares a database of incident data and actions, as well as operating procedures, ensuring our employees always have a resource available for proper planning and risk mitigation.

PROTECTING OUR WORKFORCE CONTINUED

Our commitment to the safety and well-being of our workforce is paramount, and learning from previous incidents is critical on our journey to Zero Incident Operations. People are our greatest asset and protecting them from the risks of our industry drives continuous improvement opportunities.

PERSONAL SAFETY MANAGEMENT

We take an "all hands-on deck" approach to safety management. Safety and incident prevention involves multiple aspects across our operations including:

- Each rig has a safety committee chaired by the senior employee onboard that conducts weekly reviews and all personnel rig meetings.
- Each rig also has a dedicated full-time safety representative onboard that manages the onboard inductions and other related safety activities.
- Every position on our rigs has required safety specific training courses.
- Each activity on our rigs starts with a safety briefing and analysis with all involved personnel.
- Every incident and near-miss event are studied for improvement areas and lessons learned shared across our fleet.
- Every quarter, executive management conducts a safety review of each rig's safety-related activities implemented to achieve our safety goals.
- As a company, we have an annual safety campaign focusing on specific improvement areas with ad-hoc safety campaigns done both fleet wide and rig specific depending on rig activities and needs.



DROPS

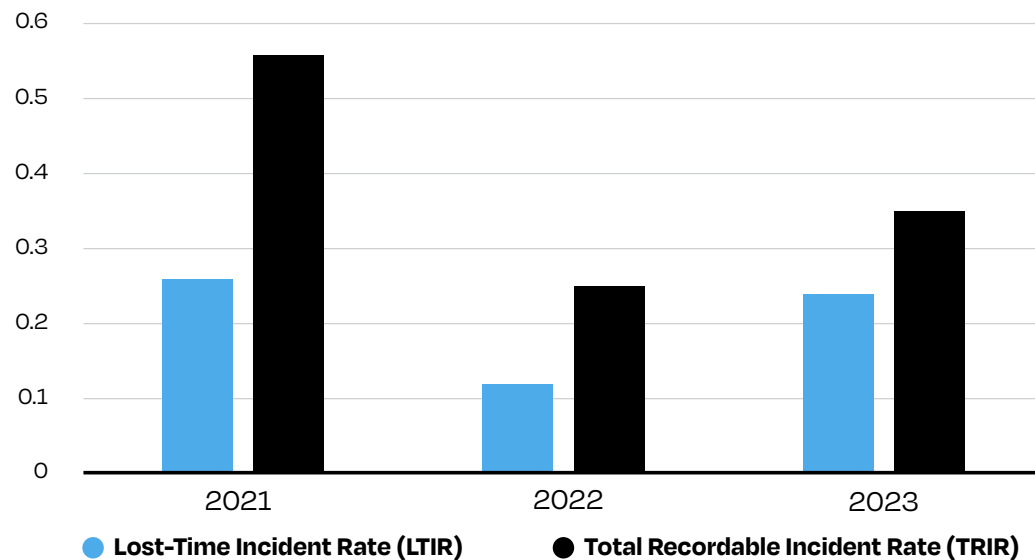
Diamond Offshore is in the process of introducing a new "Dropped Object Prevention Scheme" across our MODU fleet. The Dropped Object Prevention Scheme establishes fleet-wide standards for eliminating dropped objects in the workplace. It is intended to significantly reduce hazards associated with securement or use of equipment at height and mitigate the risk of serious injury to our employees. The Dropped Object Prevention Scheme has been written in alignment with the industry-recognized guidance document "DROPS Reliable Securing Revision 4."

This scheme determines the methodology to be applied for ensuring that equipment at height is suitably designed, is secured in a safe manner, undergoes sufficient inspection, maintenance and repair while installed, and sets out the process to be applied for temporary equipment that is mounted at height.

Our process also applies to temporary equipment mounted at height. Our program further determines the methodology which should be applied for independent dropped object surveys, systematic dropped object inspections. The scheme evaluates and ranks the equipment inventory at height to determine the frequency of inspection, maintenance and the level of securement required to ensure dropped object prevention assurance.

The critical aspects are identifying and cataloging all equipment positioned at height, risk ranking each item which then drives its inspection frequency and completing robust independent and systematic dropped object inspections.

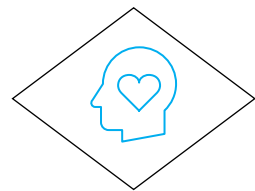
DIAMOND KEY SAFETY STATISTIC TRENDS



SUPPORTING OUR WORKFORCE — WELL-BEING

Diamond Offshore's global commitment to our workforce extends beyond safety. We recognize and care for each of our employees as a member of the Diamond Offshore family.

COMMITMENT TO OUR PEOPLE IN 2023



MENTAL HEALTH

We believe that supporting our team emotionally – particularly for those team members who operate offshore – is as critical a part of employee responsibility as physical safety. Throughout the year, we have emphasized our commitment to mental health support for our entire workforce.



Signed the International Association of Drilling Contractors Mental Health and Wellbeing Charter committing to initiate company and industry-wide cultural change

- Demonstrate transparency and accountability through internal and external reporting
- Build mental health and well-being awareness among employees
- Foster effective people management

- Encourage mental health and well-being dialogue
- Provide employees with good working conditions, including a safe psychological space
- Provide comprehensive training
- Give mental health and well-being the same high priority as physical health
- Offer customized mental health support and guidance
- Routinely monitor mental health and well-being
- Share best practices

Installed Starlink internet connections allowing rig workers to regularly interact with family and friends at home

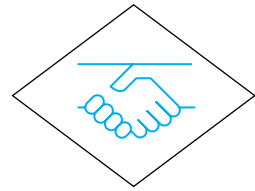
Better connections with family and friends are essential to mental health. With the goal of improving the quality of life for our crews offshore, we've made Starlink's broadband internet system available to our entire active fleet.

With Starlink's high-speed, low-latency internet, our crews can now have stable video calls with family during off-tour periods on the rig, making each connection more vital during extended separations.



Starlink has been the single greatest boost to morale I have seen at Diamond Offshore. Starlink allows crewmembers to conduct banking, pay bills, make calls, text, confirm travel and truly provides a link to family and friends back home. FaceTiming with my family and seeing my wife and hearing our children shout, 'Daddy!' makes the physical distance between us seemingly vanish. We are working to support our families, and the ability to communicate with them is a reminder of why we are here and why we need to work safely: to get home to our families.

DUSTIN DRESNER
Master and OIM - Ocean BlackRhino



RECRUITMENT, TRAINING AND BENEFITS

Another important area of focus for Diamond Offshore in 2023 – and beyond – has been an ongoing commitment to attracting and retaining the best talent in our industry. To achieve this goal, we have reevaluated the entire employee lifecycle, from recruitment to compensation and benefits, to the development opportunities we offer.

- Instituted a global compensation benchmarking process to ensure competitive packages for new and existing talent.
- Launched a global short-term incentive compensation plan for onshore management and professional employees tied to achieving health, safety and environmental targets.
- Published Diamond Offshore’s Global Employee Handbook to standardize core employment policies and expand benefit offerings, including pregnancy and lactation accommodations, military leave benefits and hybrid work schedule.

Training:

- Revised the license matrices across the fleet to match current and future fleet make-up to minimize administrative burden on employees.
- Increased delivery of onboard training for direct and practical worksite training reducing impact on employees’ time while off the rig.
- Advanced Managed Pressure Drilling (MPD) Training course developed and delivered through our MPD Department and MPD controls provider SafeKick.



SIMULATED OFFSHORE ENVIRONMENT TRAINING

Diamond Offshore offers a nine-day course in a simulated work-life environment to prepare new hires, who are new to the offshore industry, to safely embark on the rig and integrate into the offshore crews. Course participants deal with in-depth theory class sessions, challenging practical scenarios and competence assessments to achieve the following learnings:

- Conducting themselves according to Diamond Offshore specific values.
- Identifying, inspecting, and utilizing proper rigging equipment and techniques.
- Containing, reporting, and responding to marine emergencies, fighting fires, abandoning ship, and understanding the basics of workplace safety.
- Using safety equipment and following procedures for preparing for and handling helicopter emergencies.

DIVERSITY AND INCLUSION



DIAMOND OFFSHORE'S COMMITMENT TO DIVERSITY, INCLUSION, AND EQUAL OPPORTUNITY

We are committed to providing a workplace which respects the diversity of the communities in which we operate. We strive for our corporate culture to reflect an appreciation of diverse experiences, beliefs and perspectives. The Company believes in the fair and equal treatment of employees and the avoidance of discrimination in all employment-related decisions. As such, we recognize the importance of fostering a culture of inclusion and equity. No employee or applicant for employment will be discriminated against because of a protected trait or status.

WOMEN OF DIAMOND OFFSHORE

As stated in our Human Rights Policy, Diamond Offshore is committed to women's rights and believes in fostering the progression of opportunities for women within our company. Throughout our organization, we are committed to maintaining a fair and equitable environment. We also strictly prohibit, and have taken steps to ensure, the absence of discrimination and harassment in our workplace.

Offshore, where the industry traditionally has had a high concentration of men, our rigs individually explore and implement a variety of measures to promote equity and inclusion for our women team members including:

- Suitable restroom and facility accommodations
- Privacy and security in shower and changeroom areas
- Dedicated, secure sleeping areas
- Health programs and medicine meant to support women's needs
- Personal protective equipment in a range of sizes
- Workplace free from materials which could be considered inconsistent with our Code of Conduct



As the Chief Human Resources Officer at Diamond Offshore, I am proud to showcase our exceptional team and unique culture in this sustainability report. Our workforce embodies a rich diversity of backgrounds and experiences, fostering an inclusive environment, a commitment to excellence, and a family-like atmosphere

focused on employee well-being. Our people focused environment ensures that our employees are at the core of our operations, promoting a culture of accountability and high performance.

AMY RODDY

Senior Vice President of Human Resources

COMMUNITIES

As we focus on safe and reliable operations for our customers and optimal conditions for our employees, Diamond Offshore remains aware of the local communities in which we operate, which is important to our stakeholders. Globally, we make efforts to operate with respect, hire "local" and contribute to the communities in which we live and work.



AN EXAMPLE OF COMMUNITY CONTRIBUTION: SENEGAL

Since 2021, Diamond Offshore has operated in Senegal via the Ocean BlackRhino vessel. The Ocean BlackHawk joined the region in June 2022 and operated until July 2023. Today, the BlackRhino continues to operate in the region.

Throughout our time in Senegal, Diamond Offshore made many contractual commitments and contributions to the Senegalese population and local supply chain including:

- Sourcing labor from Dakar, the capital city of Senegal, employing 113 Senegalese workers in 2023
- Training 50 Senegalese staff members who obtained relevant certifications and logged over 2,200 training hours
- Procuring select goods and services directly, or indirectly from the local Senegalese supply chain. Thirty-one (31) of local thirty-eight (38) business partners operate in Senegal.



OUR OWN COMMUNITY: DIAMOND OFFSHORE'S NEW HEADQUARTERS

In 2024, we proudly moved our Houston team into an upgraded office environment cultivating employee well-being, camaraderie and collaboration. Located in a Leadership in Energy and Environmental Design (LEED) GOLD and ENERGY STAR Certified building, the space was intentionally designed to feature elements of biophilic design and curate community within our organization through open, public meeting spaces.



GOVERNANCE

RESPONSIBLY UNLOCKING ENERGY

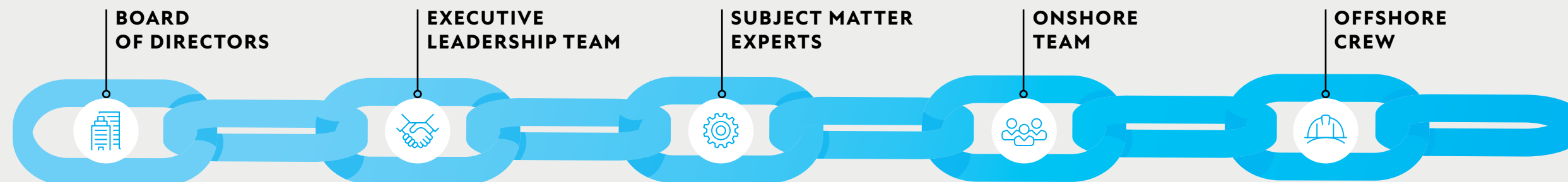


05

BOARD GOVERNANCE

As a company driven by process safety, integrity and accountability, we believe governance is an important part of sustainability. Diamond Offshore's Board of Directors oversees an enterprise-wide approach to risk management as well as the achievement of near- and long-term sustainability objectives. We believe this "top-down and bottom-up" focus enhances stakeholder value by demonstrating the importance of our environmental, social and operational policies from leadership throughout our organization.

SYSTEMATIC ACCOUNTABILITY TOWARDS ACTION



Vision

Diamond Offshore's Board and Executive Leadership Team work together to create the direction and material areas of focus for our sustainability program.

Enterprise Risk Management

As a global organization, Diamond Offshore has a robust and cross-functional Enterprise Risk Management (ERM) system with defined tools and responsibilities to mitigate and manage risks. Our team of subject matter experts regularly review enterprise risks and provide annual updates to Diamond Offshore's Board of Directors.

Feedback loop

ERM execution and taking the initiative depend on Diamond Offshore's sustainability perspective both onshore and offshore. Diamond Offshore's culture is rooted in open dialogue and honest feedback in a forum where employees are comfortable conveying their ideas and opinions to leadership regarding additional risks, challenging processes or long-term opportunities.

BOARD COMMITTEES

DIRECTOR	AUDIT COMMITTEE	COMPENSATION COMMITTEE	NOMINATING, GOVERNANCE AND SUSTAINABILITY COMMITTEE
Neal P. Goldman ★		Member	Chairperson
Patrice Douglas	Member		
Benjamin C. Duster, IV		Member	
John Hollowell		Chairperson	Member
Carey Lowe	Member		Member
Adam Peakes	Chairperson		

OUR NOMINATING, GOVERNANCE AND SUSTAINABILITY (NG&S) COMMITTEE

Diamond Offshore's Board of Directors formed the NG&S Committee in 2021. The NG&S Committee is responsible for oversight of Diamond Offshore's director nominations process, corporate governance, sustainability initiatives and review of policies and management systems. Diamond Offshore employees regularly report to the NG&S Committee on the progress of our ESG efforts, including the industry's best sustainability practices, regulatory considerations which impact climate, and other social, operational, reporting or transparency ESG considerations.

★ Chairman of the Board

Chairperson

Member

Board Memberships reflect updates as of May 9, 2024.

CYBERSECURITY

Diamond Offshore protects our data, devices and systems from unauthorized access, unintentional and accidental data loss, and denial of service attacks by using a comprehensive approach to cybersecurity.

Our strategy encompasses both Information Technology (IT) and Operational Technology (OT), incorporating comprehensive programmatic strategies throughout. We are convinced that this extensive approach embodies responsible stewardship for Diamond Offshore's stakeholders and is essential for the success of our organization.

Zero
material breaches identified
in 2023 IT security assessment

Diamond Offshore is not aware of any material
cyber-security data breaches which occurred in 2023.



// **Our IT Mission is to provide reliable, innovative, secure technology solutions and execute efficiently and effectively on initiatives for Diamond Offshore to deliver on our company's purpose.**

TIM JACKSON
Chief Information Officer

DIAMOND'S A+ FOR TECHNOLOGY

ASSESSMENT

- Regular security posture checks via the performance of risk assessments, external third-party testing, and evaluation of our cybersecurity technology stack, processes and procedures.
- Executives participated in tabletop cybersecurity exercises conducted by third-party legal counsel.
- Conducted OT assessment for OG86, UK operational guidance to mitigate the risk of cyber-attacks which could result in health and safety incidents, major accidents and the loss of essential services.

ASSURANCE

- Although Diamond Offshore's security program is measured against the National Institute of Standards and Technology (NIST) and Cyber Security Framework (CSF) standards, we conduct continuous threat analysis and risk management.
- Full-time Security Operations Center (SOC) for third-party managed detection and response provides 24/7 monitoring expanded in 2023 to include all rig traffic.
- Use of a Managed Service Security Provider (MSSP) and a Security Information and Event Management (SIEM) tool to continuously monitor and assess threats and vulnerabilities of our corporate systems.
- An annual risk assessment of our IT security controls was conducted with an external accredited accounting firm. A penetration test was included in 2023.
- Although Diamond Offshore's ERP system is not externally facing – and, therefore, data privacy is not as significant a potential threat – we nevertheless employ a number of critical protections including multifactor authentication, strong passwords, and use of a VPN for remote access.


ACTION

- Phishing simulations are carried out on a continuous basis, and those who fail the simulated phishing test are automatically enrolled in a cybersecurity training program.
- Awareness of cybersecurity is reinforced throughout the year through various articles and computer base training.
- Diamond Offshore partners with various groups and organizations, including : InfraGard Maritime Special Interest Group, Department of Homeland Security's Cybersecurity and Infrastructure Security Alliance (CISA) and the International Association of Drilling Contractors (IADC) Cybersecurity Committee to remain relevant and informed on threats and vulnerabilities and respond quickly should any cybersecurity incident or and event occur internally or externally.

ACCOUNTABILITY

- Diamond Offshore's Chief Information Officer (CIO) maintains oversight of the Company's cybersecurity program which includes industrial control systems and end-user devices.
- The CIO reports to the Chief Financial Officer (CFO). Additionally, Diamond Offshore has appointed a Director of Information Security who reports to the CIO and presides over the Cybersecurity Committee (CC). This committee, consisting of internal specialists, not only continuously assesses Diamond Offshore's cybersecurity threats and weaknesses but also spearheads the implementation of cybersecurity measures.
- Diamond Offshore conducts quarterly business reviews with its SOC and reviews weekly security reports provided.
- Board-level reporting is provided via the CIO and the Audit Committee.
- ELT update weekly.
- Annual IT Steering Committee meeting (with subcommittee meetings every other month).

SOCIALLY CONSCIENTIOUS POLICIES



HUMAN RIGHTS

In 2023 Diamond Offshore proudly developed and implemented its Human Rights Policy. The global policy conveys the Company's commitment and responsibility to protect fundamental human rights. Diamond Offshore employees received training on the newly implemented policy which has also been integrated into corporate business practices.



UN GLOBAL COMPACT

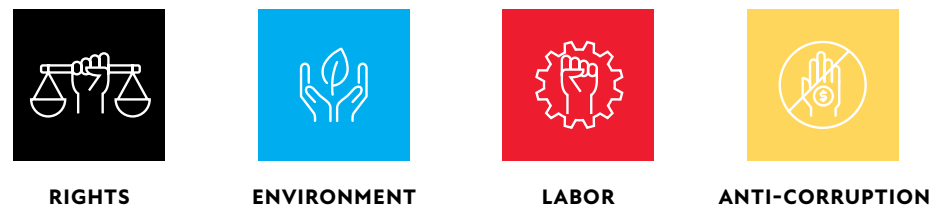
In 2023, Diamond Offshore was pleased to acknowledge our commitment to human rights externally by joining the United Nations Global Compact (UNGC). The UNGC is one of the world's largest sustainability initiatives encompassing 20,000+ companies in over 160 countries. The UNGC envisions business as a "force for good" by requiring participating companies to adhere to Ten Principles focused on Human Rights, Labor, Environment and Anti-Corruption.



COMPREHENSIVE SUITE OF SOCIAL POLICIES

- [Offshore Slavery and Human Trafficking Statement](#)
- [UK Gender Gap Report](#)
- [Human Rights Policy](#)
- [Energy Policy](#)

- Child Labor
- Diversity, Equity and Equal Opportunity
- Women's Rights
- Fair Wages and Compensation
- Forced Labor and Human Trafficking
- Humane Treatment
- Freedom of Association and Collective Bargaining
- Health and Safety



Additionally, Diamond Offshore is developing a Supplier Code of Conduct and updating our Vendor Management Policy to consider ESG-related risks throughout our supply chain.



At Diamond Offshore, we recognize the importance of having robust systems to prevent corruption, ensure reliable partnerships and promote ethical business practices. In 2023, we enhanced our policies to reinforce this commitment. Diamond Offshore offers quarterly training for all shore-based personnel and key supervisory roles on rigs, mandatory annual Code of Business Conduct training and a hotline for employees to report concerns. These measures are fundamental to maintaining our integrity and continue fostering a culture of accountability and transparency.

LAMONIKA TAYLOR
Senior Corporate Counsel – Compliance

ROBUST ETHICS AND OVERSIGHT

Having systems which safeguard against corruption, provide for safe and reliable partnerships, and ensure the ethical progress of our business is critical for Diamond Offshore. We have developed a number of policies – with some advancements throughout 2023 – to address the important areas of ethics and oversight for our business.

- [Code of Business Conduct](#)
- [Corporate Governance Guidelines](#)
- [Statement of Group UK Tax Policy and Strategy](#)
- [Global Tax Policy](#)

Quarterly training is distributed to all shore-based personnel and certain supervisory positions on rig-based facilities.

All employees must complete annual Code of Business Conduct training which includes a certification acknowledging understanding of the Code, as well as a declaration to report any gifts or hospitalities received.



ANTI-CORRUPTION AND ANTI-BRIBERY

Diamond Offshore prohibits bribery in all forms. We comply with all applicable U.S. and international laws, treaties and regulations forbidding bribery and corruption, including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act (UKBA) and the local laws that apply where we conduct business. Everyone subject to the Code must understand and comply with the FCPA, the UKBA and any other applicable anti-bribery laws, regardless of their location or nationality. Engaging in any form of bribery or corrupt activity risks exposing you and the Company to criminal and civil penalties under U.S. federal, state and international laws. Bribery occurs when cash or anything of value is promised, offered or paid in exchange for an improper business advantage. An improper business advantage includes improperly obtaining or retaining business, or the improper performance of an official or commercial function. Bribery and corruption can involve government employees or officials (including employees or officials of state-owned or state-controlled enterprises) or members of their family, or can involve entities or individuals engaged in commercial activity in the private sector.

Anything of value can potentially become a bribe, including:

- An offer of employment or internship
- Cash or cash equivalent (gift cards)
- Charitable contributions or donations
- Discounts on products or services
- Gifts
- Hospitality
- In-kind contributions
- Personal favors
- Scholarships

Bribes or corrupt payments can be direct or indirect such as through a third party. The Company expressly prohibits corrupt promises, offers or payments made through third party intermediaries or by anyone acting for or on behalf of the Company. Kickbacks are also a form of bribery and are prohibited. A kickback occurs when an individual receives anything of value in exchange for improper preferential treatment to a vendor or third party. Facilitation payments are explicitly illegal in most jurisdictions and are prohibited by the Company in all locations. Facilitation payments are cash payments made to low-level government employees or officials for the purpose of expediting or securing the performance of a routine government action.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

At Diamond Offshore it is important for us to work with suppliers who share our focus on sustainable business practices. In 2023, we performed a Human Rights risk assessment of our major vendors and audited those vendors with the largest exposure to confirm compliance with our new Human Rights Policy.

We have instituted a new Supply Chain Code of Conduct to make clear our expectations for our vendors in this area. In 2024, we will update our vendor management practices and, when implemented, will risk assess all new vendors against our new Supply Chain Code of Conduct. We will also establish an annual risk assessment for our existing 2,100 vendors and focus reviews and audits of those vendors with the largest exposure. We have planned additional vendor audits in 2024 for compliance with our Human Rights Policy.

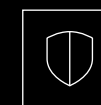
Our Vendor Risk Assessment process considers risks with adherence to our Supplier Code of Business Conduct and Ethics and specifically:



Human Rights Risks including Child Labor and Forced Labor



Ethics and Corruption Risk



Health and Safety Risk



Environmental Risk and Stewardship

APPENDIX

FEEDBACK

For questions or further information, please contact:

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www.diamondoffshore.com



FORWARD-LOOKING STATEMENTS

This report contains forward looking statements that are based on management's current expectations, estimates and projections for the future. Forward-looking statements are inherently uncertain and subject to a variety of assumptions, risks and uncertainties that could cause actual results to differ materially from those currently anticipated or expected by management of the company. A discussion of certain of the risk factors and other considerations that could materially impact these matters as well as the company's overall business and financial performance can be found in the company's reports filed with the Securities and Exchange Commission, and readers of this report are urged to review those reports carefully when considering these forward-looking statements. These risk factors include, among others, risks associated with worldwide demand for drilling services, depressed levels of activity in the oil and gas industry, renewing or replacing expired or terminated contracts, contract cancellations and terminations, maintenance and realization of backlog, competition and industry fleet capacity, litigation and disputes, operating risks and various other factors, many of which are beyond the company's control. Given these risk factors and other considerations, investors and analysts should not place undue reliance on forward-looking statements. Each forward-looking statement speaks only as of the date of such statement, and the company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement to reflect any change in the company's expectations with regard thereto or any change in events, conditions or circumstances on which any forward-looking statement is based.

Many of the standards and metrics used in preparing this report continue to evolve and are based on management assumptions believed to be reasonable at the time of preparation but should not be considered guarantees. The statements of intention in this report speak only as of the date of this report, and the company undertakes no obligation to update publicly any statements in this report.

GRI DISCLAIMER

This report published July 31, 2024, has been prepared with reference to the Global Reporting Initiative (GRI) Standards (2021). The GRI Standards are the world's most widely used sustainability reporting standard. The report meets the disclosure requirements of the Sustainability Accounting Standards Board (SASB) Oil and Gas Services Standard (2018). The report presents the environmental, social, and governance (ESG) performance of Diamond Offshore Drilling, Inc., along with its management approach to material sustainability topics, for the 2023 calendar year (1/1/2023-12/31/2023). This report includes all of the company's direct and indirect subsidiaries included in its consolidated financial statements.

APPENDIX

ESG DATA TABLE	2022	2023	
ENVIRONMENT			
Total Emissions (metric tone CO2e)			
Scope 1 - Direct Emission from Rig Operations	318,881	315,785	MT CO2e
Scope 2 - Indirect Emissions from Purchased Energy	941	798	MT CO2e
Scope 3 - Indirect Emissions from Value Chain			
Scope 3 - Cat 1 from Purchased Goods and Services	-	56,078	MT CO2e
Scope 3 - Cat 2 from Purchased Captial Equipment	-	36,266	MT CO2e
Scope 3 - Cat 4 Upstream transportation and distribution	-	3,388	MT CO2e
Scope 3 - Cat 5 Waste generated in Operations		See footnote (10)	
Scope 3 - Cat 6 Business Travel	-	5,550	MT CO2e
Scope 3 - Cat 9 Downstream transporation and distribution		See footnote (10)	MT CO2e
Scope 3 - End-of-Life treatment of sold equipment		See footnote (10)	
GHG Emissions - by gas			
CO2	311,750	308,723	MT
CH4	17.5	17.4	MT
N2O	21.4	21.2	MT
Other air emissios - by gas			
NOx	5,821	5,764	MT
SO2	392	388	MT
VOC	196	194	MT
Emissions Intensity			
Scope 1 intensity (metric tons CO2e/op day)	117.6	119.5	MT CO2e/ Op Day
Hydrocarbon Spill to Sea			
Significant Events (volume > 1bbl)	2022	2023	
	3	0	
Total Volume to Sea (bbl)	17	0	
Environmental Hydrocarbon (ZIO) Spill Frequency	0.25	0.16	
Tier 1 Process Safety Events			
	0	0	

Footnotes

- 1) Air emission data prepared following the GHG Protocol Corporate Accounting and Reporting Standard.
- 2) Reporting boundry determined by Financial Control stanard per the GHG protocol
- 3) Emission factors obtained from the UK EEMS Atmospheric Emissions Calculations Report, Table 8.2
- 4) All CO2e values are calculated using the GHG Protocol's AR5 values
- 5) Scope 2 emission factors based on IEA data
- 6) Scope 1 intensity is total CO2e emissions per total number of operating days
- 7) 2022 values corrected to elimiante duplicate fuel usage data
- 8) First year to report material Scope 3, based on spend based emissoin factors unless vendor data was available.
- 9) Scope 3 - Cat 4 Upstream Transportation is based on vendor supplied data from global logistics provider
- 10) To be developed in future reports

APPENDIX

ESG DATA TABLE	2021	2022	2023
SAFETY STATISTICS			
Total Recordable Incident Rate (TRIR)			
Diamond Offshore Personnel	0.56	0.25	0.35
Diamond Offshore Target	0.23	0.23	0.21
IADC - Offshore Drilling Industry	0.31	0.37	0.29
Lost-Time Incident Rate (LTIR)			
Diamond Offshore Personnel	0.26	0.12	0.24
Diamond Offshore Target	0.10	0.10	0.08
IADC - Offshore Drilling Industry	0.09	0.09	0.07
Near Miss Incident Rate (NMIR)	0.04	0.12	0
Dropped Object (ZIO) Frequency	0.26	0.12	0.12
Work-Related Fatalities	0	0	0

Footnotes

- 1) TRIR, LTIR, NMIR based on IADC safety reporting methodology.
- 2) Statistics include contractors operating under Diamond Offshore management
- 3) IADC rates based on comparable publicly reported water based industry incident rates

WORKFORCE DEMOGRAPHICS			
Employees		2,050	2,091
Contractors (includes agency personnel)		not reported	47
Employee Age - %			
Under 30		10%	16%
30-50		67%	25%
Over 50		23%	59%
Employee Gender Diversity - %			
Global Employee - women		6%	5%
Onshore Employee - women		67%	4%
Offshore Employee - women		2%	4%
Middle Management - women		8%	14%
Senior Management - women		21%	1%
Board of Directors - women		13%	13%
New employee hires and employee turnover			
New hire rate, global		not reported	21%
Turnover rate, global		not reported	17%

APPENDIX

ESG DATA TABLE	2022	2023
TRAINING		
Training Manhours - Total for Diamond Offshore employees	55,041	112,191
Training Manhours - Safety Related	16,806	65,976
Average Hours per Employee	26.8	53.7
Ethics Completion Rate - %	99%	100%
CYBERSECURITY		
Material Cybersecurity Data Breach	Zero	Zero
ECONOMIC AND OPERATIONAL PERFORMANCE		
Contract drilling revenue (mUSD)	724,744	983,983
Number of active rigs	9 + 2	9 + 2
Rig Operating days (days) (1)	2,713	2,643
Number of Hours Worked by Diamond Offshore Managed Personnel	4,828,738	5,085,954

Footnotes

(1) Operating days for Diamond Offshore owned rigs

APPENDIX

SASB – OIL AND GAS SERVICES STANDARD (2018)

ACCOUNTING METRIC	2023	UNIT OF MEASURE	CODE
Emission Reduction Services and Fuels Management			
Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	n/a	Gigajoules (GJ), Percentage (%)	EM-SV-110a.1
Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	Pg. 10-11, 13-14	n/a	EM-SV-110a.2
Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	n/a	Percentage (%)	EM-SV-110a.3
Water Management Services			
(1) Total volume of fresh water handled in operations, (2) percentage recycled	No freshwater used	Thousand cubic meters (m ³), Percentage (%)	EM-SV-140a.1
Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	Pg. 13	n/a	EM-SV-140a.2
Chemicals Management			
Volume of hydraulic fracturing fluid used, percentage hazardous	n/a	Thousand cubic meters (m ³), Percentage (%)	EM-SV-150a.1
Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	Pg. 13	n/a	EM-SV-150a.2
Ecological Impact			
Average disturbed acreage per (1) oil and (2) gas well site	n/a	Acres (ac)	EM-SV-160a.1
Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Pg. 13	n/a	EM-SV-160a.2

APPENDIX

SASB – OIL AND GAS SERVICES STANDARD (2018)

ACCOUNTING METRIC	2023	UNIT OF MEASURE	CODE
Workforce Health and Safety			
(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	Pg. 19 Pg. 31	Rate	EM-SV-320a.1
Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	Pg. 18-19	n/a	EM-SV-320a.2
Business Ethics and Payments Transparency			
Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	None	Reporting currency	EM-SV-510a.1
Description of the management system for prevention of corruption and bribery throughout the value chain	Pg. 28	n/a	EM-SV-510a.2
Management of the Legal and Regulatory Environment			
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	10-K Pg. 8	n/a	EM-SV-530a.1
Critical Incident Risk Management			
Description of management systems used to identify and mitigate catastrophic and tail-end risks	Pg. 25	n/a	EM-SV-540a.1

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GRI CONTENT INDEX

Statement of use	Diamond Offshore, Inc. has reported the information cited in this GRI content index for the period 1/1/2022-12/31/2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2: GENERAL DISCLOSURES 2021

DISCLOSURE	LOCATION/REFERENCE
2-1 Organizational details	10K - Pg. 3-10
2-2 Entities included in the organization's sustainability reporting	10K - Exhibit 21.1
2-3 Reporting period, frequency and contact point	Pg. 29 10K
2-4 Restatements of information	None
2-5 External assurance	None
2-6 Activities, value chain and other business relationships	10K - Pg. 3-9
2-7 Employees	Pg. 32 10K
2-8 Workers who are not employees	Pg. 32
2-9 Governance structure and composition	Website: Corporate Governance
2-10 Nomination and selection of the highest governance body	Nominating, Governance, and Sustainability Committee Charter
2-11 Chair of the highest governance body	Website: Corporate Governance
2-12 Role of the highest governance body in overseeing the management of impacts	Proxy - Board Oversight of Risk Management - Pg. 20 Nominating, Governance, and Sustainability Committee Charter
2-13 Delegation of responsibility for managing impacts	Proxy - Board Oversight of Risk Management - Pg. 19
2-14 Role of the highest governance body in sustainability reporting	Pg. 25 Nominating, Governance, and Sustainability Committee Charter
2-15 Conflicts of interest	10K Website: Corporate Governance
2-16 Communication of critical concerns	Proxy, Reporting of Ethics and Compliance Concerns - Pg. 30
2-17 Collective knowledge of the highest governance body	Proxy - Pg. 11-20

APPENDIX

GRI 2: GENERAL DISCLOSURES 2021

DISCLOSURE	LOCATION/REFERENCE
2-18 Evaluation of the performance of the highest governance body	Proxy - Nominating, Governance, and Sustainability Committee, Pg. 21
2-19 Remuneration policies	Compensation Committee Charter
2-20 Process to determine remuneration	Proxy - Compensation Discussion and Analysis Pg. 32-46
2-21 Annual total compensation ratio	Proxy - CEO Pay Ratio, Pg. 61
2-22 Statement on sustainable development strategy	Pg. 8 Proxy - Environmental, Social and Governance (ESG Focus) Pg. 24
2-23 Policy commitments	Website: Corporate Governance
2-24 Embedding policy commitments	Pg. 27-28 Website: Corporate Governance
2-25 Processes to remediate negative impacts	Proxy - Reporting of Ethics and Compliance Concerns - Pg. 26
2-26 Mechanisms for seeking advice and raising concerns	Website: Confidential Reporting Hotline
2-27 Compliance with laws and regulations	Code of Business Conduct and Ethics
2-28 Membership associations	International Association of Drilling Contractors American Petroleum Institute
2-29 Approach to stakeholder engagement	Pg. 8 Proxy - Environmental, Social and Governance (ESG) Focus - Pg. 24
2-30 Collective bargaining agreements	10K - Human Capital - Pg. 8

APPENDIX

GRI 3: MATERIAL TOPICS 2021

MATERIAL TOPICS		LOCATION
3-1 Process to determine material topics		Pg. 8
3-2 List of material topics		Pg. 8
ENVIRONMENTAL		
GHG EMISSIONS	3-3 Management of Material Topic	Pg. 30
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
ENERGY EFFICIENCY	3-3 Management of Material Topic	Pg. 13-14, 30
GRI 302: Energy 2016	302-1 Energy consumption within the organization	
	302-2 Energy consumption outside of the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	305-5 Reductions in energy requirements of products and services	
BIODIVERSITY	3-3 Management of Material Topic	Pg. 15
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
	304-2 Significant impacts of activities, products and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	

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GRI 3: MATERIAL TOPICS 2021

SOCIAL		LOCATION
HEALTH AND SAFETY	3-3 Management of Material Topic	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pg. 18-19, 31
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
TRAINING AND DEVELOPMENT	3-3 Management of Material Topic	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Pg. 21, 32
	404-2 Programs for upgrading employee skills and transition assistance programs	
DIVERSITY AND INCLUSION	3-3 Management of Material Topic	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pg. 22, 31
LOCAL COMMUNITIES	3-3 Management of Material Topic	
GRI 413: Local Pg. 19 Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pg. 23

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GRI 3: MATERIAL TOPICS 2021

GOVERNANCE		LOCATION
ENTERPRISE RISK	3-3 Management of Material Topic	Pg. 21
ANTI-CORRUPTION AND ETHICS	3-3 Management of Material Topic	Pg. 27-28, Website: Corporate Governance
GRI 404: Training and Education 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
LABOR AND HUMAN RIGHTS	3-3 Management of Material Topic	Pg. 27-28, Website: Corporate Governance
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
RESPONSIBLE CONTRACTOR AND SUPPLIER PRACTICES	3-3 Management of Material Topic	Pg. 28
DATA PRIVACY AND SECURITY	3-3 Management of Material Topic	Pg. 26, 32
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	

APPENDIX

Diamond Offshore recognizes that there are clear and measurable actions needed to combat the impacts of climate change and to create resilience throughout our business operations. Guided by the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), we are taking action to build our governance, transparency, accountability and strategy around these important considerations



The TCFD recommendations are structured around four key pillars, with suggested critical disclosures addressing climate risks.



GOVERNANCE

Diamond Offshore's Nominating, Governance and Sustainability (NG&S) Committee oversees our ESG strategy and policies. The Chief Financial Officer (CFO) has the responsibility to manage our ESG strategy and policies and report on plans and progress to the NG&S Committee at least twice a year. The CFO liaisons with the Executive Leadership Team (ELT) with assistance from the company's Sustainability Officer on implementation and monitoring progress.

RISK MANAGEMENT

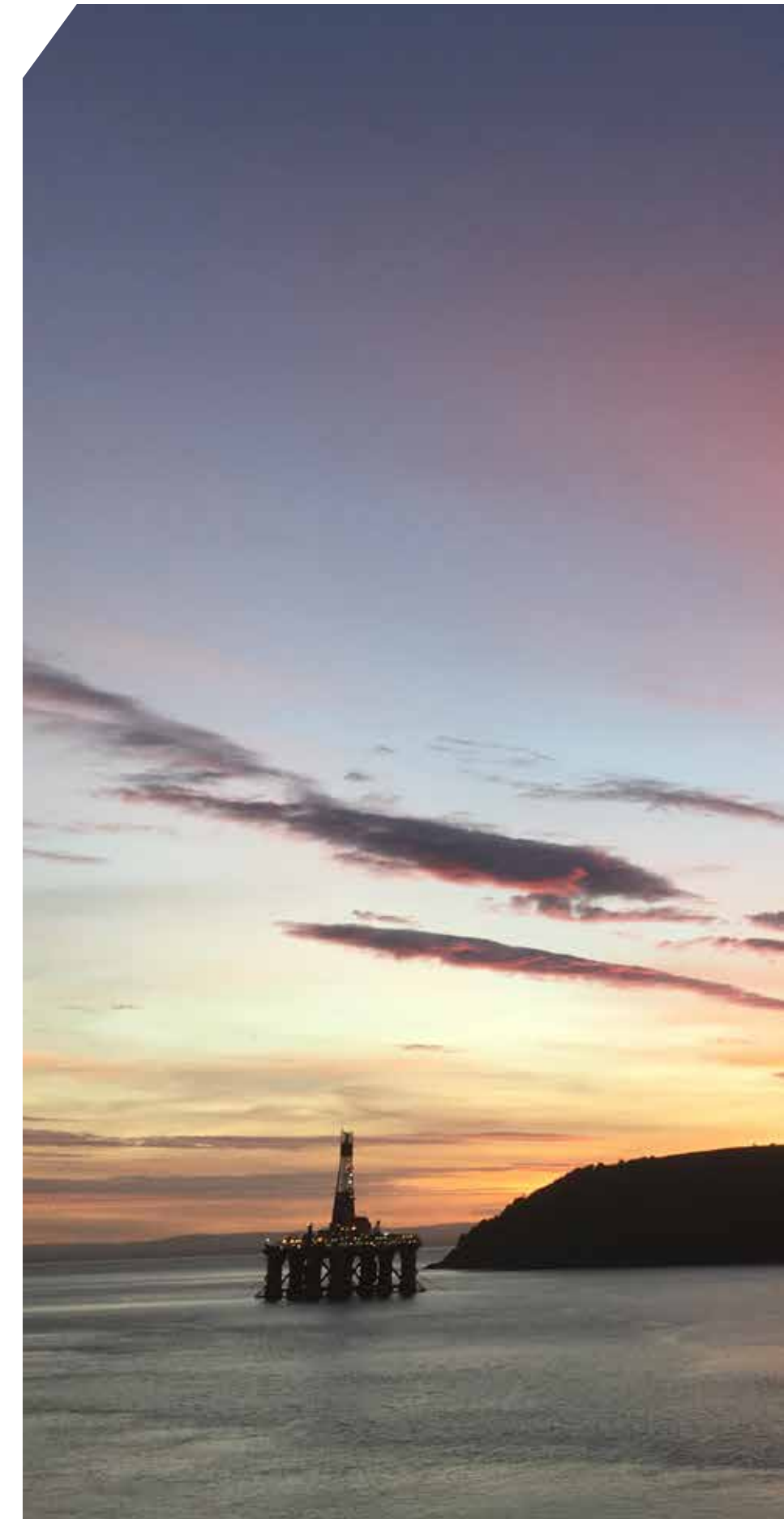
In 2023, Diamond Offshore conducted a climate risk assessment following TCFD recommendations as discussed on Page 11 of this report. The results of this assessment have informed our climate strategy and plans and will be routinely evaluated and updated as appropriate within our Enterprise Risk Management program.

STRATEGY

Our commitment to minimize our GHG emissions through our efforts to optimize energy usage is documented through our Energy Policy available to the public on our website. Specific focus areas are outlined in this policy with details and case studies examples shown on page 13-14 of this report. Other climate physical and transition risks are managed through our Enterprise Risk Management program and corresponding actions are integrated into our short- and long-term strategic plans.

METRICS AND TARGETS

Our primary GHG emissions are from engines onboard our rigs used to generate energy for our offshore operations. These GHG emissions have been the primary focus of our management and reduction efforts. In 2023, the NG&S committee approved a rig emission intensity reduction target of 10% by the year 2030. In addition to this key metric, we have identified material Scope 3 emission areas from our value-chain and have started a process to measure these using methods from the GHG Protocol.





DIAMOND OFFSHORE

Diamond Offshore is a leader in contract drilling services to the global energy industry. Across a versatile, global fleet of 13 offshore drilling rigs (seven semi-submersibles, four dynamically positioned drillships and two managed drillships). Diamond Offshore's headquarters are in Houston, Texas. Primary regional offices are located in Brazil, the United Kingdom and Australia, with local offices in other countries as required to support operations. Approximately 2,100 people work for the Company onboard our rigs and in our offices. Diamond Offshore's common stock is listed on the New York Stock Exchange under the symbol "DO."

