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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**SCHEDULE 14A INFORMATION**

**Proxy Statement Pursuant to Section 14(a) of the  
Securities Exchange Act of 1934**

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Filed by the registrant

Filed by a party other than the registrant

Check the appropriate box:

- Preliminary Proxy Statement
- CONFIDENTIAL, FOR USE OF THE COMMISSION ONLY (AS PERMITTED BY RULE 14A-6(E)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material Pursuant to Section 240.14a-12

**HELIX ENERGY SOLUTIONS GROUP, INC.**

(Name of Registrant as Specified in Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of filing fee (check the appropriate box):

- No fee required.
- Fee paid previously with preliminary materials.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11





April 6, 2022

Dear Shareholder:

You are cordially invited to join us for our 2022 Annual Meeting of Shareholders to be held on Wednesday, May 18, 2022 at 8:30 a.m. As part of our concern regarding the health and safety of our shareholders, directors, officers, employees, meeting attendees and the general public in light of the ongoing COVID-19 pandemic, the Annual Meeting will be a virtual meeting format, held via live audio webcast. We have endeavored to make your experience as a shareholder as comparable as possible to that of an in-person meeting.

The materials following this letter include the formal Notice of Annual Meeting of Shareholders and the proxy statement. The proxy statement describes the business to be conducted at the Annual Meeting, including the election of three directors, the ratification of the selection of KPMG LLP as our independent registered public accounting firm for the 2022 fiscal year, and the approval on a non-binding advisory basis of the 2021 compensation of our named executive officers.

We have elected to furnish proxy materials to our shareholders on the Internet pursuant to rules adopted by the Securities and Exchange Commission. We believe that this election enables us to provide you with the information you need, while making delivery more efficient, more cost effective and friendlier to the environment. In accordance with these rules, we have sent a Notice of Availability of Proxy Materials to each of our shareholders.

Whether you own a few or many shares of our stock, it is important that your shares be represented. Regardless of whether you plan to attend the virtual Annual Meeting, please take a moment to vote your proxy over the Internet, by telephone, or if this statement was mailed to you, by completing and signing the enclosed proxy card and promptly returning it in the envelope provided. The Notice of Annual Meeting of Shareholders on the inside cover of this proxy statement includes instructions on how to vote your shares.

The officers and directors of Helix appreciate and encourage shareholder participation. We look forward to your attendance at the virtual Annual Meeting.

Sincerely,

A handwritten signature in black ink, appearing to read "Owen Kratz".

**Owen Kratz**  
*President and Chief Executive Officer*

**Important notice regarding the availability of proxy materials  
for the Annual Meeting of Shareholders to be held on May 18, 2022**

The Helix Energy Solutions Group, Inc. 2022 Proxy Statement and Annual Report to Shareholders (including our Annual Report on Form 10-K) for the fiscal year ended December 31, 2021 are available electronically at

[www.proxydocs.com/HLX](http://www.proxydocs.com/HLX)

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# HELIX ENERGY SOLUTIONS GROUP, INC.

## NOTICE OF 2022 ANNUAL MEETING OF SHAREHOLDERS

- DATE: Wednesday, May 18, 2022
- TIME: 8:30 a.m. Central Daylight Time (Houston Time)
- PLACE: The 2022 Annual Meeting will be held as a “virtual” meeting instead of a physical meeting. To register for the Annual Meeting, please follow the instructions below:
- Visit [www.proxydocs.com/HLX](http://www.proxydocs.com/HLX) on your smartphone, tablet or computer. You will need the latest version of Chrome, Safari, Internet Explorer, Edge or Firefox. Please ensure your browser is compatible.
  - As a shareholder, you will then be required to enter your control number, which is located on your proxy card.
  - After registering, you will receive a confirmation email. Approximately one hour prior to the start of the Annual Meeting, an email will be sent to the email address you provided during registration with a unique link to the virtual Annual Meeting.
- ITEMS OF BUSINESS:
1. To elect three Class I directors to serve a three-year term expiring at the Annual Meeting of Shareholders in 2025 or, if at a later date, until their successors are duly elected and qualified.
  2. To ratify the selection of KPMG LLP as our independent registered public accounting firm for the fiscal year ending December 31, 2022.
  3. To approve, on a non-binding advisory basis, the 2021 compensation of our named executive officers.
  4. To consider any other business that may properly be considered at the Annual Meeting or any adjournment thereof.
- RECORD DATE: You may vote at the Annual Meeting if you were a holder of record of our common stock at the close of business on March 21, 2022.
- VOTING BY PROXY: Please vote your proxy as soon as possible, even if you plan to attend the virtual Annual Meeting. Shareholders of record can vote by one of the following methods:
1. CALL 866.551.1466 to vote by telephone; OR
  2. GO TO THE WEBSITE [www.proxypush.com/HLX](http://www.proxypush.com/HLX) to vote over the Internet; OR
  3. IF PRINTED PROXY MATERIALS WERE MAILED TO YOU, MARK, SIGN, DATE AND RETURN your proxy card in the enclosed postage-paid envelope. If you are voting by telephone or the Internet, please do not mail your proxy card.

**IMPORTANT NOTICE REGARDING  
THE AVAILABILITY OF PROXY  
MATERIALS FOR THE ANNUAL  
MEETING OF SHAREHOLDERS TO  
BE HELD ON MAY 18, 2022:**

The proxy statement and Annual Report to Shareholders (including our Annual Report on Form 10-K) for the fiscal year ended December 31, 2021 are also available at [www.proxydocs.com/HLX](http://www.proxydocs.com/HLX).

By Order of the Board of Directors,



**Kenneth E. Neikirk**  
Senior Vice President,  
General Counsel and Corporate Secretary

Houston, Texas  
April 6, 2022

**YOUR VOTE IS IMPORTANT**

HELIX ENERGY SOLUTIONS GROUP, INC.  
3505 West Sam Houston Parkway North, Suite 400  
Houston, Texas 77043



## PROXY STATEMENT

### ANNUAL MEETING OF SHAREHOLDERS TO BE HELD ON MAY 18, 2022

The Board of Directors of Helix Energy Solutions Group, Inc., a Minnesota corporation (referred to herein as “Helix,” the “Company,” “we,” “us” or “our”), is soliciting your proxy to vote at our 2022 Annual Meeting of Shareholders (the “Annual Meeting”) on Wednesday, May 18, 2022. This proxy statement contains information about the items being voted on at the Annual Meeting and information about Helix. Please read it carefully.

As part of our concern regarding the health and safety of our shareholders, directors, officers, employees, meeting attendees and the general public in light of the ongoing COVID-19 pandemic, the Annual Meeting will be a virtual meeting format, held via live audio webcast.

Helix’s Board of Directors (the “Board”) has set March 21, 2022 as the record date for the Annual Meeting. There were 151,636,674 shares of Helix common stock outstanding on the record date.

As permitted by Securities and Exchange Commission (“SEC”) rules, we are making this proxy statement and our 2021 Annual Report to Shareholders available to our shareholders electronically via the Internet. On or about April 6, 2022, we intend to mail to our shareholders a Notice of Availability of Proxy Materials (the “Notice”). The Notice contains instructions on how to vote online, by telephone or, in the alternative, how to request a paper copy of the proxy materials and proxy card. By providing the Notice and access to our proxy materials via the Internet, we are lowering the costs and reducing the environmental impact of the Annual Meeting.



## GENERAL INFORMATION

### 1. Why am I receiving these materials?

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We are providing these proxy materials to you in connection with the Annual Meeting, to be held via a virtual meeting format on Wednesday, May 18, 2022 at 8:30 a.m., and all reconvened meetings after

adjournments thereof. As a shareholder of Helix, you are invited to attend the Annual Meeting and are entitled and requested to vote on the proposals described in this proxy statement.

### 2. What proposals will be voted on at the Annual Meeting?

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Three matters are currently scheduled to be voted on at the Annual Meeting.

1. First is the election of three Class I directors to the Board, to serve a three-year term expiring at the Annual Meeting of Shareholders in 2025 or, if at a later date, until their successors are duly elected and qualified.
2. Second is the ratification of the selection by the Board's Audit Committee of KPMG LLP as our independent registered public accounting firm for the fiscal year ending December 31, 2022 (subject to the ongoing discretionary authority of the Audit Committee to direct the appointment of a new independent registered public accounting firm

should the Audit Committee believe such is in the best interest of Helix and its shareholders).

3. Third is the approval, on a non-binding advisory basis, of the 2021 compensation of our named executive officers.

Although we do not expect any other items of business, we also will consider other business that properly comes before the Annual Meeting or any adjournment thereof in accordance with Minnesota law and our By-laws. The Chairman of the Annual Meeting may refuse to allow the presentation of a proposal or a nomination for the Board from the floor of the Annual Meeting if the proposal or nomination was not properly submitted.

### 3. Who may vote at the Annual Meeting?

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The Board has set March 21, 2022 as the record date for the Annual Meeting. Owners of Helix common stock whose shares are recorded directly in their name in our stock register (shareholders of record) at the close of business on March 21, 2022 may vote their shares on the matters to be acted upon at the Annual Meeting. Shareholders who, as of March 21, 2022, hold shares of our common stock in "street name," that is, through an

account with a broker, bank or other nominee, may direct the holder of record how to vote their shares at the Annual Meeting by following the instructions they will receive from the holder of record for this purpose. You are entitled to one vote for each share of common stock you held on the record date on each of the matters presented at the Annual Meeting.



#### 4. How does the Board recommend that I vote and what are the voting standards?

Voting Item	The Board's Voting Recommendation	Voting Standard to Approve Proposal (assuming a quorum is present)	Treatment of:	
			Abstentions	Broker Non-Votes
1. Election of Directors	"FOR" each nominee	Plurality Voting Standard: The three nominees receiving the greatest number of votes cast	"Withhold authority" or abstentions not counted as votes cast and as such have no effect(a)	Not counted as votes cast and as such have no effect; brokers may not vote on this proposal absent instructions
2. Ratification of Public Accounting Firm	"FOR"	Majority of Votes Cast: Votes that shareholders cast "for" must exceed the votes that shareholders cast "against"	Counted as votes "against"	Not counted as votes cast and as such have no effect; brokers may vote without restriction on this proposal
3. Advisory Approval of the 2021 Compensation of Named Executive Officers(b)	"FOR"	Majority of Votes Cast: Votes that shareholders cast "for" must exceed the votes that shareholders cast "against"	Counted as votes "against"	Not counted as votes cast and as such have no effect; brokers may not vote on this proposal absent instructions

- (a) If any nominee receives a greater number of "withhold authority" than votes "for" his or her election, then that nominee is to promptly tender his or her resignation, which the Board, upon the recommendation of the Corporate Governance and Nominating Committee, will decide to accept or decline.
- (b) Because this shareholder vote is advisory, the vote will not be binding on the Board or Helix. The Compensation Committee, however, will review the voting results and take them into consideration when making future compensation decisions for our named executive officers.

#### 5. If I received a notice in the mail regarding Internet availability of the proxy materials instead of a paper copy of the proxy materials, why was that the case?

We are using the "notice and access" process permitted by the SEC to distribute proxy materials to certain shareholders. This process allows us to post proxy materials on a designated website and notify our shareholders of the availability of the proxy materials on that website. As such, we are furnishing proxy materials, including this proxy statement and our 2021 Annual Report to Shareholders, to most of our shareholders by providing access to those documents on the Internet instead of mailing paper copies. The Notice, which is being mailed to most of our

shareholders, describes how to access and review all of the proxy materials on the Internet. The Notice also describes how to vote via the Internet. If you would like to receive a paper copy by mail or an electronic copy by e-mail of the proxy materials, you should follow the instructions in the Notice. Your accessing your proxy materials on the Internet and your request to receive future proxy materials by e-mail will save us the cost of printing and mailing documents to you and will reduce the impact on the environment.

#### 6. Can I vote my shares by filling out and returning the Notice of Availability of Proxy Materials?

No. The Notice identifies the matters to be voted on at the Annual Meeting, but you cannot vote by marking the Notice and returning it.

#### 7. How do I vote my shares?

If you are a shareholder of record, you may either vote your shares at the Annual Meeting (which will be in a virtual meeting format) or designate another person to

vote your shares. That other person is called a "proxy," and you may vote your shares through your proxy using one of the following methods of voting:





**GENERAL INFORMATION**

- by telephone,
- electronically using the Internet, or
- if this proxy statement was mailed to you, by marking, signing and dating the enclosed proxy card and returning it in the enclosed postage-paid envelope.

The instructions for these three methods of voting your shares are set forth on the Notice and also on the proxy card. If you return your signed proxy card but do not mark the boxes showing how you wish to vote, your shares will be voted as recommended by the Board. The giving of a proxy does not affect your right to vote during the Annual Meeting (until the polls are closed).

To vote at the Annual Meeting in lieu of voting through your proxy, please note the following instructions:

- Shareholders of record will be able to securely vote during the Annual Meeting (until the polls are closed) in accordance with the instructions provided on their proxy card, by clicking on a link that will provide access to an online voting site; and
- Beneficial owners will be able to securely vote during the Annual Meeting (until the polls are closed) by clicking on a link that will provide access to a voting ballot. To vote during the Annual Meeting, beneficial shareholders first must have obtained a legal proxy from their broker, bank or other nominee, which must be submitted, via email, either in advance of the Annual Meeting to [DSMsupport@mediantonline.com](mailto:DSMsupport@mediantonline.com) or during the Annual Meeting.

**8. Am I a shareholder of record?**

**Shareholder of Record.** If your shares are registered directly in your name with our transfer agent, EQ Shareowner Services, you are considered a “shareholder of record” with respect to those shares and the Notice is being sent directly to you by EQ Shareowner Services. As a shareholder of record, you may vote at the Annual Meeting or vote by proxy. Whether or not you plan to attend the virtual Annual Meeting, we urge you to vote by telephone, via the Internet, or by marking, signing, dating and returning the proxy card.

**Beneficial Owner.** If like most Helix shareholders you hold your shares in “street name” through a broker, bank or other nominee (your “Nominee”) rather than directly in your own name, you are considered the beneficial owner of those shares, and the Notice is being forwarded to you by your Nominee as the record holder. If you are a beneficial owner, you may appoint proxies and vote as provided by your Nominee. The availability of telephone

or Internet voting will depend upon the voting process of your Nominee. You should follow the voting directions provided by your Nominee. If you provide specific voting instructions in accordance with the directions provided by your Nominee, your Nominee will vote your shares as you have directed.

Your Nominee is considered to be the shareholder of record for purposes of voting at the Annual Meeting. Accordingly, you may vote shares held in “street name” at the Annual Meeting only if you (a) obtain a signed “legal proxy” from your Nominee giving you the right to vote the shares and (b) provide an account statement or letter from your Nominee showing that you were the beneficial owner of the shares on the record date. If your shares are not registered in your name and you plan to attend the virtual Annual Meeting and vote your shares, you should contact your Nominee to obtain a proxy executed in your favor and follow the instructions in Question 7 above.

**9. May I change my vote?**

Yes, if you are a shareholder of record, you may change your vote and revoke your proxy by:

- sending a written statement to that effect to the Corporate Secretary of Helix,
- submitting a properly signed proxy card with a later date, or
- voting at the Annual Meeting.

If you hold shares in “street name,” you must follow the procedures required by the shareholder of record – your Nominee – to revoke or change a proxy. You should contact your Nominee directly for more information on these procedures.



**10. What is a quorum?**

A majority of Helix's outstanding shares of common stock as of the record date must be present at the Annual Meeting in order to hold the meeting and conduct business. This is called a quorum. Shares are counted as present at the Annual Meeting if a shareholder:

- is present at the Annual Meeting, or
- has properly submitted a proxy (by telephone, electronically using the Internet or written proxy card).

Proxies received but marked as abstentions or withholding authority and broker non-votes will be included in the calculation of the number of shares considered to be present at the meeting for quorum purposes.

**11. What are broker non-votes and abstentions?**

If you are the beneficial owner of shares held in "street name," then your Nominee, as shareholder of record, is required to vote those shares in accordance with your instructions. However, if you do not give instructions to your Nominee, then it will have discretion to vote the shares with respect to "routine" matters, such as the ratification of the selection of an independent registered public accounting firm, but will not be permitted to vote with respect to "non-routine" matters, such as (i) the election of directors and (ii) the approval, on a non-binding advisory basis, of the 2021 compensation of our

named executive officers. Accordingly, if you do not instruct your Nominee on how to vote your shares with respect to non-routine matters, your shares will be broker non-votes with respect to those proposals.

An abstention is a decision by a shareholder to take a neutral position on a proposal being submitted to shareholders at a meeting. Taking a neutral position through an abstention is considered a vote cast on a proposal being submitted at a meeting, as described in the response to Question 4 above.

**12. How many shares can vote?**

On the record date, there were 151,636,674 shares of Helix common stock outstanding and entitled to vote at the Annual Meeting, held by approximately 78,000 beneficial owners.

These shares are the only securities entitled to vote at the Annual Meeting. Each holder of a share of common stock is entitled to one vote on each of the matters presented at the Annual Meeting for each share held on the record date.

**13. What happens if additional matters are presented at the Annual Meeting?**

Other than the three matters noted in response to Question 2 above, we are not aware of any other business to be acted upon at the Annual Meeting.

If you grant a proxy (other than the proxy held by the shareholder of record if you are the beneficial owner and

hold your shares in "street name") the persons named as proxy holders will have the discretion to vote your shares on any additional matters properly presented for a vote at the Annual Meeting or any adjournment thereof in accordance with Minnesota law and our By-laws.

**14. What if I don't give specific voting instructions?**

*Shareholders of Record.* If you are the shareholder of record and you return a signed proxy card but do not indicate how you wish to vote, then your shares will be voted in accordance with the recommendations of the Board on all matters presented in this proxy statement and as the proxy holders may determine in their

discretion regarding any other matters properly presented for a vote at the Annual Meeting or any adjournment thereof. If you indicate a choice on your proxy card with respect to any matter to be acted upon, the shares will be voted in accordance with your instructions.



**GENERAL INFORMATION**

**Beneficial Owners.** If you are a beneficial owner and hold your shares in “street name” and do not provide your Nominee with voting instructions, your Nominee will determine if it has the discretionary authority to vote on the particular matter.

Under applicable rules, brokers, banks and other nominees have the discretion to vote on “routine” matters, such as the ratification of the selection of an independent registered public accounting firm, but do not have discretion to vote on “non-routine” matters, such as (i) the election of directors and (ii) the approval, on a non-binding advisory basis, of the 2021 compensation of our named executive officers. Accordingly, if you do not

instruct your Nominee on how to vote your shares with respect to non-routine matters, your shares will be broker non-votes with respect to those proposals.

**Your vote is especially important. If your shares are held in “street name” (by your Nominee), your Nominee cannot independently vote your shares for (i) the election of directors or (ii) the approval, on a non-binding advisory basis, of the 2021 compensation of our named executive officers. Therefore, please promptly instruct your Nominee regarding how to vote your shares regarding these matters.**

**15. Is my vote confidential?**

Proxy cards, proxies delivered by Internet or telephone, ballots and voting tabulations that identify individual shareholders are mailed or returned directly to Mediant Communications as the independent inspector of

election and handled in a manner that protects your voting privacy. As the independent inspector of election, Mediant Communications will count the votes.

**16. What does it mean if I receive more than one proxy card?**

It means you hold shares registered in more than one account. To ensure that all your shares are voted, please follow the instructions and vote the shares represented by each proxy card that you receive. To avoid this situation in the future, we encourage you to

have all accounts registered in the same name and address whenever possible. For shares you hold directly, you can do this by contacting our transfer agent, EQ Shareowner Services, at 800.468.9716.

**17. Who will count the votes?**

We have hired a third party, Mediant Communications, to judge the voting, be responsible for determining whether a quorum is present, and tabulate votes cast by proxy or at the virtual Annual Meeting.

**18. Who will bear the cost for soliciting votes for the Annual Meeting?**

We will bear all expenses in conjunction with the solicitation of proxies, including the charges of brokerage houses and other custodians, nominees or fiduciaries for forwarding documents to beneficial owners. However, we will not bear any costs related to an individual

shareholder’s use of the Internet or telephone to cast their vote. Proxies may be solicited by mail, in person, by telephone or by facsimile, by certain of our officers, directors and regular employees, without extra compensation.

**19. How can I attend the Annual Meeting?**

As part of our concern regarding the health and safety of our shareholders, directors, officers, employees, meeting attendees and the general public in light of the ongoing COVID-19 pandemic, the Annual Meeting will be a virtual meeting format, held via live audio webcast.

To attend the Annual Meeting, you need to register by following the instructions below:

- Visit [www.proxydocs.com/HLX](http://www.proxydocs.com/HLX) on your smartphone, tablet or computer. You will need the latest version of Chrome, Safari, Internet Explorer, Edge or Firefox. Please ensure your browser is compatible.
- As a shareholder, you will then be required to enter your control number, which is located on your proxy card.



After registering, you will receive a confirmation email. Approximately one hour prior to the start of the meeting, an email will be sent to the email

address you provided during registration with a unique link to the Annual Meeting.

**20. May shareholders submit questions at the Annual Meeting?**

Yes. Upon admission to the virtual Annual Meeting, shareholders will be able to participate in the meeting, securely vote, submit questions or comments to

management, and access a copy of the shareholder list (by clicking on a link), just as one could at an in-person meeting.

**21. How do I find out the results of the Annual Meeting?**

Preliminary voting results will be announced at the Annual Meeting and posted on our website under *For the Investor/Annual Meeting Information* at

[www.HelixESG.com](http://www.HelixESG.com). The final voting results will be reported in a Current Report on Form 8-K filed in accordance with SEC rules.

**22. Whom should I contact with other questions?**

If you have additional questions about this proxy statement or the Annual Meeting, or would like additional copies of this proxy statement or our 2021 Annual Report to Shareholders (including our Annual Report on

Form 10-K), please contact the Corporate Secretary, Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043, telephone: 281.618.0400.

**23. How may I communicate with Helix’s Board of Directors?**

Shareholders may send communications in care of the Corporate Secretary, Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043.

Please provide your name, address, and class and number of voting securities you hold, and indicate whether your message is for the Board as a whole, a particular group or committee of directors, our Chairman or another individual director.

**24. When are shareholder proposals for the 2023 Annual Meeting of Shareholders due?**

Proposal Type	Deadline	Compliance	Submission
To be included in the proxy statement for the 2023 Annual Meeting <sup>(1)</sup>	December 7, 2022 <sup>(2)</sup>	Must comply with Regulation 14A of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), regarding the inclusion of shareholder proposals in company-sponsored proxy materials	All submissions to, or requests of, the Corporate Secretary should be addressed to our corporate office at:  3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043
Not to be included in the proxy statement	February 17, 2023 <sup>(3)</sup>	Must comply with our By-laws and Regulation 14A of the Exchange Act <sup>(4)(5)</sup>	

(1) The persons designated in the proxy card will be granted discretionary authority with respect to any shareholder proposal not submitted to us timely.

(2) 120 days prior to the anniversary of this year’s mailing date.

(3) Not less than 90 days prior to the anniversary of this year’s Annual Meeting.

(4) A copy of our By-laws is available from our Corporate Secretary.

(5) The shareholder providing the proposal must provide their name, address, and class and number of voting securities held by them. The shareholder must also be a shareholder of record on the day the notice is delivered to us, be eligible to vote at the Annual Meeting of Shareholders and represent that they intend to appear in person or by proxy at the meeting.



## PROPOSAL 1: ELECTION OF DIRECTORS

Three directors are to be elected at the Annual Meeting. The Board has proposed three nominees, T. Mitch Little, John V. Lovoi and Jan Rask, to stand for election as Class I directors to serve a three-year term expiring at the Annual Meeting of Shareholders in 2025 or, if at a later date, until their respective successor is duly elected and qualified. Messrs. Little, Lovoi and Rask are currently serving as Class I directors.

The nominees have agreed to be named in this proxy statement and have indicated a willingness to continue to serve if elected. The Corporate Governance and Nominating Committee of the Board has determined that each of the nominees qualifies for election under its criteria for the evaluation of directors and has nominated the candidates for election. If a nominee becomes unable to serve before the election, the shares represented by proxies may be voted for a substitute designated by the Board, unless a contrary instruction is indicated on the proxy card. The Board has no reason to believe that any of the nominees will become unable to serve. The Board has affirmatively determined that each of Messrs. Little, Lovoi and Rask qualifies as “independent” as that term is defined under New York Stock Exchange (“NYSE”) Rule 303A and applicable rules promulgated under the Exchange Act.

Unless otherwise instructed, the persons named as proxies will vote all proxies received **FOR** the election of each person named as nominee below as a Class I director for a term of three years, until the Annual Meeting of Shareholders in 2025 or, if at a later date, until their respective successor is duly elected and qualified. There is no cumulative voting for the election of directors and the Class I directors will be elected by a plurality of the votes cast at the Annual Meeting.

In the section below, we provide the name and biographical information about each of the Class I director nominees and each other member of the Board.

Information in each director’s biographical information is as of March 21, 2022. Information about the number of shares of our common stock beneficially owned by each director as of March 21, 2022 appears below under the heading “Share Ownership Information—Management Shareholdings” on page 63.

There are no family relationships among any of our directors, nominees for director or executive officers.

### Board of Directors Recommendation

**The Board recommends that you vote “FOR” the nominees to the Board of Directors set forth in this Proposal 1.**

### Vote Required

Election of each director requires the affirmative vote of holders of a plurality of the shares of common stock present or represented and voting on the proposal at the Annual Meeting. This means the three nominees receiving the greatest number of votes cast by the holders of our common stock entitled to vote on the matter will be elected as directors.

Under the Corporate Governance Guidelines for the Board, any nominee for director who receives a greater number of “withhold authority” than votes “for” his or her election is required to promptly tender his or her resignation. That resignation is to be considered by the Corporate Governance and Nominating Committee, which is to make its recommendation to the full Board. The Board is to act upon the committee’s recommendation within 90 days of the shareholder vote, and the Board’s decision (and if the Board should decline to accept the resignation, the reasons therefor) will be disclosed in a Current Report on Form 8-K.



**Information about Nominees for Class I Directors:****T. MITCH LITTLE**

**Primary Occupation:**  
Energy Executive  
**Director Since:** 2021  
**Age:** 58

**Professional Experience:**

Mr. Little was appointed as a director in July 2021. He served as Executive Vice President – Operations for Marathon Oil Corporation (“Marathon”) (NYSE: MRO) from August 2016 until his retirement in December 2020, where he held full responsibility for all operations and development activities. Prior to such role Mr. Little served in a variety of roles of progressing leadership responsibility at Marathon, including Vice President – Conventional & Oil Sands Mining Assets, Vice President – International & Offshore Exploration & Production Operations, Managing Director – Norway, and General Manager – Worldwide Drilling & Completions. Mr. Little joined Marathon in 1986 and has over 30 years’ experience in the petroleum industry in various technical, supervisory and senior management positions. Mr. Little previously served as the Chairman of the Oilfield Energy Center, a non-profit venture dedicated to expanding awareness of subsurface hydrocarbon energy resources and supporting global stewardship in the communities that develop those resources in a safe and environmentally responsible manner.

**Director Qualifications:**

Mr. Little has a wide range of experience and knowledge in the oil and gas exploration and production industry. His over 30-year career of leadership experience and expertise in both domestic and international business in key customer segments strengthens the Board’s collective qualifications, skills and experience.

**JOHN V. LOVOI**

**Primary Occupation:**  
Managing Partner  
JVL Partners  
**Director Since:** 2003  
**Age:** 61

**Professional Experience:**

Mr. Lovoi is a founder and Managing Partner of JVL Partners, a private oil and gas investment partnership. Mr. Lovoi served as head of Morgan Stanley’s global oil and gas investment banking practice from 2000 to 2002 and was a leading oilfield services and equipment research analyst for Morgan Stanley from 1995 to 2000. Prior to joining Morgan Stanley in 1995, he spent two years as a senior financial executive at Baker Hughes and four years as an energy investment banker with Credit Suisse First Boston. Mr. Lovoi also serves as Chairman of the Board of Directors of Dril-Quip, Inc., a provider of offshore drilling and production equipment to the global oil and gas business, and as Chairman of Epsilon Energy Ltd., an exploration and production company focused in the Marcellus shale play in the northeast United States. Mr. Lovoi served as a director of Roan Resources, Inc., an independent oil and natural gas company focused on the Anadarko Basin, from September 2018 to December 2019. Mr. Lovoi graduated from Texas A&M University with a Bachelor of Science degree in chemical engineering and received an M.B.A. from the University of Texas.

**Director Qualifications:**

As a result of these professional experiences, Mr. Lovoi possesses particular financial knowledge and experience in financial matters including capital market transactions, strategic financial planning (including risk assessment), and analysis that strengthen the Board’s collective qualifications, skills and experience.



**PROPOSAL 1: ELECTION OF DIRECTORS**

**Information about Nominees for Class I Directors (continued):**

**JAN RASK**



**Primary Occupation:**  
Independent Investor  
**Director Since:** 2012  
**Age:** 66

**Professional Experience:**

Mr. Rask has been an independent investor since July 2007. Mr. Rask was President, Chief Executive Officer and Director of TODCO from July 2002 to July 2007. Mr. Rask was Managing Director, Acquisitions and Special Projects, of Pride International, Inc., a contract drilling company, from September 2001 to July 2002. From July 1996, Mr. Rask was President, Chief Executive Officer and a director of Marine Drilling Companies, Inc., a contract drilling company, until the acquisition of Marine Drilling Companies, Inc. by Pride International, Inc. Mr. Rask served as President and Chief Executive Officer of Arethusa (Off-Shore) Limited from May 1993 until the acquisition of Arethusa (Off-Shore) Limited by Diamond Offshore Drilling, Inc. in May 1996. Mr. Rask joined Arethusa Offshore, (ASE) Limited's principal operating subsidiary in 1990 as its President and Chief Executive Officer. From August 2017 to August 2020, Mr. Rask served as a director of Borr Drilling Limited, an offshore shallow-water drilling contractor providing worldwide offshore drilling services to the oil and gas industry that became a public company in the U.S. in July 2019. Mr. Rask holds a Bachelor of Economics and Business Administration from the Stockholm School of Economics and Business Administration. Mr. Rask has worked in the shipping and offshore industries for approximately 30 years and has held a number of positions of progressive responsibility in finance, chartering and operations.

**Director Qualifications:**

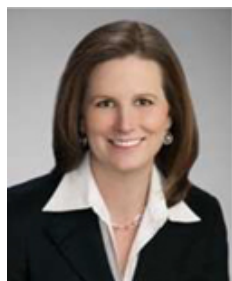
Mr. Rask possesses particular knowledge and experience in the offshore oil and gas contract drilling industry. Mr. Rask also has extensive knowledge in international operations, leadership of complex organizations and other aspects of operating a major corporation that strengthen the Board's collective qualifications, skills and experience.



Information about Continuing Directors

Class III Directors Term Expiring in 2023:

AMY H. NELSON



**Professional Experience:**

Ms. Nelson was appointed as a director in August 2019. Ms. Nelson founded Greenridge Advisors, LLC in 2007, an energy services and equipment consulting firm focused on the development, execution and financing of corporate and business line strategies. Prior to founding Greenridge, Ms. Nelson served as Vice President of SCF Partners, an oilfield service and equipment-focused private equity firm, and worked for Amoco Production Company in planning, project management and engineering roles. In addition to serving on several private company boards during her tenure at SCF Partners and Greenridge, Ms. Nelson currently serves on the board of directors of APA Corporation (NYSE:APA), an independent energy company that explores for, develops and produces oil and natural gas. Since July 2019, Ms. Nelson has been a director of NexTier Oilfield Solutions Inc. (NYSE:NEX), which is a U.S. land oilfield service company providing well completion and production services. Ms. Nelson holds economics and mechanical engineering degrees from Rice University, and an M.B.A. with distinction from Harvard Business School.

**Primary Occupation:**  
President, Greenridge Advisors, LLC  
**Director Since:** 2019  
**Age:** 53

**Director Qualifications:**

Ms. Nelson also has professional experience and direct engagement regarding Environmental, Social and Governance (“ESG”) matters, and for each of the public company boards on which she serves she sits on the committees responsible for ESG oversight. As a result of her professional experiences, Ms. Nelson possesses particular knowledge and experience in corporate strategy, capital allocation, ESG matters, and the assessment and management of risks in the oil and gas industry including managing regulatory and compliance environmental issues that strengthen the board’s collective qualifications, skills and experience.

WILLIAM TRANSIER



**Professional Experience:**

Mr. Transier has served as a director since October 2000, and as Lead Independent Director from March 2016 through July 2017 when he was appointed Chairman of the Board. He is founder and Chief Executive Officer of Transier Advisors, LLC, an independent advisory firm providing services to companies facing financial distress, suboptimal operational situations, turnaround, restructuring or in need of interim executive or board leadership. Mr. Transier was co-founder of Endeavour International Corporation, an international oil and gas exploration and production company. He served as non-executive Chairman of Endeavour’s Board of Directors from December 2014 until November 2015. He served from September 2006 until December 2014 as Chairman, Chief Executive Officer and President of Endeavour and as its Chairman and Co-Chief Executive Officer from its formation in February 2004 through September 2006. Prior to Endeavour, Mr. Transier served as Executive Vice President and Chief Financial Officer of Ocean Energy, Inc. and its predecessor, Seagull Energy Corporation from May 1996 to April 2003. Before his tenure with Ocean, Mr. Transier served in various roles including partner in the audit department and head of the Global Energy practice of KPMG LLP from June 1986 to April 1996. Mr. Transier served as the Chairman of the Board of Directors of Battalion Oil Corporation (which changed its name from Halcón Resources Corporation) and as chairman of its audit committee from October 2019 until May 2021. In April 2020, Mr. Transier was elected to the board of Exela Technologies, Inc. where he serves as chairman of its audit committee and a member of the special transactions committee. Mr. Transier was previously a member of the board of Sears Holding Corporation (2018 – 2020), Teekay Offshore Partners L.P. (2019 – 2020), Gastar Exploration, Inc. (2018 – 2019), CHC Group Ltd. (2016 -2017) and Paragon Offshore plc (2014 – 2017). Mr. Transier was recently recognized by the Dallas Business Journal as an Outstanding Director for excellence in corporate governance. Mr. Transier graduated from the University of Texas with a B.B.A. in accounting, has an M.B.A. from Regis University and earned an M.A. in Theological Studies from Dallas Baptist University.

**Primary Occupation:**  
Energy Executive  
**Director Since:** 2000  
**Age:** 67

**Director Qualifications:**

Mr. Transier also has extensive knowledge of international operations, the energy industry, leadership of complex organizations, financial restructuring, merger and acquisitions, and other aspects of operating a major corporation that strengthen the Board’s collective qualifications, skills and experience. As a result of his professional experiences, Mr. Transier possesses particular knowledge and experience in audit, accounting and disclosure compliance including accounting rules and regulations.





**PROPOSAL 1: ELECTION OF DIRECTORS**

**Class II Directors Term Expiring in 2024:**

**AMERINO GATTI**



**Primary Occupation:**  
Energy Executive  
**Director Since:** 2018  
**Age:** 51

**Professional Experience:**

Mr. Gatti was appointed as a director in August 2018. Mr. Gatti is an Energy Executive having most recently served as Chief Executive Officer and a member of the Board of Directors from January 2018 to March 2022, and as Chairman of the Board from February 2020 to March 2022, of Team, Inc. (NYSE:TISI), a provider of integrated specialty industrial services with operations in over 20 countries, including inspection and assessment of critical assets utilized in the refining, petrochemical, power, pipeline, renewables and various other industries. Prior to joining Team, he served as an Executive Officer and President of the Production Group for Schlumberger Limited (NYSE:SLB), an oilfield services and products provider with operations in over 85 countries. Over his 25-year career at Schlumberger, Mr. Gatti served in a variety of roles of progressing leadership responsibility, including President Well Services, Vice President of the Production Group for North America, Vice President and General Manager for Qatar and Yemen, Global Vice President for Sand Management Services and Vice President Marketing for North America. Earlier in his Schlumberger career, he held field operations, engineering and human resources positions around the world, including North America, South Asia and the Middle East. Mr. Gatti holds a mechanical engineering degree from the University of Alberta, Canada.

**Director Qualifications:**

Mr. Gatti brings extensive knowledge of international business and executive leadership experience in operations, technology, talent management, and integrating and transforming complex organizations. In addition, his 30 year career in energy businesses provides him with global expertise in key customer segments that strengthen the Board's collective qualifications, skills and experience.

**OWEN KRATZ**



**Primary Occupation:**  
President and Chief  
Executive Officer Helix  
Energy Solutions Group, Inc.  
**Director Since:** 1990  
**Age:** 67

**Professional Experience:**

Mr. Kratz is President and Chief Executive Officer of Helix. He was named Executive Chairman in October 2006 and served in that capacity until February 2008 when he resumed the position of President and Chief Executive Officer. He served as Helix's Chief Executive Officer from April 1997 until October 2006. Mr. Kratz served as President from 1993 until February 1999, and has served as a Director since 1990 (including as Chairman of the Board from May 1998 to July 2017). He served as Chief Operating Officer from 1990 through 1997. Mr. Kratz joined Cal Dive International, Inc. (now known as Helix) in 1984 and held various offshore positions, including saturation diving supervisor, and management responsibility for client relations, marketing and estimating. From 1982 to 1983, Mr. Kratz was the owner of an independent marine construction company operating in the Bay of Campeche. Prior to 1982, he was a superintendent for Santa Fe and various international diving companies, and a diver in the North Sea. From February 2006 to December 2011, Mr. Kratz was a member of the Board of Directors of Cal Dive International, Inc., a once publicly traded company, which was formerly a subsidiary of Helix. Mr. Kratz has a Bachelor of Science degree from State University of New York.



## CORPORATE GOVERNANCE

### Composition of the Board

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The Board currently consists of seven members and, in accordance with our By-laws, is divided into three classes of similar size. The members of each class are elected to serve a three-year term with the term of office of each class ending in successive years. The Class I, II and III directors are currently serving until the

later of the Annual Meeting in 2022, 2024 and 2023, respectively, and their respective successors being duly elected and qualified. There are currently three directors in Class I and two directors each in Class II and Class III.

### Role of the Board

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The Board has established guidelines that it follows in matters of corporate governance. A complete copy of the Corporate Governance Guidelines for the Board of Directors, which were most recently amended in February 2022, is available [here](#) or on our website (which can be found at [www.HelixESG.com](http://www.HelixESG.com)) under *About Helix*, by clicking *Corporate Governance* and then scrolling to the download link. According to the Corporate Governance Guidelines, the Board is vested

with all powers necessary for the management and administration of Helix's business operations. Although not responsible for our day-to-day operations, the Board has the responsibility to oversee management, provide strategic direction, provide counsel to management regarding the business of Helix, and to be informed, investigate and act as necessary to promote our business objectives.

### Board of Directors Independence and Determinations

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The Board has affirmatively determined that each of Messrs. Gatti, Little, Lovoi, Rask and Transier and Ms. Nelson qualifies as "independent" as that term is defined under NYSE Rule 303A and applicable rules promulgated under the Exchange Act. In making this determination, the Board has concluded that none of these directors has a relationship with Helix that, in the opinion of the Board, is material and would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. Our only current non-independent director is Mr. Kratz, our President and Chief Executive Officer. Accordingly, a majority of the members of the Board are independent, as required by NYSE Rule 303A. This independence determination is analyzed annually to promote arms-length oversight. In making its determination regarding

independence the Board reviewed the NYSE Rule 303A criteria for independence in advance of the first meeting of the Board in 2022. In connection with its determination, the Board gathered information with respect to each Board member individually regarding transactions and relationships between Helix and its directors, including the existence of ongoing transactions, if any, entered into between Helix and other entities of which our directors serve as officers or directors. Each director also completed a questionnaire, which included questions about his or her relationship with Helix. None of these transactions or relationships were deemed to affect the independence of the applicable director, nor did they exceed the thresholds established by NYSE rules.

### Selection of Director Candidates

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The Board is responsible for selecting candidates for Board membership and establishing the criteria to be used in identifying potential candidates. The Board delegates the screening and nomination process to the Corporate Governance and Nominating Committee.

For more information on the director nomination process, including selection criteria, see "Corporate Governance and Nominating Committee" on page 20 and "Director Nomination Process" starting on page 21.

### Board of Directors Qualifications, Skills and Experience

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We are an international offshore energy services company that provides specialty services to the offshore energy industry, with a focus on well intervention and robotics operations. Traditionally, our services have covered the lifecycle of an offshore oil or gas field. In recent years, we have seen an increasing demand for our services from the offshore renewable

energy market. We believe the Board should be composed of individuals with sophistication and experience in the substantive areas that impact our business. We believe experience, qualifications, or skills in one or more of the following areas to be most important: offshore oilfield services, oil



**CORPORATE GOVERNANCE**

and gas exploration and production, renewable energy, international operations, accounting and finance, strategic planning, investor relations, leadership and administration of complex organizations, management of risk, corporate governance and other areas related to the operation of a major international corporation (whether social, cultural, industrial, financial or operational). In addition, we focus on experience,

qualifications and skills related to the importance of our Environmental, Social and Governance (“ESG”) initiatives. We believe that each of our current Board members possesses the professional and personal qualifications necessary for Board service, with the director qualifications described in their biographies under “Election of Directors” on pages 9-12 and in the matrix below.

**Board Matrix**

The following matrix provides information regarding the members of our Board, including certain types of knowledge, skills, experiences and attributes possessed by one or more of our directors which our Board believes are relevant to our business and industry. The matrix does not encompass all of the knowledge, skills, experiences or attributes of our directors, and the fact that a particular knowledge, skill, experience or attribute

is not listed does not mean that a director does not possess it. In addition, the absence of a particular knowledge, skill, experience or attribute with respect to any of our directors does not mean the director in question is unable to contribute to the decision-making process in that area. The type and degree of knowledge, skill and experience listed below may vary among the members of our Board.

<b>BOARD MATRIX</b>							
	<b>Gatti</b>	<b>Kratz</b>	<b>Little</b>	<b>Lovoi</b>	<b>Nelson</b>	<b>Rask</b>	<b>Transier</b>
<b>Knowledge, Skills and Experience</b>							
Accounting/Financial				✓	✓		✓
Corporate Governance/Ethics	✓	✓	✓	✓	✓	✓	✓
Energy Industry	✓	✓	✓	✓	✓	✓	✓
Energy Transition/Sustainability					✓	✓	
Executive Experience	✓	✓	✓			✓	✓
Health, Safety & Environmental	✓	✓	✓				
HR/Compensation	✓					✓	✓
International Business	✓	✓	✓			✓	✓
Mergers and Acquisitions	✓	✓	✓	✓	✓	✓	✓
Operations	✓	✓	✓			✓	✓
Other Public Company Board Experience	✓	✓	✓	✓	✓	✓	✓
Risk Management		✓	✓		✓		✓
Science, Technology and Engineering	✓		✓				
Strategic Planning/Oversight	✓	✓	✓	✓	✓	✓	✓
<b>Demographics</b>							
<b>Race/Ethnicity</b>							
Asian							
Black/African American							
Caucasian/White	✓	✓	✓	✓	✓	✓	✓
Hispanic/Latinx							
Native American/Alaska Native							
Native Hawaiian/Pacific Islander							
Country of Birth	Canada	Zimbabwe	USA	USA	USA	Sweden	USA
<b>Self-Identified Gender/Sexual Orientation</b>							
Female					✓		
Male	✓	✓	✓	✓		✓	✓
Non-Binary							
LGBTQ+							
<b>Other Attributes</b>							
Tenure (Years)	4	32	1	19	3	10	22
Independence	✓		✓	✓	✓	✓	✓
Committee Membership	Gov. (Chair) Comp.	--	Comp.	Audit Comp.	Audit (Chair) Gov.	Comp. (Chair) Gov.	Audit



## Board Leadership Structure

In July 2017, the Board appointed its former Lead Director, Mr. Transier, to serve as its independent Chairman. The Corporate Governance and Nominating

Committee periodically reviews and recommends to the Board appropriate Board leadership structure.

## Communications with the Board

Pursuant to the terms of the Corporate Governance Guidelines, any shareholder or other interested party wishing to send written communications to any one or more of Helix's directors may do so by sending them in care of our Corporate Secretary at Helix's corporate office. All such communications will be forwarded to the

intended recipient(s). All such communications should provide your name, address, and class and number of voting securities you hold, and indicate whether they contain a message for the Board as a whole, a particular group or committee of directors, our Chairman or another individual director.

## Code of Business Conduct and Ethics

In addition to the Corporate Governance Guidelines, our written Code of Business Conduct and Ethics (available [here](#)) applies to all of our directors, officers and employees. We have also established a Code of Ethics for Chief Executive Officer and Senior Financial Officers (available [here](#)) applicable to our Chief Executive Officer, Chief Financial Officer, Principal Accounting Officer or Corporate Controller (or person performing a similar function, if any), and Vice President – Internal Audit. We have posted a current copy of both codes on our website (which is located at [www.HelixESG.com](http://www.HelixESG.com)) under *About Helix*, by clicking *Corporate Governance*

and then scrolling to the download links. In addition, we intend to post on our website all disclosures that are required by law or NYSE listing standards concerning any amendments to, or waivers of, any provision of the Code of Business Conduct and Ethics. The Code of Business Conduct and Ethics, the Code of Ethics for Chief Executive and Senior Financial Officers and the Corporate Governance Guidelines are available free of charge in print upon request sent to the Corporate Secretary at Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043.

## Attendance at the Annual Meeting

The Board holds a regular meeting immediately preceding and/or immediately after each year's Annual Meeting of Shareholders. Therefore, members of the Board generally attend Helix's Annual Meetings of Shareholders.

The Board encourages its members to attend the Annual Meeting, but does not have a written policy regarding attendance at the meeting. All members of the then-current Board attended the 2021 Annual Meeting of Shareholders.

## Mandatory Retirement Policy

The Board has a mandatory retirement policy for directors such that no person may be a director nominee to serve for a term of service on the Board if during the

applicable term he or she would reach the age of 75, and as written such policy does not contemplate waivers or exceptions.

## Directors' Continuing Education

The Board encourages all directors to attend director education programs if they believe attendance will enable them to perform better and to recognize and effectively deal with issues as they arise. To assist

directors' continuing education, Helix is a member of the National Association of Corporate Directors and from time to time Helix presents programs regarding topical matters to the Board.

## Risk Oversight

The Board and its committees are actively involved in overseeing risk management for Helix. In order to

advance our business strategy, maintain our financial strength and create long-term value for our



**CORPORATE GOVERNANCE**

shareholders, the Board routinely assesses the major, “mission critical” risks facing Helix and various options for mitigation of those risks. The Board delegates to its committees responsibility for overseeing certain types of risk, as more fully discussed herein. Management is responsible for the day-to-day operation and oversight of Helix, and identifies and prioritizes risks associated with our business, which are discussed at Board and/or committee meetings as appropriate. We believe that our risk management responsibilities, processes and procedures serve as an effective approach for addressing the risks facing Helix, and that our Board and management structures support this approach.

Among its duties, the Audit Committee regularly reviews with the Board and management:

- Our policies and processes with respect to risk assessment, mitigation and management;
- Our systems of disclosure controls and internal controls over financial reporting;
- Key credit risks;
- Our hedging policies and transactions;
- Cybersecurity risk and control procedures; and
- Our compliance with legal and regulatory requirements.

Among its duties, the Compensation Committee regularly reviews with the Board and management:

- Our compensation philosophy, policies and programs;
- Retention risk; and
- Alignment with shareholder interests.

Among its duties, the Corporate Governance and Nominating Committee regularly reviews with the Board and management:

- The disclosure and reporting of any ESG matters, and specifically including with respect to climate change, regarding our business and industry;
- Shareholder concerns and matters regarding corporate governance; and
- Succession planning.

The Board’s risk oversight process builds upon management’s risk assessment and mitigation efforts, and the Board works directly with management in establishing strategic planning and enterprise risk management processes for risk oversight identification, reporting and monitoring. Our finance, legal (which includes compliance, human resources, contracts and insurance functions) and internal audit departments serve as the primary monitoring and testing functions for company policies and procedures, and manage the day-to-day oversight of our risk management strategy. This oversight includes identifying, evaluating and addressing potential risks that may exist at the enterprise, strategic, financial, operational, compliance and reporting levels. Management regularly reports on these risks to the Board and its relevant committees, and additional review and reporting of risks are conducted as appropriate. All committees report to the Board, including when a matter rises to the level of a material risk.

In addition to reports from its committees, the Board receives presentations throughout the year from various members of management that include discussion of risks as necessary and appropriate, including risks associated with proposed transactions. At each Board meeting, our Chief Executive Officer addresses matters of particular importance or concern, including any significant areas of risk that may call for Board attention, whether commercial, operational, legal, regulatory or other type of risk. Additionally, the Board reviews our short-term and long-term strategies, including consideration of significant risks facing Helix and the impact of such risks.

**Corporate Sustainability**

Helix understands the important role we play as a steward of the people, communities and environments we serve, and we regularly look for ways to emphasize and improve our own ESG record. Helix incorporates ESG initiatives into our core business values and priorities of Safety, Sustainability and Value Creation with a top-down approach led by the Board and management.

In line with these values, the Board and management are committed to implementing and improving ESG initiatives throughout our business. This commitment is evidenced in our annual Corporate Sustainability Report,

the most recent version of which was published in November 2021 (available [here](#)), which significantly expands our disclosures and transparency related to Helix’s operational, environmental, safety performance and human capital metrics. In the Report, we detail the composition of our workforce and disclose our Scope 1, Scope 2 and Scope 3 greenhouse gas (“GHG”) metrics for 2019 and 2020, including target GHG reductions. The metrics disclosed form the baseline from which we continue to evolve and develop. Sustainability at Helix is not viewed as a static goal, but rather a process embedded within our organization that we refine to improve the health and safety of our employees and



lessen the environmental impact of our operations amongst other goals.

Our Corporate Sustainability Report reflects our commitment to transition to a more sustainable future and continue the discussion regarding ESG in current and future disclosures, all of which we believe further creates value for our investors, customers and employees.

To read the current Report on Helix's homepage (which is located at [www.HelixESG.com](http://www.HelixESG.com)), select *Corporate Sustainability* under the *About Helix* heading and scroll down to the link for the *2021 Corporate Sustainability Report*.



### The Board and ESG

The Board is focused on not only Helix governance practices, but is actively engaged on environmental, health, safety and social issues. The Board provides meaningful insight into management's efforts through an open dialogue. At every regular Board meeting our Chief Operating Officer or his designee reports to the Board on Helix's performance compared to Health, Safety and Environment ("HSE") targets set for ourselves against industry statistics, and various initiatives being implemented by HSE management. The Board also receives a report on Helix's safety record (including total reportable incident rate, or TRIR), lost time incidents, and any significant accident or illness incidents, and has the opportunity to question management.

The Corporate Governance and Nominating Committee is specifically tasked with overseeing, assessing and reviewing risks associated with corporate sustainability, including climate change. At every committee meeting, our Sustainability Officer provides an update with respect to the disclosure and reporting of our ESG strategy, including the expansion of sustainability throughout our organization.

Our core operations have long included evaluating and mitigating risks associated with climate change, and these sustainability efforts have been an integral part of the way we do business. Our Climate Change Action Committee, comprised of key leaders from QHSE, Legal, our Business Units and Executive Management, helps

guide and improve our sustainability strategy with respect to climate change targets and related policies and programs.

From a social perspective, the Board and management recognize their leadership responsibility in embracing our vision and core values. The Board is focused on maintaining an ethical culture at all levels within our organization. The Audit Committee receives an update from management at every regular committee meeting outlining the Company's compliance initiatives, including adherence to the Company's Code of Business Conduct and Ethics. The Board also receives regular educational updates on matters such as anti-corruption, legal and regulatory developments and specific risks in the geographic areas in which we operate or seek to operate. As part of this process, Helix has adopted a Statement on Human Rights (available [here](#)) and Supplier and Vendor Expectations (available [here](#)), both of which can be found on our website (which is located at [www.HelixESG.com](http://www.HelixESG.com)) under *About Helix*, by clicking *Corporate Governance* and then scrolling to the download links.

The Board is also invested in maintaining Helix's employee culture, including embracing diversity and inclusion. Notably in 2021 Helix employed 1,327 employees worldwide, representing 32 nationalities. The Board believes that employing people with different backgrounds, experience and perspectives makes Helix a stronger company.

### Meetings of the Board and Committees

The Board currently has, and appoints members to, three standing committees: the Audit Committee, the Compensation Committee, and the Corporate Governance and Nominating Committee. Each committee acts under the terms of a written charter, copies of which are available on our website (which is located at [www.HelixESG.com](http://www.HelixESG.com)) under *About Us*, by clicking *Corporate Governance* and then scrolling to the download links. A copy of each charter is available free

of charge upon request sent to the Corporate Secretary at Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043.

The following table summarizes the current membership of the Board and each of its committees as well as the number of times each met during the year ended December 31, 2021. Members were elected to each



**CORPORATE GOVERNANCE**

committee based upon the recommendation of the Corporate Governance and Nominating Committee followed by a vote of the Board. Each member of each

of these committees is “independent” as defined by applicable NYSE and SEC rules.

Name	Board	Audit	Compensation	Corporate Governance and Nominating
Mr. Gatti	Member	—	Member	Chair
Mr. Kratz	Member	—	—	—
Mr. Little	Member	—	Member	—
Mr. Lovoi	Member	Member	Member	—
Ms. Nelson	Member	Chair	—	Member
Mr. Rask	Member	—	Chair	Member
Mr. Transier	Chair	Member	—	—
<b>Number of Meetings in 2021</b>				
Regular	5	6	4	4
Special	3	0	5	2

**Board Attendance**

During the year ended December 31, 2021, the Board held a total of eight meetings. Each director attended 75% or more of the total meetings of the Board held

during the time such director was a member, and each director attended 75% or more of the total meetings of the committees on which such director served.

**Executive Sessions of the Directors**

Non-management directors meet in regular executive sessions following Board and committee meetings without any members of management being present and at which only those directors who meet the independence standards of the NYSE are present, provided, however, that committees do occasionally meet with individual members of management, including

the Chief Executive Officer, by invitation during executive sessions. The independent Chairman presides at executive sessions of the independent directors. In the case of an executive session of independent directors held in connection with a committee meeting, the chair of the applicable committee presides as chair.

**Audit Committee**

The Audit Committee currently is composed of three independent directors: Ms. Nelson, Chair, and Messrs. Lovoi and Transier, each of whom meets the independence and financial literacy requirements as defined in the applicable NYSE and SEC rules. The Audit Committee is appointed by the Board to assist the Board in fulfilling its oversight responsibility to our shareholders, potential shareholders, the investment community and others relating to: (i) the integrity of our financial statements, (ii) the effectiveness of our internal control over financial reporting, (iii) our compliance with legal and regulatory requirements, (iv) the performance of our internal audit function and independent registered public accounting firm and (v) the independent registered public accounting firm’s qualifications and independence. Among its duties, all of which are more specifically described in the Audit Committee charter, which was most recently amended in December 2021, the Audit Committee:

- Appoints and oversees our independent registered public accounting firm;
- Reviews the adequacy of our accounting and audit principles and practices, and the adequacy of compliance assurance procedures and internal controls;
- Reviews and pre-approves all non-audit services to be performed by the independent registered public accounting firm in order to maintain the accounting firm’s independence;
- Reviews the scope of the annual audit;
- Reviews with management and the independent registered public accounting firm our annual and quarterly financial statements, including disclosures made in management’s discussion and analysis and in our earnings press releases;
- Discusses with management and the independent registered public accounting firm any “critical audit matters” that are being considered by the



independent registered public accounting firm for inclusion in its audit opinion;

- Meets independently with management and the independent registered public accounting firm;
- Meets with internal audit and reviews significant reports prepared by internal audit as well as the quality and objectivity of the internal audit function;
- Reviews corporate compliance and disclosure systems;
- Reviews corporate compliance and ethics programs and associated legal and regulatory requirements, together with management's periodic evaluation of the programs' effectiveness;

- Reviews and approves related-party transactions;
- Makes regular reports to the Board;
- Reviews and reassesses the adequacy of its charter annually and recommends any proposed changes to the Board for approval;
- Performs an annual self-evaluation of its performance;
- Produces an annual report for inclusion in our proxy statement; and
- Performs such other duties as may be assigned by the Board from time to time.

### Audit Committee Independence

The Board has affirmatively determined that all members of the Audit Committee (i) are considered "independent" as defined under NYSE Rule 303A and (ii) meet the

criteria for independence set forth in Exchange Act Rule 10A-3(b)(1).

### Designation of Audit Committee Financial Experts

The Board has determined that each member of the Audit Committee is financially literate and that Ms. Nelson and Mr. Transier are "audit committee financial experts," as that term is defined in the rules promulgated by the SEC pursuant to the Sarbanes-

Oxley Act of 2002, and have financial management expertise as required by the NYSE listing rules. For more information regarding the Audit Committee, please refer to the "Report of the Audit Committee" on page 27.

### Compensation Committee

The Compensation Committee currently is composed of four independent directors: Mr. Rask, Chair, and Messrs. Gatti, Little and Lovoi. The Board has affirmatively determined that all members of the Compensation Committee are considered "independent" as defined under NYSE Rule 303A.

The Compensation Committee is appointed by the Board to assist the Board in discharging its responsibilities relating to the compensation of our executive officers. The Compensation Committee has the responsibilities described in the Compensation Committee charter, which was most recently amended in December 2019, including the overall responsibility for reviewing, evaluating and approving Helix's executive officer compensation plans, policies, programs and agreements (to the extent such agreements are considered necessary or appropriate by the Compensation Committee). The Compensation Committee is also responsible for reviewing and recommending to the Board whether the "Compensation Discussion and Analysis" should be included in our proxy statement. Among its duties, all of which are more specifically described in its charter, the Compensation Committee has the responsibility to:

- Review our overall compensation philosophy and objectives;
- Make recommendations to the Board with respect to our 2005 Long Term Incentive Plan, our Employees' 401(k) Savings Plan, our Employee Stock Purchase Plan ("ESPP"), and any other equity-based plans;
- Commission independent consultants to assist the committee in the evaluation of independent board member and executive officer compensation, as discussed in our "Compensation Discussion and Analysis" below;
- Review and approve employment, severance, change in control agreements and other compensatory arrangements with our executive officers, as the committee determines are appropriate;
- Review and approve annually executive officer compensation and compensatory arrangements, including base salary and short-term and long-term incentive compensation;
- Review and reassess the adequacy of its charter annually and recommend any proposed changes to the Board for approval;





**CORPORATE GOVERNANCE**

- Perform an annual self-evaluation of its performance; and

- Perform such other duties as may be assigned by the Board from time to time.

**Corporate Governance and Nominating Committee**

The Corporate Governance and Nominating Committee currently is composed of three independent directors: Mr. Gatti, Chair, Ms. Nelson and Mr. Rask. The Corporate Governance and Nominating Committee is appointed by the Board to take a leadership role in shaping the corporate governance and business standards of the Board and Helix. The Corporate Governance and Nominating Committee identifies individuals qualified to become Board members, consistent with criteria approved by the Board, oversees the organization of the Board to discharge the Board's duties and responsibilities properly and efficiently, and identifies best practices and recommends corporate governance principles, including giving proper attention and effective responses to shareholder concerns regarding corporate governance.

The Corporate Governance and Nominating Committee has the responsibilities specifically described in the Corporate Governance and Nominating Committee charter, which was most recently amended in February 2022, and the Corporate Governance Guidelines, including the responsibility to:

- Identify and evaluate potential qualified director nominees and recommend director nominees to the Board;
- Recommend to the Board the number and term of members of the Board and each committee of the Board;
- Monitor, and recommend members for, each committee of the Board;
- Monitor and recommend the functions of the committees of the Board;

- Make a recommendation to the Board of whether to accept the resignation of any director who receives a greater number of "withhold authority" than votes "for" his or her election in an uncontested election;
- Periodically review and recommend to the Board appropriate Board leadership structure;
- Periodically review and revise our corporate governance principles as appropriate;
- Oversee director orientation and education regarding Helix's business, structure, management and director responsibilities, as well as emerging governance issues and trends;
- Review and make recommendations to the Board regarding notifications made to the committee by directors concerning service on other boards or any material change in employment or other circumstances;
- Oversee, assess and review the disclosure and reporting of any ESG matters, including with respect to climate change, regarding Helix's business and industry;
- Give appropriate consideration to shareholder concerns and proposals regarding corporate governance matters concerning the Board, and provide input for any response by Helix to such concerns or proposals;
- Review and reassess the adequacy of its charter annually and recommend any proposed changes to the Board for approval;
- Perform an annual self-evaluation of its performance and the performance of the Board as a whole; and
- Perform such other duties as may be assigned by the Board from time to time.

**ESG**

In 2020 the Board moved oversight of ESG matters to the Corporate Governance and Nominating Committee and added Ms. Nelson as a member of that committee.

The Corporate Governance and Nominating Committee is responsible for matters related to ESG, including:

- Overseeing, assessing and reviewing the disclosure and reporting of any ESG matters regarding our business and industry;

- Managing risks associated with ESG, including climate change;
- Examining ways to emphasize and improve our ESG record in recognition of the important role we play as a steward of the people, communities and environments we serve; and
- Overseeing the incorporation of ESG initiatives into our core business values and priorities of Safety, Sustainability and Value Creation.



## Director Nomination Process

### Process for Director Nominations — Shareholder Nominees

The policy of the Corporate Governance and Nominating Committee is to consider properly submitted recommendations of director nominees by shareholders as described below under “Identifying and Evaluating Nominees for Directors.” In evaluating these nominations, the Corporate Governance and Nominating Committee seeks to achieve a balance of knowledge, experience and capability and to address the membership criteria set forth below under “Director Qualifications and Diversity.” Any shareholder recommendations for director nominees for consideration by the Corporate Governance and Nominating Committee should include the nominee’s name and qualifications for Board membership and should be addressed to the Corporate Secretary, Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043. In addition, our By-laws permit shareholders to nominate

directors for consideration at an annual shareholder meeting. However, in order to be considered at this year’s Annual Meeting, nominations were required to be received by us prior to the date of this proxy statement.

Neither the Corporate Secretary nor the Corporate Governance and Nominating Committee received any recommendations for director nominees from any shareholder or group of shareholders during 2021 or to date in 2022. As such, Messrs. Little, Lovoi and Rask are the only directors standing for election at the Annual Meeting.

Shareholders may nominate persons for election to the Board to be considered at next year’s Annual Meeting of Shareholders in accordance with the procedure set forth on page 65.

### Director Qualifications and Diversity

The Corporate Governance and Nominating Committee has established certain criteria with respect to the desired skills and experience for prospective Board members, including those candidates recommended by the committee and those properly nominated by shareholders. The Board, with the assistance of the Corporate Governance and Nominating Committee, selects potential new Board members using criteria and priorities established from time to time. Desired personal qualifications for director nominees include industry knowledge, intelligence, insight, practical wisdom based on experience, the highest professional and personal ethics and values, leadership skills, integrity, strength of character and commitment. Nominees should also have broad experience at the policy-making level in business and possess a familiarity with complex business organizations and one or more of our business lines or those of our customers. Nominees should have the independence necessary to make an unbiased evaluation of management performance (including with respect to Compensation Committee responsibilities) and effectively carry out their oversight responsibilities, and be committed to enhancing shareholder value. Nominees should have sufficient time to carry out their duties. Their service on other

boards of public companies should be limited to a number that permits them, given their individual circumstances, to perform responsibly all director duties to Helix and our shareholders. Specifically, in accordance with our Corporate Governance Guidelines, our directors may not serve on the boards of more than four public companies other than Helix or, if the director is the Chief Executive Officer of Helix or the equivalent of another public company, on the boards of more than two public companies other than Helix. Each director must represent the interests of all our shareholders.

The Board defines diversity expansively and has determined that it is desirable for the Board to have diverse viewpoints, professional experiences, skills and backgrounds, specifically including diversity in gender, race and ethnicity. The Corporate Governance and Nominating Committee is currently actively engaged in a search for an additional independent director with the diverse characteristics sought by the Board, has engaged an independent search firm to assist with that process, and the Corporate Governance and Nominating Committee and the Board are committed to giving proper attention to identifying and interviewing diverse candidates.



**CORPORATE GOVERNANCE**

*Identifying and Evaluating Nominees for Directors*

The Corporate Governance and Nominating Committee utilizes a variety of methods for identifying and evaluating director nominees. The committee regularly assesses the appropriate size of the Board, and whether any vacancies on the Board are expected, due to retirement or otherwise, which the Board would seek to fill. In the event that vacancies are anticipated, or otherwise arise, which the Board would seek to fill, the Corporate Governance and Nominating Committee considers various potential candidates for director. Candidates may come to the attention of the committee through current Board members, professional search firms, shareholders or other parties. These candidates are evaluated at regular or special meetings of the Corporate Governance and Nominating Committee, and may be considered at any point during the year.

As described above, the Corporate Governance and Nominating Committee considers properly submitted recommendations of director nominees by shareholders.

Following verification of the shareholder status of persons proposing director nominees, recommendations are considered by the Corporate Governance and Nominating Committee at a regularly scheduled meeting, which is generally its first or second meeting prior to the issuance of the proxy statement for the Annual Meeting of Shareholders. If any materials are provided by a shareholder in connection with the shareholder's recommendation of a director nominee, those materials are forwarded to the Corporate Governance and Nominating Committee.

The Corporate Governance and Nominating Committee may also review materials provided by current Board members, professional search firms or other parties in connection with a nominee who was not proposed pursuant to a shareholder recommendation. In evaluating all nominations, the Corporate Governance and Nominating Committee seeks to achieve a balance of knowledge, experience and capability on the Board.

**Compensation Committee Interlocks and Insider Participation**

During 2021, no member of the Compensation Committee was an officer or employee of Helix or any of our subsidiaries, or was formerly an officer of Helix or any of our subsidiaries, or had any relationships requiring disclosure by us under Item 404 of Regulation S-K under the Exchange Act.

During 2021, no executive officer of Helix served as (1) a member of the compensation committee (or other board committee performing equivalent functions) of another

entity, one or more of whose executive officers served on the Compensation Committee of the Board, (2) a director of another entity, one or more of whose executive officers served on the Compensation Committee of the Board or (3) a member of the compensation committee (or other board committee performing equivalent functions) of another entity, one or more of whose executive officers served as a member of the Board.



## DIRECTOR COMPENSATION

### 2021 Director Compensation Table

The following table sets forth compensation that was earned or paid during the one-year period ended December 31, 2021 for each member who served on the Board during all or part of 2021.

Name(1)	Fees Earned or Paid in Cash(4)(5)	Stock Awards(6)(7)	All Other Compensation	Total
Amerino Gatti	\$-0-	\$263,390	\$-0-	\$263,390
T. Mitch Little(2)	\$28,675	\$64,521	\$-0-	\$93,196
John V. Lovoi	\$77,500	\$170,469	\$-0-	\$247,969
Amy H. Nelson	\$102,299	\$150,000	\$-0-	\$252,299
Jan Rask	\$-0-	\$269,275	\$-0-	\$269,275
William L. Transier	\$234,500	\$150,000	\$-0-	\$384,500
James A. Watt(3)	\$47,800	\$150,000	\$-0-	\$197,800

(1) Mr. Kratz is not included in the table because he does not receive any compensation for serving on the Board.

(2) Mr. Little was elected to the Board in July 2021, and joined the Compensation Committee in September 2021.

(3) Mr. Watt's tenure as a member of the Board ended May 19, 2021.

(4) The annual retainer for each member of the Board, the retainer related to the applicable Board member's serving as a chair of a committee and/or as Chairman of the Board, and the retainer related to the applicable Board member's serving as a member of a committee are paid quarterly. Directors have the option of taking Board and committee retainers (but not expenses) in the form of restricted stock. See "Summary of Director Compensation and Procedures" below. Messrs. Gatti and Rask received their retainers in restricted stock for their service in 2021.

(5) In this column we are required to report all fees either earned or paid to directors during 2021. As a result, fees earned in 2020 for fourth quarter service in 2020 but paid in 2021 are also included; thus the dollar amount represents fees paid for five (not four) successive quarters. Fees earned in 2020 but paid in 2021 were as follows: Ms. Nelson, \$17,299; Mr. Transier, \$39,500 and Mr. Watt, \$17,000. Information with regard to Messrs. Gatti, Lovoi and Rask is included in footnote 7 below.

(6) Amounts shown in this column represent the grant date fair value of the restricted stock as calculated in accordance with the provisions of FASB Accounting Standard Codification (ASC) Topic 718. The value ultimately realized by each director may or may not be equal to the FASB ASC Topic 718 determined value.

*(Footnotes continue on following page.)*



**DIRECTOR COMPENSATION**

(7) The grant date fair value of the restricted stock awarded with respect to the year ended December 31, 2021 to each director, computed in accordance with FASB ASC Topic 718, is as follows:

Name	Date of Grant		Number of Shares	Grant Date Fair Value
Mr. Gatti	December 10, 2020	(a)	34,091	\$150,000
	January 4, 2021	(b)	4,501	\$18,904
	April 1, 2021	(b)	4,486	\$22,654
	July 1, 2021	(b)	4,097	\$23,394
	October 1, 2021	(b)	6,242	\$24,219
	January 4, 2022	(b)	7,762	\$24,219
Mr. Little	July 22, 2021	(c)	14,664	\$64,521
Mr. Lovoi	December 10, 2020	(a)	34,091	\$150,000
	January 4, 2021	(b)	4,874	\$20,469
Ms. Nelson	December 10, 2020	(a)	34,091	\$150,000
Mr. Rask	December 10, 2020	(a)	34,091	\$150,000
	January 4, 2021	(b)	4,874	\$20,469
	April 1, 2021	(b)	4,796	\$24,220
	July 1, 2021	(b)	4,306	\$24,587
	October 1, 2021	(b)	6,443	\$24,999
	January 4, 2022	(b)	8,013	\$25,000
Mr. Transier	December 10, 2020	(a)	34,091	\$150,000
Mr. Watt	December 10, 2020	(a)	34,091	\$150,000

(a) Represents the annual equity grant made in December 2020 for 2021 Board service.

(b) Represents the payment of retainer and Board and committee fees for the fourth quarter of 2020 and each quarter of 2021.

(c) Represents the pro rata portion of the annual grant made in 2021 for 2021 Board service.

Additionally, on December 8, 2021, each of the non-employee directors was issued 45,593 shares of restricted stock having a grant date fair value of \$150,000 representing their annual grant for future Board service.

As of December 31, 2021, unvested restricted stock held by each non-employee director who served during all or part of 2021 is as follows:

Name	Shares of Unvested Restricted Stock Outstanding <sup>(1)</sup>
Mr. Gatti	92,748
Mr. Little	60,257
Mr. Lovoi	83,105
Ms. Nelson	45,593
Mr. Rask	98,813
Mr. Transier	45,593
Mr. Watt	-0-

(1) Does not include January 4, 2022 grant of 7,762 shares of restricted stock to Mr. Gatti and 8,013 shares of restricted stock to Mr. Rask for fourth quarter 2021 service.



## Summary of Director Compensation and Procedures

In 2021, our non-employee director compensation structure had three components: (1) director, Chairman of the Board and committee chair retainers, (2) committee retainers and (3) annual equity-based compensation currently in the form of restricted stock awards. We also reimburse our directors for their reasonable expenses related to attending Board and committee meetings. We re-evaluate director compensation on an annual basis based on the compensation of directors by companies in our benchmarking peer group and other relevant facts and circumstances.

In 2021, our non-employee director cash retainers were as follows, in each case paid on a quarterly basis:

- All non-employee directors received an annual director's retainer of \$60,000;
- The independent Chairman of the Board received an annual retainer of \$125,000 for such service;
- Each committee chair received an annual committee chair retainer, with \$20,000 per year for the Chair of the Audit Committee, \$15,000 per year for the Chair of the Compensation Committee and \$10,000 per year for the Chair of the Corporate Governance and Nominating Committee; and
- Each member of each committee received an annual committee retainer, with \$10,000 per year for the Audit Committee, \$7,500 per year for the Compensation Committee and \$5,000 per year for the Corporate Governance and Nominating Committee.

We also paid the reasonable out-of-pocket expenses incurred by each non-employee director in connection with attending the 2021 meetings of the Board and the committees on which the director served.

Non-employee directors have the option of taking Board and committee retainers and fees (but not expenses) in the form of restricted stock, pursuant to the terms of our 2005 Long Term Incentive Plan. An election to take retainers and fees in the form of cash or stock is made by directors prior to the beginning of the subject fiscal year (and if no election is made, retainers and fees are paid in cash). Directors taking retainers and fees in the form of restricted stock receive a stock award for service during a quarter on or about the first business day of the next quarter in an amount equal to 125% of the cash equivalent of his or her retainers and fees, with the number of shares determined by the closing stock price on the last trading day of the fiscal quarter for which the retainers and fees were earned. These awards fully vest two years after the first day of the year in which the grant is made. Messrs. Gatti and Rask elected to take retainers and fees earned in 2021 in the form of restricted stock. Messrs. Gatti, Little and Rask have elected to take retainers and fees in the form of restricted stock for 2022.

Upon joining the Board and on the date of each regularly scheduled December Board meeting thereafter, a director receives a grant of restricted stock, with a grant value of \$150,000 and a one-year vesting term. These grants are made pursuant to the terms of our 2005 Long Term Incentive Plan. All grants are subject to immediate vesting on the occurrence of a Change in Control (as defined in the 2005 Long Term Incentive Plan). The grant of stock options is not currently an element of director compensation.

Our Chief Executive Officer did not receive any cash or equity compensation for his service on the Board in addition to the compensation payable for his service as an employee of Helix.



## CERTAIN RELATIONSHIPS

### Related Party Transactions

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In accordance with its charter, the Audit Committee is responsible for reviewing and approving the terms and conditions of all related party transactions. The Audit Committee has adopted a written Statement of Policy With Respect to Related Party Transactions. It is our policy to approve and enter into transactions with a related party (as defined below) only when the Board, acting through the Audit Committee, determines that a transaction with a related party is in, or not inconsistent with, the best interests of Helix and our shareholders. The Audit Committee will consider all relevant facts and circumstances available to the Audit Committee to determine whether a related party transaction is in, or not inconsistent with, those best interests, including the benefits to us, the impact on a director's independence if the related party is a director or a party related to a director, the availability of other sources for the product or services, the terms of the transaction and the terms available from unrelated third parties. The policy covers

any transaction, arrangement or relationship in which we are a participant and in which a related party has a direct or indirect interest, other than transactions available to all employees generally or transactions involving less than \$5,000. A "related party" includes any person that served as a senior officer or director of Helix during the last fiscal year, a person that beneficially owns more than 5% of any class of our outstanding voting securities, and a person that is an immediate family member of either of the foregoing or an entity that is controlled by any of the foregoing.

During 2021 Helix was not a party to any transaction or series of transactions in which a related party had or will have a direct or indirect material interest, other than the compensation arrangements (including with respect to equity compensation) described in "Director Compensation" above and "Executive Compensation" below.

### Audit Committee Pre-Approval Policies and Procedures

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The Audit Committee has adopted procedures for pre-approving all audit services, review and attest engagements, and permissible non-audit services to be performed by the independent registered public accounting firm. These procedures include reviewing an annual budget for audit and permissible non-audit services. The budget includes a description of, and a budgeted amount for, particular categories of audit and permissible non-audit services that are recurring in nature and therefore anticipated at the time the budget is submitted. During the year, circumstances may arise such that it becomes necessary to engage the independent registered public accounting firm for services in excess of those contemplated by the budget or for additional services. The Audit Committee charter includes specific pre-approval procedures with respect to tax-related services.

The Audit Committee charter delegates pre-approval authority in certain circumstances to the Chair of the Audit Committee, provided the Chair reports any approvals to the Audit Committee at its next meeting. For all types of pre-approval, the Audit Committee considers whether these services are consistent with the SEC rules regarding auditor independence.

The Audit Committee periodically monitors the services rendered and actual fees paid to the independent registered public accounting firm to ensure that these services are within the parameters approved by the Audit Committee. None of the fees in 2021 were for services approved by the Audit Committee pursuant to the *de minimis* exception in paragraph (c)(7)(i)(c) of Rule 2-01 of Regulation S-X.

All fiscal year 2021 professional services by KPMG LLP were pre-approved.



## REPORT OF THE AUDIT COMMITTEE

The Audit Committee has reviewed and discussed the audited financial statements of the Company for the year ended December 31, 2021 with management, our internal auditors, and KPMG LLP, the Company's independent registered public accounting firm ("KPMG"). In addition, the Audit Committee has discussed with KPMG the matters required to be discussed under Public Company Accounting Oversight Board ("PCAOB") Auditing Standard No. 1301, *Communications with Audit Committees* (AS 1301). The Sarbanes-Oxley Act of 2002 ("SOX") requires certifications by the Company's chief executive officer and chief financial officer in certain of the Company's filings with the Securities and Exchange Commission ("SEC"). The Audit Committee discussed the review of the Company's reporting and internal controls undertaken in connection with these certifications with the Company's management and KPMG. The Audit Committee also reviewed and discussed with the Company's management and KPMG their respective reports on internal control over financial reporting in accordance with Section 404 of SOX. The Audit Committee has further periodically reviewed such other matters as it deemed appropriate, including other provisions of SOX and rules adopted or proposed to be adopted by the SEC and the New York Stock Exchange.

The Audit Committee also has received the written communications from KPMG regarding the auditor's independence pursuant to the applicable requirements of the PCAOB Ethics and Independence Rule 3526, and it has reviewed, evaluated and discussed the written disclosures with KPMG and its independence from the Company. The Audit Committee also has discussed with the Company's management and KPMG such other matters and received such assurances from them as it deemed appropriate.

Based on the foregoing review and discussions and relying thereon, the Audit Committee recommended to the Company's Board of Directors the inclusion of the Company's audited financial statements for the year ended December 31, 2021 in the Company's Annual Report on Form 10-K for such year filed with the SEC.

**THE AUDIT COMMITTEE:**

Amy H. Nelson, Chair  
John V. Lovoi  
William L. Transier

This report is not deemed to be incorporated by reference in any filing by the Company under the Securities Act of 1933 or the Securities Exchange Act of 1934, except to the extent that the Company specifically incorporates this report by reference.





## PROPOSAL 2: RATIFICATION OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

KPMG LLP ("KPMG") served as our independent registered public accounting firm in 2021, having provided audit and financing services since their appointment in May 2016.

Our Audit Committee has the authority to retain, oversee, evaluate and terminate our independent registered public accounting firm. Pursuant to such authority, the Audit Committee has appointed KPMG, an independent registered public accounting firm, as auditors to examine the financial statements of Helix for the fiscal year ending December 31, 2022, and to perform other appropriate accounting services.

Although our By-laws do not require that shareholders ratify the appointment of KPMG as our independent registered public accounting firm, the Board has determined to submit the selection of KPMG for ratification by the shareholders. If the shareholders do not ratify the appointment of KPMG, the adverse vote will be considered as a direction to the Audit Committee to consider selecting other auditors for the next fiscal year. However, it is contemplated that the appointment for the fiscal year ending December 31, 2022 will be permitted to stand unless the Audit Committee finds reasons for making a change. It is understood that even if the selection of KPMG is ratified, the Audit Committee, in its discretion, may direct the appointment of a new independent registered public accounting firm at any time during the year if the Audit Committee feels that such a change would be in the best interests of Helix and our shareholders.

We expect that representatives of KPMG will attend the virtual Annual Meeting and will have the opportunity to make a statement if they desire to do so. They will also be available to respond to appropriate questions.

Fees for professional services provided by our independent registered public accounting firm in each of the last two fiscal years in each of the following categories were:

	2021	2020
	(In Thousands)	
Audit Fees <sup>(1)</sup>	\$ 1,925	\$ 2,023
Audit-Related Fees	0	0
Tax Fees	0	0
All Other Fees	0	0
Total	<u>\$ 1,925</u>	<u>\$ 2,023</u>

(1) Audit fees include fees related to the following services: the annual consolidated financial statement audit (including required quarterly reviews), subsidiary audits, audits of internal controls over financial reporting, and consultations relating to the audit or quarterly reviews.

### Board of Directors Recommendation

**The Board recommends that you vote "FOR" the ratification of the selection of KPMG as Helix's independent registered public accounting firm set forth in this Proposal 2.**

### Vote Required

The ratification of KPMG requires the affirmative vote of holders of a majority of the shares of common stock present or represented and entitled to vote on the proposal at the Annual Meeting.



## COMPENSATION DISCUSSION AND ANALYSIS

This Compensation Discussion and Analysis (“CD&A”) describes Helix’s 2021 executive compensation program, including the philosophy behind the program, how the Compensation Committee made compensation decisions in 2021, and the level and elements of 2021 compensation for each of our “named executive officers” (“NEOs”).

For 2021 our four NEOs consisted of the following individuals:

- Owen Kratz, President and Chief Executive Officer
- Scotty Sparks, Executive Vice President and Chief Operating Officer
- Erik Staffeldt, Executive Vice President and Chief Financial Officer
- Ken Neikirk, Senior Vice President, General Counsel and Corporate Secretary

These individuals are our only executive officers.

The Compensation Committee encourages you to read this CD&A carefully and consider it when conducting your “say on pay” vote on the 2021 compensation of our NEOs. Although this is a non-binding advisory vote, the Compensation Committee considers the outcome of the vote when making future compensation decisions.

This CD&A is divided into the following sections:

- A. Executive Summary (page 29)
- B. Executive Compensation Process (page 34)
- C. Compensation Philosophy and Objectives (page 37)
- D. 2021 Executive Compensation Components (page 39)
- E. 2021 Summary and Recommendation (page 46)
- F. Compensation Committee Report (page 46)

### A. EXECUTIVE SUMMARY

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#### *Helix and Industry Overview*

Helix is an international offshore energy services company that provides specialty services to the offshore energy industry, with a focus on well intervention and robotics operations. Traditionally, our services have covered the lifecycle of an offshore oil or gas field. In recent years, we have seen an increasing demand for our services from the offshore renewable energy market. We provide services primarily in deepwater in the Gulf of Mexico, Brazil, North Sea, Asia Pacific and West Africa regions. Demand for our services is primarily influenced by the condition of the oil and gas and the renewable energy markets, in particular the willingness of offshore energy companies to spend on operational activities and capital projects. The performance of our business is largely affected by the market outlook for commodity prices.

Crude oil prices historically have been volatile, which volatility has been exacerbated by the ongoing COVID-19 pandemic. Although prices declined significantly in 2020 and have since recovered to comparatively high levels, their stability remains uncertain. We expect the improvements in oil prices in 2021, as well as the outlook for higher sustained oil prices beyond 2021, should lead to higher customer spending for the industry. Over the longer term we

expect oil and gas companies to increasingly focus on optimizing production of their existing subsea wells, and as the subsea tree base expands and ages, the demand for plugging and abandonment services should persist. We believe we have a competitive advantage in efficiently servicing the lifecycle of an oil and gas field. For a more comprehensive discussion of our economic outlook and industry influences, see Item 7— Management’s Discussion and Analysis of Financial Condition and Results of Operations, beginning on page 31 of our Annual Report on Form 10-K for the year ended December 31, 2021, filed on February 24, 2022 (our “2021 Annual Report”).

Helix’s 2021 performance and executive compensation, to which this CD&A relates, continued to be impacted by the current market environment and the ongoing COVID-19 pandemic, and the impact of this environment is reflected in our 2021 results of operations. We continue to position ourselves in what we envision to be a global transition from relying primarily on fossil fuels to a more balanced approach that includes renewable energy, such as wind farms and other alternative fuels. We are proud of our ESG record, including that our services enable customers to safely access their offshore wells, thus avoiding drilling new wells by extending their



## COMPENSATION DISCUSSION AND ANALYSIS

existing wells' useful lives, and to preserve the environment by preventing uncontrolled releases of oil and gas. We responded to current conditions by continuing to manage our business and operations safely, managing costs and largely avoiding major operational downtime due to COVID-19. In 2021 we generated significant Free Cash Flow,<sup>1</sup> ended the year

### Financial Results

As shown in the chart below, in the wake of the ongoing pandemic and its impact on the current environment, in 2021 we experienced setbacks in revenue, net income<sup>2</sup> and Adjusted EBITDA.<sup>1</sup> In 2021 our revenue dipped to \$675 million, our Adjusted EBITDA fell to \$96 million and we realized a net loss of \$62 million.



Our stock price also reflected this challenging market in 2021, closing at \$3.12 per share on December 31, 2021 compared to \$4.20 on December 31, 2020 and \$9.63 on December 31, 2019. Despite the difficult market, our total shareholder return ("TSR") performed well compared to our Performance Share Unit ("PSU") peer group of companies, as shown in the chart on page 32.

These results were reflective of a difficult operating environment, with the recovery of customer spending lagging the recovery in commodity prices. Despite the challenges of 2021 we continued to further reduce our long-term debt and net debt (our long-term debt less cash, cash equivalents and restricted cash) by \$80 million, from \$58 million at the end of 2020 to a negative net debt balance of \$22 million at the end of 2021. In 2021 we generated Free

in a negative net debt position as we continued to de-lever our balance sheet, entered into a new long-term credit facility and continued to strengthen our balance sheet, all of which has proved our resilience and provided us with greater flexibility to navigate these ongoing challenges.

Cash Flow of approximately \$132 million. Understanding these metrics helps more fully depict the financial health of our Company and the prudence with which we believe we are navigating these challenges. Although commodity prices have recovered and we envision customer spending will follow, we expect that market volatility and disruption, including related to the ongoing COVID-19 pandemic, may continue to undermine confidence in our industry in the near term. Nevertheless in 2021 we continued to demonstrate our ability to adapt to these unprecedented times, successfully implement our strategies, safely manage our operations, and hold fast with our financial discipline.

We intend to continue to work hard for our shareholders in every type of market environment, through its cycles, volatility and even pandemics. We strive to:

- Always emphasize our core business values and priorities of Safety, Sustainability and Value Creation;
- Continually evaluate and manage our capital structure, including debt reduction goals and liquidity requirements;
- Emphasize operational execution, including navigating the challenges brought about by the ongoing COVID-19 pandemic and minimizing operational downtime;
- Explore and diversify into new markets, including capitalizing on the global transition from relying primarily on fossil fuels to a more balanced approach that includes renewable energy such as wind farms and other alternative fuels;
- Continue to assess and manage our cost structures, especially given the current market; and
- Continue to emphasize, build on and communicate our strong ESG record, recognizing our important role as a steward of the people, communities and environments we serve.

<sup>1</sup> Adjusted EBITDA and Free Cash Flow are non-GAAP financial measures. For a reconciliation of these financial measures to reported net income (loss) and cash flows from operating activities, respectively, see "Non-GAAP Financial Measures" on pages 34 through 35 of our 2021 Annual Report.

<sup>2</sup> Represents net income attributable to common shareholders.



### *How Our Compensation Program Works*

With the cyclical nature of our industry and given our commitment to creating long-term value for our shareholders, a significant portion of our compensation program is performance-based and at-risk. Our program is designed to incentivize and reward our executives for achieving stretch financial performance goals and outperforming our industry peers. Although our compensation program is generally focused primarily on longer-term performance, the realized compensation of our NEOs is designed also to reflect financial performance based on annual budgeted goals.

The “Compensation of CEO Relative to Stock Price and EBITDA” chart on the following page (the “CEO Compensation Chart”) compares the target and realized compensation of our Chief Executive Officer (our “CEO”), Helix’s Adjusted EBITDA, and Helix’s stock price for each of 2018, 2019, 2020 and 2021. Target compensation includes base salary, short-term incentive (“STI”) target, and grant date fair value of annual long-term incentive awards in each respective year. As the chart illustrates, CEO target compensation levels were flat from 2018 to 2019. In 2020, reflective of our then-continued financial success prior to the COVID-19 pandemic, our CEO’s long-term incentive award was slightly increased. However in 2021, in response to the negative changes in the market environment the Compensation Committee significantly reduced our CEO’s target compensation by reducing his long-term incentive award, to \$1,100,000 in 2021 from \$3,600,000 in 2020.

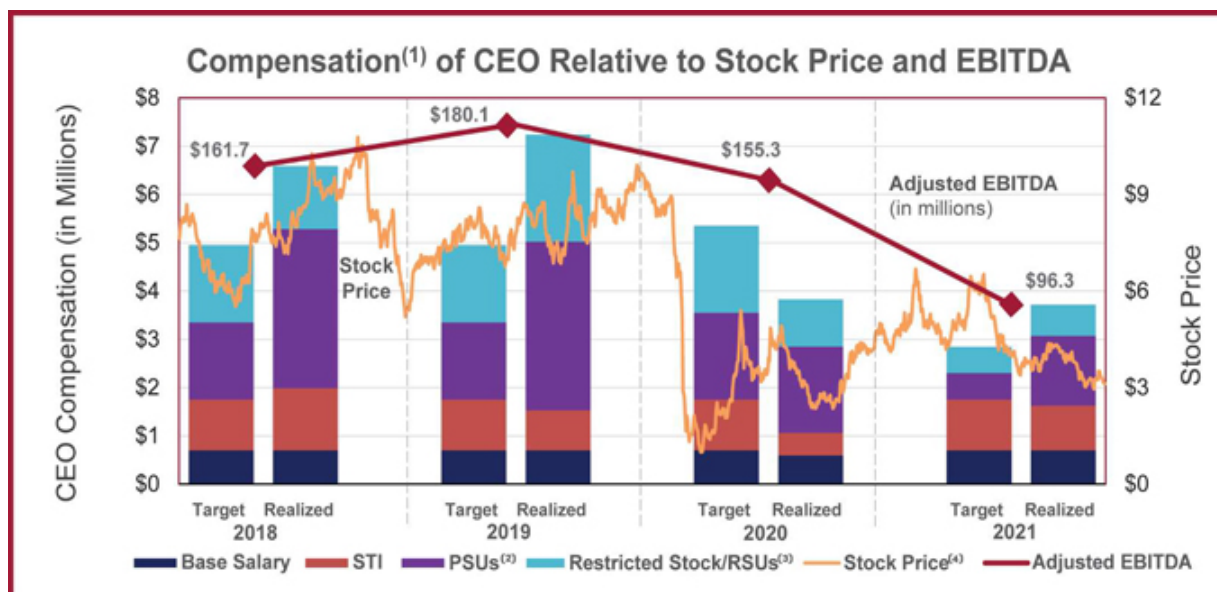
The realized compensation for our CEO from 2018 through 2021 includes base salary paid in each year, STI paid in respect of each year, and the value of the payout of long-term incentive compensation that vested immediately following the relevant performance period.

As the CEO Compensation Chart illustrates, the realized compensation of our CEO from 2018 through 2021 has largely tracked the performance of the Company (measured by Adjusted EBITDA and absolute share price performance), with his realized compensation increasing from 2018 to 2019 but then decreasing in 2020 and again in 2021. Our CEO’s realized compensation decreased in 2020 in part due to the voluntary reduction to his base salary taken in connection with the ongoing COVID-19 pandemic, which reduction was reversed in 2021. The reduction of our CEO’s target compensation in 2021, including the \$2,500,000 reduction in his long-term incentive award, is anticipated to be reflected in his realized compensation in subsequent years as such long-term incentive awards vest.

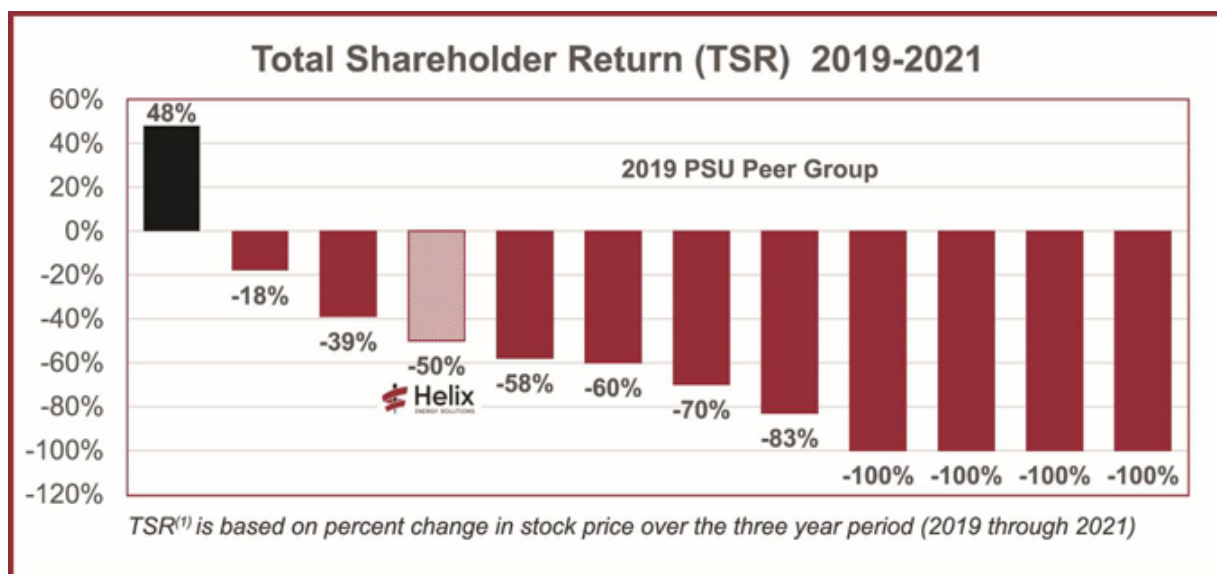
Our CEO’s realized compensation decreased slightly from 2020 to 2021, even with the payout in 2021 at 156.75% of the three-year cliff vesting PSUs granted in January 2019 as a result of our TSR outperforming all but three of our 11 other 2019 PSU peer group companies. This relative TSR performance is shown in the Total Shareholder Return (TSR) 2019-2021” chart on the following page, which graphically depicts our TSR performance over the three-year performance period compared to the TSRs of those peer companies.



**COMPENSATION DISCUSSION AND ANALYSIS**



- (1) The realized compensation levels shown include base salary paid in each year, STI paid in respect of each year, and payout of long-term incentive compensation that vested after each year (i.e., the value at the time of vesting of restricted stock and RSUs and cliff-vesting PSUs that vested immediately after the year in question).
- (2) With respect to realized amounts, value of PSU payout, as determined by our three-year stock performance compared to that of our peer group companies (as set forth in the applicable PSU award agreement), vesting immediately after the applicable year.
- (3) With respect to realized amounts, value of time-vesting restricted stock and RSUs vesting immediately after the applicable year.
- (4) Represents stock price during the four-year period beginning January 1, 2018 and ending December 31, 2021.



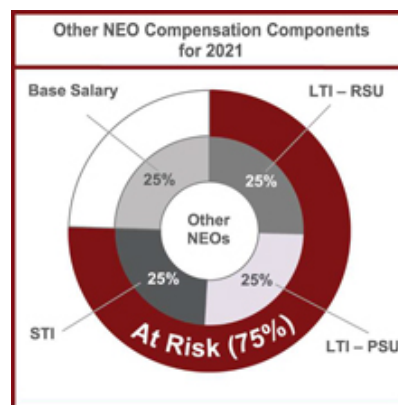
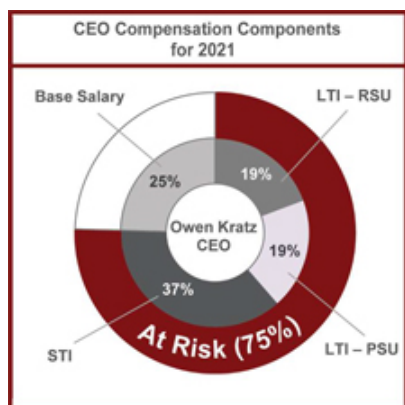
(1) We define TSR for this three-year period as the average stock price for the 20 trading days prior to December 31, 2021 divided by the average stock price for the 20 trading days prior to January 1, 2019.



2021 Executive Compensation Program

The following charts show the elements of 2021 executive compensation approved by the Compensation Committee, including target level STI opportunity and long-term incentives at grant date fair value. For our CEO and other NEOs, a significant portion of 2021 compensation that could be earned was based on the

performance of those at-risk compensation elements (75% each). The percentage of at-risk compensation for our CEO would have been significantly higher (87%) had his 2021 long-term incentive award not been reduced by \$2,500,000 in response to the negative changes in the market environment.



Consistent with a performance-based compensation philosophy, the Compensation Committee seeks to establish executive base pay within a competitive range of the appropriate peer group median, with an opportunity to earn greater overall compensation in the event such is warranted by our performance. With respect to our 2021 executive compensation program, the Compensation Committee determined to maintain base salaries and STI targets for each of our NEOs, other than for Mr. Neikirk, at the same level as prior to their reductions in 2020. However, the Compensation Committee reduced the long-term incentive award values for each of our NEOs, other than Mr. Neikirk, as set forth below. For 2021, base salary, target and maximum STI levels, and the long-term incentive award level for Mr. Neikirk increased consistent with the Company’s overall compensation philosophy, the practice of making gradual increases to the compensation for recently promoted NEOs, and the goal of aligning compensation more closely with that of our benchmark peers.

Base salaries for our NEOs in 2021 continued to reflect the individuals’ contributions to our organization and

align with our compensation philosophy and benchmarking peers.

Our 2021 STI program was based solely on Adjusted EBITDA. The Compensation Committee continued to view this financial performance metric as the Company’s most important near-term business driver as reflective of utilization, rates and cost management.

Our 2021 executive long-term incentive program continued to be based on our stock price performance. Half of the long-term incentive award was comprised of time-vesting restricted stock units (“RSUs”), the value of which depends on our absolute stock price. The other half of the award was comprised of cliff-vesting PSUs, the payout (if any) of which reflects not only the stock price at the time of payout but also the performance of the Company over a three-year performance period, as measured in equal parts by the Company’s (a) relative TSR compared to that of a formulaically selected performance peer group and (b) generation of Free Cash Flow. For 2021, the Compensation Committee determined to grant long-term incentive awards in the form of RSUs rather than restricted stock, and to grant RSUs and PSUs subject to payment in either stock or



**COMPENSATION DISCUSSION AND ANALYSIS**

cash (as determined in the discretion of the Compensation Committee) in order to conserve the Company’s share count and avoid potential dilution in the current market.

Throughout the COVID-19 pandemic we have made several compensation-related decisions in response to, and proactively in respect of, the ongoing challenging environment. We continued this proactive approach in 2021 by reducing certain long-term incentive award

values, including a significant \$2.5 million reduction in the value of the award to our CEO. We believe that these decisions are reflective of our fundamental principle of aligning our executive management’s interests with those of our shareholders.

The overall design and execution of our 2021 executive compensation program collectively demonstrate our compensation philosophy of supporting the alignment of executive management and shareholder interests.

**Key Features of Our 2021 Executive Compensation Program**

What We Do	What We Don't Do
<ul style="list-style-type: none"> <li>✓ Substantial focus on performance-based pay</li> <li>✓ Balance of short- and long-term incentives</li> <li>✓ Annual bonus structure tied to stretch Helix financial performance and full payout requires beating, not just meeting, budget</li> <li>✓ Align executive compensation with shareholder returns through long-term incentives</li> <li>✓ Retain an independent external compensation consultant</li> <li>✓ Consider peer group benchmarks when establishing compensation</li> <li>✓ Maintain Incentive Award Recoupment Policy, which can result in clawback of executive compensation</li> <li>✓ Impose robust stock ownership guidelines for our Section 16 officers and our directors</li> <li>✓ Allow pledging of stock only if certain stringent quantitative requirements are met (including limiting the amount of stock being pledged) and the transaction is approved by the Board considering a variety of factors</li> <li>✓ Maintain a strong risk management program, which includes monitoring the effect of our compensation programs on risk taking</li> </ul>	<ul style="list-style-type: none"> <li>✗ <b>NO</b> hedging of our stock</li> <li>✗ <b>NO</b> tax gross-ups in post-2008 agreements</li> <li>✗ <b>NO</b> single trigger change of control payments</li> <li>✗ <b>NO</b> guaranteed salary increases</li> <li>✗ <b>NO</b> guaranteed bonuses</li> <li>✗ <b>NO</b> perquisites</li> </ul>

[2021 Say On Pay Vote](#)

In 2021 we sought an advisory vote from our shareholders regarding our 2020 executive officer compensation and received a 98.4% favorable “say on pay” vote.

**B. EXECUTIVE COMPENSATION PROCESS**

The executive compensation process is led by the Compensation Committee, which has overall responsibility for reviewing, evaluating and approving Helix’s executive compensation policies, plans, programs and agreements. Our management provides

input on performance and achievements, and an independent compensation consultant provides competitive market data and advises the Compensation Committee on program design.



The following summarizes the allocation of responsibilities associated with our executive compensation program:

Compensation Process Participants	
<p>Compensation Committee (comprised of four independent directors)</p>	<ul style="list-style-type: none"> <li>· Oversees and approves program principles and philosophies</li> <li>· Determines STI program design and metrics for our executive officers</li> <li>· Determines design of long-term incentive program for our executive officers</li> <li>· Determines all levels of compensation for each of our executive officers including base salary, STI targets, and long-term incentive awards</li> <li>· Reviews and approves payouts under performance-based short-term and long-term incentive programs for our executive officers, including any application of positive or negative discretion</li> <li>· Considers all other arrangements, policies and practices related to our executive officer compensation program such as employment agreements, our clawback policy, change in control arrangements, and policies regarding hedging and pledging</li> <li>· Does not delegate any of its functions or authority to management regarding compensation for our executive officers</li> <li>· Has exclusive authority to retain and terminate any independent compensation consultant</li> <li>· Oversees aspects of our compensation arrangements affecting our executive officers as well as our non-executive employees, such as our Employees' 401k Savings Plan, 2005 Long Term Incentive Plan and Employee Stock Purchase Plan</li> </ul>
<p>Independent Compensation Consultant</p>	<ul style="list-style-type: none"> <li>· Retained by, and performs work at the direction and under the supervision of, the Compensation Committee</li> <li>· Provides advice, research and analytical services on subjects such as trends in executive compensation, executive officer compensation program design, peer and industry data, and independent director compensation</li> <li>· Reviews and reports on Compensation Committee materials, participates in Compensation Committee meetings, and communicates with the Compensation Committee between meetings</li> <li>· Provides no services to Helix other than those provided directly to or on behalf of the Compensation Committee</li> </ul>
<p>Management</p>	<ul style="list-style-type: none"> <li>· CEO provides input with respect to base salary, STI targets and long-term incentive award values for executive officers other than himself</li> <li>· CEO provides information on Helix's short-term and long-term business and strategic objectives for consideration by the Compensation Committee in structuring the STI program and performance-based long-term incentive awards</li> <li>· CEO provides the Compensation Committee a performance assessment of each executive officer</li> </ul>

*Competitive Benchmarking Process*

In general, and consistent with a performance-based compensation philosophy, the Compensation Committee seeks to establish executive base pay within a competitive range of the appropriate peer group median, with an opportunity to earn greater overall compensation in the event such is warranted by our performance. The exact level of targeted compensation for each NEO varies based on the individual's role in Helix, his or her experience, and his or her contribution to our success.

For 2021 compensation, the Compensation Committee retained WTW (formerly known as Willis Towers Watson) as its independent compensation consultant. The Compensation Committee determined that WTW is

independent from Helix's management, based on information received from WTW including information responsive to six specifically listed factors set forth in the NYSE's rule requiring that compensation committees consider factors relevant to a consultant's independence in connection with the consultant's engagement.

Given the complexities of our Company's services, potential competitors and other special characteristics, we have bifurcated our compensation peer groups into (i) a customized Benchmarking Peer Group for purposes of compensation comparators and (ii) a formulaically selected Performance Peer Group for purposes of measuring the Company's performance in connection





**COMPENSATION DISCUSSION AND ANALYSIS**

with long-term incentive-based compensation. This bifurcation allows the Compensation Committee to account for our unique business model while at the same time continuing to hold executives accountable for our relative performance against a broader set of industry-specific companies.

For benchmarking purposes, the Compensation Committee compares the total compensation for each NEO position to the compensation paid for similar positions by companies in our Benchmarking Peer Group, as set forth in those companies' proxy statements for the prior year. WTW proposes companies to be included in the Benchmarking Peer Group and the methodology for selecting that peer group, and may consult with management to confirm that the most appropriate companies are selected, including from the perspective of similarity of business lines and competitors for talent. The Compensation Committee then reviews and, as it may deem appropriate, approves the Benchmarking Peer Group for the applicable compensation year.

In determining our Benchmarking Peer Group, we strive to define the market for our executive talent using a sizable group of companies that are comparable to us in both line of business and size. However, because we do not have a substantial number of direct competitors, and we are competing across a variety of industry sub-sectors, there are challenges in identifying companies to comprise our Benchmarking Peer Group.

Selecting appropriate peer companies for our Company is difficult, given that we have a diverse and unique business. We operate purpose-built well intervention vessels and equipment, bespoke trenchers and other robotics assets, with operations that are geographically dispersed throughout the world. There is no other singular company whose service offerings are substantially identical to ours. Certain of our competitors are considerably larger with greater financial and other resources; others may be smaller and willing to take on additional risks. We compete with drilling rigs for certain work, but we are not a drilling company. Many of our principal competitors are international companies that compensate their executives differently from U.S. companies for a variety of reasons and/or do not publish the same type of compensation information as U.S. companies do. In sum, we are proud to be a unique provider of offshore solutions, but with that comes the challenge of identifying peer companies against which to compare ourselves.

During 2020 the Compensation Committee with guidance from WTW conducted a Benchmarking Peer Group review to identify the most appropriate peer companies for the 2021 compensation decision making process. As part of its process the Compensation Committee reviewed the Company's then-current benchmarking peers and conducted a screen using several defined criteria, including relevant Global Industry Classification Standard (GICS) codes and business/product descriptions, and revenues most closely resembling those of Helix; secondary screening factors included a potential peer's EBITDA, total assets, market capitalization and TSR performance. The Benchmarking Peer Group also took into account a "peers of peers" analysis and consideration of those companies with which Helix was most likely competing for executive talent.

Ultimately, the Compensation Committee selected the following peer companies to be utilized as the 2021 Benchmarking Peer Group:

<b>2021 Benchmarking Peer Group</b>
Core Laboratories N.V.
Dril-Quip, Inc.
Frank's International N.V.
Forum Energy Technologies, Inc.
McDermott International, Inc.
Newpark Resources, Inc.
Noble Holding Corporation plc
Oceaneering International, Inc.
Oil States International, Inc.
SEACOR Holdings Inc.
Superior Energy Services, Inc.
TETRA Technologies, Inc.
Valaris plc

The companies identified in the table above were at their time of selection in the view of the Compensation Committee the best and most appropriate companies for benchmarking compensation within our industry. The Compensation Committee will continue to review and monitor the Benchmarking Peer Group on an annual basis and select peers based on appropriate screening criteria, metrics and competition for executive talent.



**C. COMPENSATION PHILOSOPHY AND OBJECTIVES**

Helix’s compensation program is based on the philosophy that our executive management team should be aligned with our shareholders, and that our executives should be incentivized and rewarded for performance that advances business goals and the creation of sustainable value in all business cycles, leading to shareholder value creation. Our overall compensation program is designed to achieve four key objectives:

- Attracting, retaining and motivating qualified executives;
- Advancing our business strategy and creating long-term value;
- Aligning management’s and shareholders’ interests; and
- Discouraging undue risk taking.

Implementing our business model and strategy in a cyclical business environment requires input from highly qualified, experienced and technically proficient

executive officers. We rely on our executive officers to operate effectively in both positive and negative industry environments. They are charged with being able to develop and execute Helix’s strategies to achieve value for shareholders through all fluctuations of our business. We believe our executive compensation program helps us attract, retain and motivate such personnel through a range of business cycles.

We strive to pay base salaries for our executives near the median level compared to our benchmark peers and to allow our executives to earn greater levels of short-term and long-term compensation in the event such is warranted by our performance. The Compensation Committee has developed a system whereby both the structure and results of our 2021 executive compensation program are appropriate based on the Company’s navigation of and responses to global and industry-specific challenges, and shareholder return relative to our industry peers during difficult market conditions.

The following table summarizes the objectives of Helix’s executive compensation program and the particular compensation practices that support each objective:

Objective	Practice
Attract, retain and motivate executives through a range of cycles	<ul style="list-style-type: none"> <li>· Retain independent compensation consultant for advice on competitive landscape</li> <li>· Target total compensation at competitive market levels, and allow executives to earn total compensation above the median of the range when warranted by stretch financial performance, relative shareholder return and other financial performance metrics</li> <li>· Consider each executive’s roles, responsibilities and goals</li> </ul>
Advance business strategy and create long-term value	<ul style="list-style-type: none"> <li>· Balance short- and long-term performance incentives with emphasis on the longer term</li> <li>· Compensate based on overall Helix performance, implementation by NEOs of business strategies, and achievement of stretch financial objectives</li> </ul>
Align management and shareholder interests	<ul style="list-style-type: none"> <li>· Pay out long-term incentive performance-based compensation based on sustained stock price performance considering the cyclical nature of our industry and other financial performance metrics</li> <li>· Consider shareholder views in establishing compensation policies, practices and levels</li> <li>· Establish and enforce stock ownership guidelines</li> </ul>
Discourage undue risk taking	<ul style="list-style-type: none"> <li>· Substantial portion of total compensation is “at-risk,” of which a significant portion is longer-term, performance-based and cliff-vesting</li> <li>· Maintain clawback policy providing for potential recoupment of executive compensation</li> <li>· Maintain prohibition of hedging and stringent limitations on pledging of stock</li> </ul>

Consideration of Risk

Our compensation program is intended to be balanced and primarily focused on the long term, which is consistent with our strategy and business model. The greatest amounts of compensation can be achieved

through consistent, superior performance over sustained periods of time. In addition, significant amounts of compensation, specifically long-term incentive awards, are paid out over time. These practices, along with our



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clawback policy, stock ownership guidelines and a policy prohibiting NEOs from hedging and limiting NEOs' pledging of Helix stock, incentivize our executives to

manage Helix for the longer term, while discouraging them from taking undue risk in the short term.

*Tax and Accounting Considerations*

The Compensation Committee and Helix management consider the accounting and tax impacts of various compensation elements when designing our executive compensation program and making other compensation decisions. These considerations, however, are secondary to meeting the overall objectives of our executive compensation program.

performance-based compensation and was excluded from the \$1 million deduction limitation. Although the Compensation Committee does consider the accounting and tax impacts of its compensation decisions, including the potential application of Section 162(m), it may approve compensation, including performance-based incentive awards, that exceeds the \$1 million deduction limitation in order to maintain competitive levels of compensation for our executive officers. Tax deductibility does not drive the Compensation Committee's compensation decisions, and as a result, certain compensation paid to our NEOs may not be deductible by Helix for tax purposes. The Compensation Committee will continue to take into account all applicable facts and circumstances in exercising its business judgment with respect to appropriate executive compensation program design.

Pursuant to the Tax Cuts and Jobs Act (the "2017 Tax Act") signed into law in December 2017, under Section 162(m) of the Internal Revenue Code of 1986, as amended, all compensation (other than certain grandfathered arrangements) paid to "covered employees" (as defined in the 2017 Tax Act) in excess of \$1 million is non-deductible. Now subject to this \$1 million deduction limitation is compensation that, prior to the enactment of the 2017 Tax Act, qualified as

*Clawback Policy*

We have implemented an Incentive Award Recoupment Policy, or "clawback" policy, that provides for recoupment of executive compensation, whether cash or equity, in certain circumstances. Under the policy, the Board may recoup certain executive compensation from our CEO or Chief Financial Officer in the event either

(1) the Company revises its previously issued financial statements for the purpose of correcting material errors or (2) such person engages in misconduct that the Board believes has caused material financial, operational or reputational harm to the Company.

*Stock Ownership Guidelines*

We have in place stock ownership guidelines for our Section 16 officers and our independent directors. These covered persons have five years from the date they become subject to the guidelines to accumulate the equity necessary to comply with the guidelines. The forms of equity ownership that can be used to satisfy the guidelines include shares of our common stock owned directly, shares of our common stock owned indirectly (e.g., by a spouse or a trust), time-vesting restricted stock and time-vesting RSUs. The ownership guidelines are as follows:

· Senior Vice Presidents, Vice Presidents and other Section 16 officers not listed above – 2x current base salary

The value of an individual's holdings is based on the average closing price of a share of our common stock for the previous calendar year. There are penalties for non-compliance, which may include the retention of a portion of the participant's vested shares or the participant receiving grants of equity in lieu of cash compensation until compliance is achieved; waivers may be granted for certain hardship issues. As of December 31, 2021, all of our directors and Section 16 officers were in compliance with the stock ownership guidelines. Only Mr. Little, who joined the Board in July 2021, and Brent Arriaga, who was named a Section 16 officer as our Chief Accounting Officer and Corporate Controller in December 2021, do not currently hold the equity necessary to comply with the guidelines, but each is within the five-year window in which to achieve compliance.

- Independent Board Members – 5x annual cash retainer
- President and Chief Executive Officer – 6x current base salary
- Executive Vice Presidents – 3x current base salary



*Hedging and Pledging Policy*

Helix considers it inappropriate for any director, officer or employee to enter speculative transactions in our stock. Therefore, we have a policy that prohibits the purchase or sale of puts, calls or options based on our securities, or the short sale of our securities. Directors, officers and other employees may not purchase Helix securities on margin. The policy prohibits the hedging of our stock and imposes discrete and stringent limitations on the ability to pledge Helix stock.

Because much of the compensation of our executives – and potentially their net worth – consists of Helix stock, our executives may prefer to pledge stock as collateral for a loan or indebtedness rather than selling Helix stock to meet cash needs. However, any significant sale of that collateral into the market may have adverse consequences (at least in the short term) on our stock price. Accordingly, Helix policy provides that directors and officers may pledge our stock only if the pledged stock does not exceed:

- 25% of the director's or officer's total holdings;
- 2% of Helix's outstanding securities; and
- 200% of Helix's average daily trading volume over the three months prior to the transaction.

In addition, every pledge transaction must be specifically approved by the Board. In assessing a potential pledging transaction, the Board may consider any factors it deems appropriate and relevant, including whether the indebtedness secured by the pledged stock is non-recourse, whether the director or officer has other assets to satisfy the loan or indebtedness, whether the stock pledged was purchased (as opposed to granted as compensation by Helix), and any mechanisms in the pledge transaction that are in place to avoid undesirable transactions in Helix's securities.

At this time, there are no outstanding pledges of our stock by any of our directors or officers.

**D. 2021 EXECUTIVE COMPENSATION COMPONENTS**

For 2021, the primary components of compensation for our NEOs consisted of:

- A base salary
- A short-term cash incentive opportunity based on 2021 financial results
- A long-term incentive award in the form of performance-contingent cliff-vesting PSUs
- A long-term incentive award in the form of time-vesting RSUs

We use each element of compensation to satisfy one or more of our stated compensation objectives. The Compensation Committee's goal is to achieve the appropriate balance between short-term cash incentives for achievement of stretch annual financial performance targets and long-term incentives to promote achievement of sustained value over the longer term.

The following table sets forth the total target compensation awarded in 2021 for each NEO, broken out by base salary, STI target and grant date fair value of long-term incentive awards. Following that table is a more detailed discussion of each element of our NEOs' 2021 compensation.

Named Executive Officer	2021 Base Salary	2021 STI Target	2021 Long-Term Incentive Award	Total Target Direct Compensation
Owen Kratz	\$700,000	\$1,050,000	\$1,100,000	\$2,850,000
Scotty Sparks	\$460,000	\$460,000	\$1,000,000	\$1,920,000
Erik Staffeldt	\$440,000	\$440,000	\$900,000	\$1,780,000
Ken Neikirk	\$400,000	\$400,000	\$800,000	\$1,600,000



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Base Salary Determination

In establishing base salaries for our executive officers, the Compensation Committee considers a number of factors, including:

- Job responsibilities
- Individual contributions
- Level of experience and compensation history
- Benchmarking peer company data

NEO base salary is generally set at the regularly scheduled December meeting of the Compensation Committee in the preceding year.

Our CEO's base salary has not changed since 2008, other than the temporary reduction in 2020 in response to the global pandemic and subsequent restoration as discussed herein.

Other than the restoration of our NEOs' base salaries to their original 2020 levels as discussed herein and shown below, the only base salary increase for 2021 was to Mr. Neikirk's base salary, for reasons described above.

Following are our NEOs' base salaries for 2020 and 2021:

Base Salaries for 2020 and 2021				
Named Executive Officer	2020 Base Salary (Realized) <sup>(1)</sup>	2020 Base Salary	2021 Base Salary	Percent Increase
Owen Kratz	\$597,917	\$700,000	\$700,000	N/A
Scotty Sparks	\$433,167	\$460,000	\$460,000	N/A
Erik Staffeldt	\$414,333	\$440,000	\$440,000	N/A
Ken Neikirk	\$339,000	\$360,000	\$400,000	11.1%

(1) Amounts reflect each NEO's prorated base salaries for 2020, as voluntary temporary reductions were effective during the period from June 1, 2020 through December 31, 2020.

Short-Term Cash Incentive Program

For the past several years, we have substantially aligned our annual short-term cash incentive program for executive officers with that of our onshore workforce. The STI program consists of a cash opportunity designed to reward employees, including our executive officers, for the achievement of certain stretch corporate financial goals. Payouts, if earned, are typically made in March of the year following the applicable performance year.

The STI target for each executive officer is expressed as a percentage of his or her salary. Individual NEO STI targets are generally established at the December meeting of the Compensation Committee in the prior year (at the same time base salary and long-term incentive awards are determined), and STI program design and metrics are generally established at the Compensation Committee's first regular meeting of the applicable year.

In February 2021, the Compensation Committee approved the 2021 STI program for Helix's executive officers, reaffirmed that achieving a certain level of Adjusted EBITDA was again viewed as the key near-term financial objective for Helix and its shareholders,

and therefore established that Adjusted EBITDA would serve as the sole financial metric for determining 2021 STI performance. As with prior years' programs, there was for 2021 a significant "stretch" element in the STI metrics — to earn a target payout, Adjusted EBITDA had to exceed the Company's Board-approved 2021 annual budget.

For 2021, 25% of STI target would be earned in the event Adjusted EBITDA was achieved at the Company's annual budget of \$90 million, with between 0% and 25% of the STI target earned if the Adjusted EBITDA was equal to or less than budget, and up to 133% of the STI target earned if the Adjusted EBITDA budget was exceeded. This approach was designed to provide executives and employees an STI payment that would be meaningful if a certain financial performance level was achieved, but not in an amount that would negatively affect Adjusted EBITDA if the Company did not achieve its budget. No executive officer could earn an STI payout in excess of his or her individual maximum level set by the Compensation Committee. Thus it was possible for an NEO to earn an STI payout below or above his or her target amount, but not above the 133% maximum level, a cap that is lower than those



of our benchmarking peers. In addition, pursuant to the terms of the 2021 STI program, notwithstanding the financial performance metrics set forth below any

individual executive officer's bonus for 2021 could be adjusted upward or downward in the discretion of the Compensation Committee.

Set forth below are the 2021 Adjusted EBITDA targets at which various levels of STI payouts could be earned:

	2021 Adjusted EBITDA	STI Payout %
<b>Threshold</b> →	\$80 million	5%
	\$85 million	10%
<b>Annual Budget</b>	\$90 million	25%
<b>Target</b> →	\$98 million	100%
<b>Maximum</b> →	\$101 million	Approximately 133%

NEO target and maximum STI levels are generally set at the regularly scheduled December meeting of the Compensation Committee in the preceding year. Our CEO's target and maximum STI levels have not changed

since 2014 and there were no increases to the 2021 target and maximum STI levels of our other NEOs other than for Mr. Neikirk, for reasons described above.

For 2021 the target and maximum STI levels for each NEO were as follows:

Named Executive Officer	Target	Maximum
Owen Kratz	\$1,050,000	\$1,400,000
Scotty Sparks	\$460,000	\$611,800
Erik Staffeldt	\$440,000	\$585,200
Ken Neikirk	\$400,000	\$532,000

The following are the 2021 STI targets and actual payouts for each NEO. Adjusted EBITDA for 2021 was approximately \$96 million. In accordance with our program our NEOs were each paid STI at 88.54% of target, in the amounts set forth below:

2021 STI Payouts: Target v. Actual		
Named Executive Officer	Target	Actual
Owen Kratz	\$1,050,000	\$929,670
Scotty Sparks	\$460,000	\$407,284
Erik Staffeldt	\$440,000	\$389,576
Ken Neikirk	\$400,000	\$354,160



**COMPENSATION DISCUSSION AND ANALYSIS**

Long-Term Incentive Awards

The Compensation Committee believes that equity-based incentive awards serve to align the economic interests of our executive officers with those of our shareholders. Restricted stock, RSU and PSU awards provide proper incentives to avoid undue risk taking while increasing long-term shareholder value. In addition, these awards are an important retention tool with respect to our NEOs.

In determining the value of each NEO's long-term incentive award, the Compensation Committee reviews the data provided by its independent compensation consultant, historical awards and the CEO's recommendation regarding the values of the long-term incentive award for each NEO, and typically makes its determination of the values of individual NEO awards at its regularly scheduled December meeting in the preceding year.

2021 Long-Term Incentive Awards

For 2021, the long-term incentive awards consisted of: (1) 50% in the form of a performance-contingent cliff-vesting PSU award, the payout of which (if any) is measured by our performance and is based in equal parts on our (a) TSR compared to that of a formulaically selected performance peer group and (b) generation of Free Cash Flow, in each case over a three-year performance period; and (2) 50% in the form of a time-vesting RSU award. PSUs and RSUs issued in 2021 are payable in either stock, cash or a combination thereof, in the discretion of the Compensation Committee.

of our NEOs, that the 2021 long-term incentive award levels for Messrs. Kratz, Sparks and Staffeldt would be reduced to \$1,100,000, \$1,000,000 and \$900,000, respectively, which represented reductions from 2020 long-term incentive award levels of \$3,600,000, \$1,175,000 and \$1,075,000, respectively. These reductions were made not as a result of our NEOs' performance or with the intention that such reductions be permanent, but were made as a cost-savings measure for the Company and consistent with our stated compensation philosophy of aligning executive management and shareholder interests. The value of the long-term incentive award to Mr. Neikirk was increased from \$750,000 to \$800,000, for reasons described above.

In response to market volatility including with respect to the ongoing COVID-19 pandemic, in December 2020 the Compensation Committee determined, with the support

Set forth below are the long-term incentive awards granted in January 2021 to each of our NEOs:

2021 Long-Term Incentive Awards			
Named Executive Officer	PSU Awards (50%)	RSU Awards (50%)	Total Value of LTI Awards
Owen Kratz	130,952	130,952	\$1,100,000 <sup>(1)</sup>
Scotty Sparks	119,048	119,048	\$1,000,000 <sup>(2)</sup>
Erik Staffeldt	107,143	107,143	\$900,000 <sup>(2)</sup>
Ken Neikirk	95,238	95,238	\$800,000

- (1) Represents a \$2,500,000 reduction from 2020 long-term incentive award.
- (2) Represents a \$175,000 reduction from 2020 long-term incentive award.



**2021 PSU Awards**

In January 2021, each NEO received a PSU award pursuant to our 2005 Long-Term Incentive Plan (as amended and restated, our “Plan”). Each unit represents the contingent right to receive either (a) one share of our common stock or (b) cash representing the fair market value of one share of our common stock, at the end of a three-year period based equally on our TSR relative to that of the companies in a formulaically selected performance peer group and our Free Cash Flow, subject to the terms and conditions of our Plan. The maximum payout that may be achieved at vesting, whether paid in stock or cash, is 200% of the number of units awarded, and the minimum payout that may be achieved is zero. As previously disclosed, the PSUs granted in 2021 are payable in either stock or cash to conserve the Company’s share count and avoid potential dilution in the current market, and the form of payment is subject to the terms and conditions of our Plan.

For 2021 the Compensation Committee again established a Performance Peer Group, separate from our Benchmarking Peer Group, to measure comparative TSR performance under the 2021 PSU awards. The 2021 Performance Peer Group was established formulaically, beginning with the Benchmarking Peer Group, eliminating companies that subsequently filed for bankruptcy or were acquired, and then adding those most prevalent “peers of peers” from the performance peer groups utilized by the Benchmarking Peer Group. In creating the 2021 Performance Peer Group the

Compensation Committee again emphasized its desire for an unbiased and repeatable approach to establish a large group of companies against which the Company competes for investment dollars. Accordingly, the 2021 Performance Peer Group was as follows:

2021 PERFORMANCE PEER GROUP
Archrock, Inc.(1)
ChampionX Corporation(1)
Core Laboratories N.V.(1)
Dril-Quip, Inc.(1)(2)
Forum Energy Technologies, Inc.(2)
Frank’s International N.V.(2)
Halliburton Company(1)
Helmerich & Payne, Inc.
Nabors Industries Ltd.
National Oilwell Varco, Inc.(1)
Newpark Resources, Inc.(1)(2)
Oceaneering International, Inc.(1)(2)
Oil States International, Inc.(1)(2)
RPC, Inc.(1)
Schlumberger Limited(1)
SEACOR Holdings Inc.(1)(2)
TETRA Technologies, Inc.(1)(2)
Transocean Ltd.

(1) Member of 2020 Performance Peer Group.  
 (2) Member of 2019 Performance Peer Group.

With respect to the TSR portion of the 2021 PSU awards, the TSR formula is computed using our stock price as follows:

$$\frac{\text{Ending Price} - \text{Beginning Price} + \text{Dividends}^*}{\text{Beginning Price}} = \text{Total Shareholder Return}$$

*\*Dividends, if any paid over the performance period; Beginning Price being the average closing price of the last 20 trading days of 2020 and the Ending Price being the average closing price of the last 20 trading days of 2023.*

For the TSR portion of the 2021 PSU awards, the TSR performance threshold is the 25th percentile of the 2021 Performance Peer Group (the attainment below which will yield a payout equal to 0%), performance target level is a TSR at or above the 55th percentile (the attainment of which will yield a payout equal to 100% or “target”), and the maximum performance level is a TSR at or above the 80th percentile (the attainment of which will yield a payout equal to 200%). Payout for TSR performance between these percentiles is calculated by linear interpolation.

For the Free Cash Flow portion of the 2021 PSU awards, in the event the Company does not generate a cumulative positive Free Cash Flow during the three-year performance period, no payout will be made. In the event the Company generates a cumulative positive Free Cash Flow during the performance period, payout will be earned between (x) 100% for greater than \$0 and (y) 200% for \$50 million and above. Payout for Free Cash Flow performance between these amounts is calculated by linear interpolation.





## COMPENSATION DISCUSSION AND ANALYSIS

### 2021 Restricted Stock Unit Awards

In January 2021, each NEO received a time-vesting RSU award pursuant to our Plan. The RSU awards vest over a three-year period in one-third increments on each anniversary of the grant date, and are payable in either stock, cash or a combination thereof in the discretion of

the Compensation Committee, all subject to the terms and conditions of our Plan. As previously disclosed, the decision to issue RSUs payable in either stock or cash was made to conserve the Company's share count and avoid potential dilution in the current market.

### Payouts of Prior Long-Term Incentive Awards

Our executive officers had long-term incentive awards that vested immediately after the end of 2021, including the cliff vesting of the 2019 PSU awards (the payout of which was based on our relative TSR performance over the three-year period) and annual vesting for each of the 2019 and 2020 restricted stock awards and the 2021 RSU awards (Mr. Neikirk did not participate in the vesting of the 2019 restricted stock award nor the 2019 PSU award, as he became an NEO later in 2019).

With respect to the cliff vesting of the 2019 PSU awards at the end of the performance period ending December 31, 2021, our TSR outperformed all but three of our 11 other PSU peer companies (as identified in the 2019 PSU award agreements) over the three-year performance period. Therefore, in accordance with the terms of each such executive officer's PSU Award Agreement, 156.75% of the granted PSUs was earned by such executive officers.

### Perquisites and Benefits

Our NEOs only receive benefits that are either available to all our employees or otherwise are integrally and directly related to the performance of their duties at Helix. We do not provide pension arrangements, free or subsidized post-retirement health coverage or similar benefits to our NEOs.

same basis as the rest of our U.S. employees. Our health and welfare programs include medical, pharmacy, dental, vision, life insurance and accidental death and disability insurance. In addition, we offer a retirement program intended to supplement our employees' personal savings and social security. Our retirement program for our U.S. employees, including our executive officers, consists solely of our Helix Energy Solutions Group, Inc. Employees' 401(k) Savings Plan.

We offer a variety of health and welfare and retirement programs to all eligible employees. Helix's executive officers are eligible for the same benefit programs on the

### Severance and Change in Control Arrangements

We believe that the competitive marketplace for executive talent and our desire to retain our executive officers require us to provide our executive officers with certain severance benefits. In addition, we believe that the interests of our shareholders are served by having limited change in control benefits for executive officers who would be integral to the success of, and are most likely to be impacted by, a change in control of the Company. In November 2008, Mr. Kratz executed an amended and restated employment agreement with the Company. Messrs. Sparks, Staffeldt and Neikirk each executed an employment agreement in May 2015, June 2017 and May 2019, respectively, in connection with their promotion to an executive officer position. Messrs. Sparks's, Staffeldt's and Neikirk's employment agreements do not have a "gross-up," or excise tax protection, provision.

The employment agreements with our executive officers contain severance benefits in the event the executive's employment is terminated by Helix without "Cause" or the executive terminates his or her employment for "Good Reason," as those terms are defined in the agreements. The employment agreements generally contain benefits payable to the executive officer if the executive officer terminates his or her employment for "Good Reason" or is terminated without "Cause" within a two-year period following a "Change in Control." We believe the provision of these benefits to be reasonable and customary for our benchmarking peers. For more information regarding severance and change in control benefits, please refer to "Employment Agreements and Change in Control Provisions."



In February 2012, the Compensation Committee adopted a policy that prohibits future employment agreements with executive officers from containing “single trigger” change in control provisions, or excise

tax protection or “gross-up” provisions. None of our executive officers’ employment agreements has a “single trigger” for payout of severance benefits in the event of a change of control.

#### Looking Ahead: Market Outlook and 2022 Compensation Program Adjustments

We expect the improvements in oil prices in 2021, as well as the outlook for higher sustained oil prices beyond 2021, should lead to higher customer spending for the industry, but our market remains volatile. We continue to position ourselves in what we envision to be a global transition from relying primarily on fossil fuels to a more balanced approach that includes renewable energy, such as wind farms and other alternative fuels. We are proud of our ESG record, including that our services enable customers to safely access their offshore wells, thus avoiding drilling new wells by extending their existing wells’ useful lives, and to preserve the environment by preventing uncontrolled releases of oil and gas. In response to market volatility and transition, the Compensation Committee with the support of our executive officers continues to take various proactive measures with respect to our executive compensation program. In 2022 the Compensation Committee is endeavoring to build upon recent program improvements while balancing the need for continuity.

For 2022, base salary and target and maximum STI levels for each of our NEOs remain the same as they were for 2021. The 2022 long-term incentive award levels for Messrs. Kratz, Sparks and Staffeldt were restored to their pre-pandemic levels of \$3,600,000, \$1,175,000 and \$1,075,000, respectively. As previously disclosed, the prior reductions were not reflective of individual performance nor intended to be permanent. We also believe the 2022 levels of executive compensation serve to motivate and retain the key talent needed to drive the Company’s long-term success.

Our 2022 STI program continues to be based solely on Adjusted EBITDA, as the Compensation Committee continues to view this financial performance metric as the Company’s most important near-term business driver as reflective of utilization, rates and cost management.

For 2022 the Compensation Committee continued the bifurcated approach of utilizing a benchmarking peer group for purposes of compensation comparators and a formulaically selected performance peer group for purposes of measuring the Company’s performance in

connection with long-term incentive-based compensation. Long-term incentives for our executive officers in 2022 are again awarded in PSUs and RSUs, both payable in either stock, cash or a combination thereof in the discretion of the Compensation Committee, and all subject to the terms and conditions of our Plan. As previously disclosed, the decision to issue PSUs and RSUs payable in either stock or cash was driven among other things by the ongoing desire to conserve the Company’s share count and avoid potential dilution in the current market. Further, PSU award agreements issued in 2022 again include a Free Cash Flow performance metric equally weighted with the relative TSR metric, in order to continue to emphasize the importance of Free Cash Flow in assessing the Company’s overall performance. The Compensation Committee believes these program improvements continue to be appropriate in the current environment and continue to align the interests of our executive management and our shareholders.

In recognition of the importance of ESG and of Helix’s role as a steward of the people, communities and environments we serve, the Compensation Committee is considering appropriate ways in which to incorporate ESG metrics into future compensation plans. Our executives should be incentivized and rewarded for performance that advances business goals and the creation of sustainable value in all business cycles, leading to shareholder value creation. The Compensation Committee, with input from management and its independent compensation consultant, anticipates evaluating the addition of ESG-related metrics to the extent appropriate in furtherance of the Company’s long-term strategy and creating value for our shareholders.

In evaluating Helix’s compensation programs, the Compensation Committee will continue to monitor and adapt based on business and financial results that are in the best interests of our shareholders and our employees. We remain committed to, and will continue to uphold, our core values in 2022 and beyond.



**COMPENSATION DISCUSSION AND ANALYSIS**

**E. 2021 SUMMARY AND RECOMMENDATION**

For 2021 compensation, the Compensation Committee continued to:

- Establish an appropriate Benchmarking Peer Group and pay our NEOs at approximately the median level, with an opportunity to earn greater overall compensation if warranted by our performance;
- Maintain an STI program based on stretch Adjusted EBITDA goals;
- Approve a long-term incentive program tied to the performance of our common stock and other financial performance metrics;
- Impose stock performance requirements as compared to a formulaically selected performance peer group in connection with payout of PSU awards; and
- Consider the outcome of our “say on pay” votes and our shareholders’ views when making future compensation decisions for our NEOs.

Further in 2021, in response to market volatility including with respect to the ongoing COVID-19 pandemic, the Compensation Committee:

- Appropriately engaged proactively and responded during a continuing challenged market;
- With the support of our executive officers, reduced the long-term incentive awards of certain of our executive officers; and
- Took steps designed to conserve the Company’s share count and avoid potential dilution.

The Compensation Committee and management believe that the Company’s 2021 executive compensation:

- Appropriately reflects Helix’s financial performance for the year as well as for longer-term value creation;
- Demonstrates alignment of our NEOs’ interests with those of our shareholders;
- Includes an appropriate overall mix of short- and long-term incentives designed to enhance shareholder value;
- Advances Helix’s mission and business strategy; and
- Helps attract, motivate and retain the key talent needed to deliver Helix’s long-term success.

For these reasons, the Board recommends that shareholders vote to approve the 2021 compensation of Helix’s NEOs.

**F. COMPENSATION COMMITTEE REPORT**

The Compensation Committee of the Board of Directors has reviewed and discussed the above Compensation Discussion and Analysis with management. Based on this review and discussion, the Compensation Committee recommended to the Board that this Compensation Discussion and Analysis be included in this proxy statement.

**THE COMPENSATION COMMITTEE:**

Jan Rask, Chair  
Amerino Gatti  
T. Mitch Little  
John V. Lovoi



## EXECUTIVE OFFICERS OF HELIX

The executive officers of Helix are as follows:

<b>Name</b>	<b>Age</b>	<b>Position</b>
Owen Kratz	67	President and Chief Executive Officer
Scotty Sparks	48	Executive Vice President and Chief Operating Officer
Erik Staffeldt	50	Executive Vice President and Chief Financial Officer
Ken Neikirk	47	Senior Vice President, General Counsel and Corporate Secretary

### OWEN KRATZ

PRESIDENT AND CHIEF EXECUTIVE OFFICER



**Owen Kratz** is President and Chief Executive Officer of Helix. He was named Executive Chairman in October 2006 and served in that capacity until February 2008 when he resumed the position of President and Chief Executive Officer. He served as Helix's Chief Executive Officer from April 1997 until October 2006. Mr. Kratz served as President from 1993 until February 1999 and has served as a director of Helix since 1990 (including as Chairman of the Board from May 1998 to July 2017). He served as Chief Operating Officer from 1990 through 1997. Mr. Kratz joined Cal Dive International, Inc. (now known as Helix) in 1984 and held various offshore positions, including saturation diving supervisor, and management responsibility for client relations, marketing and estimating. From 1982 to 1983, Mr. Kratz was the owner of an independent marine construction company operating in the Bay of Campeche. Prior to 1982, he was a superintendent for Santa Fe and various international diving companies, and a diver in the North Sea. From February 2006 to December 2011, Mr. Kratz was a member of the Board of Directors of Cal Dive International, Inc., a once publicly traded company, which was formerly a subsidiary of Helix. Mr. Kratz has a Bachelor of Science degree from State University of New York.

### SCOTTY SPARKS

EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER



**Scotty Sparks** is Executive Vice President and Chief Operating Officer of Helix, having joined Helix in 2001. He served as Executive Vice President – Operations of Helix from May 2015 until February 2016. From October 2012 until May 2015, he was Vice President – Commercial and Strategic Development of Helix. He has also served in various positions within Helix Robotics Solutions, Inc. (formerly known as Canyon Offshore, Inc.), including as Senior Vice President from 2007 to September 2012. Mr. Sparks has over 31 years of experience in the subsea industry, including Operations Manager and Vessel Superintendent at Global Marine Systems and BT Marine Systems.



EXECUTIVE OFFICERS OF HELIX

ERIK STAFFELDT

EXECUTIVE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER



**Erik Staffeldt** is Executive Vice President and Chief Financial Officer of Helix. Prior thereto he was Senior Vice President and Chief Financial Officer beginning in June 2017 until February 2019. Mr. Staffeldt oversees Helix's finance, treasury, accounting, tax, information technology and corporate planning functions. Since joining Helix in July 2009 as Assistant Corporate Controller, Mr. Staffeldt has served as Director – Corporate Accounting from August 2011 until March 2013, Director of Finance from March 2013 until February 2014, Finance and Treasury Director from February 2014 until July 2015, and Vice President – Finance and Accounting from July 2015 until June 2017. Mr. Staffeldt was also designated as Helix's "principal accounting officer" for purposes of the Securities Act of 1933, the Securities Exchange Act of 1934 and the rules and regulations promulgated thereunder in July 2015 until December 2021. Mr. Staffeldt served in various financial and accounting capacities prior to joining Helix and has over 26 years of experience in the energy industry. Mr. Staffeldt is a graduate of the University of Notre Dame with a BBA in Accounting and Loyola University in New Orleans with an MBA, and is a Certified Public Accountant.

KEN NEIKIRK

SENIOR VICE PRESIDENT, GENERAL COUNSEL AND CORPORATE SECRETARY



**Ken Neikirk** is Senior Vice President, General Counsel and Corporate Secretary of Helix. Mr. Neikirk has over 21 years of experience practicing law in the corporate and energy sectors, and has been a member of Helix's legal department since 2007, most recently serving as Helix's Corporate Counsel, Compliance Officer and Assistant Secretary from February 2016 until April 2019. Mr. Neikirk oversees Helix's legal, human resources, and contracts and insurance functions. Prior to joining Helix Mr. Neikirk was in private practice in New York and Houston. Mr. Neikirk holds a Bachelor of Arts degree from Duke University and a Juris Doctor from the University of Houston Law Center.



## EXECUTIVE COMPENSATION

### Summary Compensation Table

The following table provides a summary of the cash and non-cash compensation for the years ended December 31, 2021, 2020 and 2019, for our named executive officers: (1) the Chief Executive Officer and the Chief Financial Officer and (2) other than the Chief Executive Officer and the Chief Financial Officer, each of the two most highly compensated executive officers of Helix during 2021. These individuals are our only executive officers.

The table may not reflect the actual compensation received by the named executive officers for the three-year period. For example, amounts recorded in the stock awards column reflect the grant date fair value of the awards. The actual value of compensation realized by the named executive officer with respect to any equity award will vary from the grant date fair value due to stock price fluctuations and/or forfeitures.

Name and Principal Position	Year	Salary <sup>(1)</sup>	Bonus	Stock Awards <sup>(2)</sup>	Non-Equity Incentive Plan Compensation <sup>(3)</sup>	All Other Compensation <sup>(4)</sup>	Total
<b>Owen Kratz</b> President and Chief Executive Officer	2021	\$700,000	\$-0-	\$1,247,319	\$929,670	\$-0-	\$2,876,989
	2020	\$597,917	\$-0-	\$4,257,945	\$472,500	\$7,125	\$5,335,487
	2019	\$700,000	\$-0-	\$3,847,694	\$828,975	\$-0-	\$5,376,669
<b>Scotty Sparks</b> Executive Vice President and Chief Operating Officer	2021	\$460,000	\$-0-	\$1,133,931	\$407,284	\$-0-	\$2,001,215
	2020	\$433,167	\$-0-	\$1,389,742	\$207,000	\$-0-	\$2,029,909
	2019	\$375,000	\$-0-	\$1,292,583	\$296,063	\$-0-	\$1,963,646
<b>Erik Staffeldt</b> Executive Vice President and Chief Financial Officer	2021	\$440,000	\$-0-	\$1,020,536	\$389,576	\$-0-	\$1,850,112
	2020	\$414,333	\$-0-	\$1,271,467	\$198,000	\$7,125	\$1,890,925
	2019	\$375,000	\$-0-	\$1,292,583	\$296,063	\$6,484	\$1,970,130
<b>Ken Neikirk<sup>(5)</sup></b> Senior Vice President, General Counsel and Corporate Secretary	2021	\$400,000	\$-0-	\$907,142	\$454,660	\$-0-	\$1,761,802
	2020	\$339,000	\$-0-	\$887,074	\$261,000	\$7,125	\$1,494,199
	2019	\$276,296	\$-0-	\$-0-	\$253,732	\$5,311	\$535,339

(1) For 2019, no salaries were increased except when Mr. Neikirk was promoted to the position of Senior Vice President, General Counsel and Corporate Secretary in May 2019. The amount shown for Mr. Neikirk in 2019 reflects the aggregate increase of \$75,258 prorated for 2019. For 2020, the salaries of Messrs. Sparks, Staffeldt and Neikirk were increased to \$460,000, \$440,000 and \$360,000, respectively. The amounts shown reflect the prorated amounts for 2020 plus the voluntary temporary reductions taken by each of the named executive officers. The temporary reductions were effective from June 1, 2020 through December 31, 2020 in the amount of 25% for Mr. Kratz, and 10% for each of Messrs. Sparks, Staffeldt and Neikirk. For 2021, no salaries were increased except for Mr. Neikirk's in the amount of \$40,000.

(2) Our long-term incentive program was structured such that the awarded value of restricted stock and RSUs (on the one hand) and PSUs (on the other) was identical, based on the quoted closing market price of \$4.20 per share of our common stock on December 31, 2020 for awards made in January 2021, \$9.63 per share of our common stock on December 31, 2019 for awards made in January 2020 and \$5.41 per share of our common stock on December 31, 2018 for awards made in January 2019. For 2019, only Mr. Staffeldt's total grant value of long-term incentive awards increased as a result of his promotion in 2019. For 2020, the total grant values of long-term incentive awards to Messrs. Kratz and Sparks were increased. For 2020, the total grant value of the long-term incentive award to Mr. Neikirk was increased and changed from a time-vesting cash award in 2019 (as he was not made an executive officer until May 2019) to a long-term incentive award in the same form as other named executive officers. For 2021, the total grant values of long-term incentive awards to Messrs. Kratz, Sparks and Staffeldt were reduced by \$2,500,000, \$175,000 and \$175,000, respectively, and the total grant value of the long-term incentive award to Mr. Neikirk was increased by \$50,000. PSUs and RSUs granted in 2021 are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.

The amounts shown in this column, however, represent the grant date fair value of the restricted stock, RSU awards and PSU awards as calculated in accordance with the provisions of FASB ASC Topic 718 (as opposed to the awarded value of the grant). While the awarded value and the FASB ASC Topic 718 determined value for restricted stock awards and RSU awards are the same, the values for PSU awards are different. See the "Grant of Plan-Based Awards" table below for details of the 2021, 2020 and 2019 stock awards and the related grant date fair value. The value ultimately realized by each named executive officer may not be equal to the FASB ASC Topic 718 determined value. No stock options were granted in 2021, 2020 or 2019.



**EXECUTIVE COMPENSATION**

Not included in the table are the payments made to our named executive officers upon the vesting of PSU awards. In January 2022, each of the following named executive officers received the following amounts in stock from their 2019 PSU awards, which were three-year cliff vesting based on the quoted closing market price of \$3.12 per share of our common stock on December 31, 2021: Mr. Kratz, \$1,446,391; Mr. Sparks, \$485,896; and Mr. Staffeldt, \$485,896. In January 2021, each of the following named executive officers received the following amounts in stock from their 2018 PSU awards, which were three-year cliff vesting based on the quoted closing market price of \$4.20 per share of our common stock on December 31, 2020: Mr. Kratz, \$1,782,497; Mr. Sparks, \$598,802; and Mr. Staffeldt, \$417,774. In January 2020, each of the following named executive officers received the following amounts in stock from their 2017 PSU awards, which were three-year cliff vesting based on the quoted closing market price of \$9.63 per share of our common stock on December 31, 2019: Mr. Kratz, \$3,493,880; Mr. Sparks, \$1,173,724; Mr. Staffeldt, \$327,555; and Mr. Neikirk, \$163,768. In January 2019, each of the following named executive officers received the following amounts in cash from their 2016 PSU awards, which were three-year cliff-vesting: Mr. Kratz, \$3,291,260; Mr. Sparks, \$1,105,653; and Mr. Staffeldt, \$257,126.

- (3) The amounts shown in this column reflect the payments made to each named executive officer under Helix's STI programs for the applicable performance year that are paid in March of the following year. In addition, the amounts shown in this column for Mr. Neikirk include cash payments under our long-term incentive program for non-executive awards granted in 2018 and 2019. Those amounts totaled \$100,500 in 2021, \$99,000 in 2020 and \$49,500 in 2019.
- (4) The amounts in this column consist of matching contributions by Helix through our Employees' 401(k) Savings Plan. Helix suspended its discretionary matching contributions to our employees' 401(k) accounts for 2018. From April 2019 through 2020, Helix reinstated its discretionary matching contributions at the rate of 50% of an employee's pre-tax contributions up to 5% of the employee's compensation, subject to contribution limits. Helix suspended its discretionary matching contributions for 2021.
- (5) Mr. Neikirk became an executive officer in May 2019.

**Grant of Plan-Based Awards**

The following table sets forth certain information with respect to grants of plan-based awards during the fiscal year ended December 31, 2021 to each of our named executive officers:

Name	Grant Date	Estimated Future Payouts Under Non-Equity Incentive Plan Awards (1)	Estimated Future Payouts Under Equity Incentive Plan Awards (PSUs) (2)			All Other Stock Awards: Number of RSUs(3)	Grant Date Fair Value of Stock and Options Awarded (4)
		Target STI Opportunity	Threshold	Target	Maximum		
Owen Kratz	1/4/2021	\$1,050,000	2,183	130,952	261,904	130,952	\$697,319
	1/4/2021						\$550,000
Scotty Sparks	1/4/2021	\$460,000	1,984	119,048	238,096	119,048	\$633,931
	1/4/2021						\$500,000
Erik Staffeldt	1/4/2021	\$440,000	1,786	107,143	214,286	107,143	\$570,536
	1/4/2021						\$450,000
Ken Neikirk	1/4/2021	\$400,000	1,587	95,238	190,476	95,238	\$507,142
	1/4/2021						\$400,000

- (1) This column shows the amount of cash payable to our named executive officers under our 2021 STI program. For more information regarding our STI program, including the performance targets used for 2021, see "Compensation Disclosure and Analysis – 2021 Executive Compensation Components – Short-Term Cash Incentive Program."
- (2) These columns show the estimated units payable with respect to the 2021 PSU awards made under our 2005 Long Term Incentive Plan. The 2021 PSU awards are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee, and are subject to a three-year cliff-vesting period. The number of units earned is contingent on Helix's performance in terms of TSR and Free Cash Flow. For the TSR portion, the TSR performance threshold is the 25th percentile of



the 2021 Performance Peer Group (the attainment below which will yield a payout equal to 0%), performance target level is a TSR at or above the 55th percentile (the attainment of which will yield a payout equal to 100% or “target”), and the maximum performance level is a TSR at or above the 80th percentile (the attainment of which will yield a payout equal to 200%). Payout for TSR performance between these percentiles is calculated by linear interpolation. For the Free Cash Flow portion, in the event Helix does not generate a cumulative positive Free Cash Flow during the three-year performance period, no payout will be made. In the event Helix generates a cumulative positive Free Cash Flow during the performance period, payout will be earned between (x) 100% for greater than \$0 and (y) 200% for \$50 million and above. Payout for Free Cash Flow performance between these amounts is calculated by linear interpolation. The threshold column shows the minimum attainment that would generate a payout, which would be comprised of TSR at the 26th percentile and no cumulative positive Free Cash Flow. For more information regarding the PSU awards, see “Compensation, Discussion and Analysis – 2021 Executive Compensation Components – 2021 PSU Awards.”

- (3) This column shows the number of time-vesting RSUs granted in 2021 to the named executive officers under our 2005 Long Term Incentive Plan. RSUs granted in 2021 are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.
- (4) This column shows the grant date fair value of the time-vesting PSU awards and RSU awards. No options were granted by Helix in 2021 and no options are currently outstanding. Our 2021 long-term incentive program was structured such that the awarded value of PSUs and RSUs was identical, based on the quoted closing market price of \$4.20 per share of our common stock on December 31, 2020. The amounts shown in this column, however, represent the grant date fair value of PSU and RSU awards as calculated in accordance with the provisions of FASB ASC Topic 718 (as opposed to the awarded value of the grant). While the awarded value and the FASB ASC Topic 718 determined value for RSU awards are the same, the values for PSU awards are different.

The following table sets forth certain information with respect to the restricted stock, RSUs and PSUs granted during or for the fiscal years ended December 31, 2021, 2020 and 2019 to each of our named executive officers:

Name and Principal Position	Grant Date	Approval Date	All Other Stock Awards: Number of Shares of Stock or Units	Grant Date Fair Market Value of Stock Awards <sup>(4)</sup>
<b>Owen Kratz</b> President and Chief Executive Officer	1/4/2021	12/10/2020	130,952 <sup>(1)</sup>	\$697,319
	1/4/2021	12/10/2020	130,952 <sup>(2)</sup>	\$550,000
	1/2/2020	12/11/2019	186,916 <sup>(1)</sup>	\$2,457,945
	1/2/2020	12/11/2019	186,916 <sup>(3)</sup>	\$1,800,000
	1/2/2019	12/12/2018	295,749 <sup>(1)</sup>	\$2,247,692
	1/2/2019	12/12/2018	295,749 <sup>(3)</sup>	\$1,600,002
<b>Scotty Sparks</b> Executive Vice President and Chief Operating Officer	1/4/2021	12/10/2020	119,048 <sup>(1)</sup>	\$633,931
	1/4/2021	12/10/2020	119,048 <sup>(2)</sup>	\$500,000
	1/2/2020	12/11/2019	61,007 <sup>(1)</sup>	\$802,242
	1/2/2020	12/11/2019	61,007 <sup>(3)</sup>	\$587,500
	1/2/2019	12/12/2018	99,353 <sup>(1)</sup>	\$755,083
	1/2/2019	12/12/2018	99,353 <sup>(3)</sup>	\$537,500
<b>Erik Staffeldt</b> Executive Vice President and Chief Financial Officer	1/4/2021	12/10/2020	107,143 <sup>(1)</sup>	\$570,536
	1/4/2021	12/10/2020	107,143 <sup>(2)</sup>	\$450,000
	1/2/2020	12/11/2019	55,815 <sup>(1)</sup>	\$733,967
	1/2/2020	12/11/2019	55,815 <sup>(3)</sup>	\$537,500
	1/2/2019	12/12/2018	99,353 <sup>(1)</sup>	\$755,083
	1/2/2019	12/12/2018	99,353 <sup>(3)</sup>	\$537,500
<b>Ken Neikirk<sup>(5)</sup></b> Senior Vice President, General Counsel and Corporate Secretary	1/4/2021	12/10/2020	95,238 <sup>(1)</sup>	\$507,142
	1/4/2021	12/10/2020	95,238 <sup>(2)</sup>	\$400,000
	1/2/2020	12/11/2019	38,941 <sup>(1)</sup>	\$512,074
	1/2/2020	12/11/2019	38,941 <sup>(3)</sup>	\$375,000
	2019	–	–	\$–





**EXECUTIVE COMPENSATION**

- (1) This is the number of PSUs awarded to each named executive officer in 2021, 2020 and 2019. These awards cliff vest after a three-year period and each of the named executive officers has the ability to earn up to 200% of the amount of the award. The 2019 and 2020 PSU awards are based on Helix's TSR in comparison to its performance peer group identified in the relevant PSU award agreement. The 2021 PSU awards are based in equal parts on Helix's (a) TSR in comparison to its performance peer group identified in the relevant PSU award agreement and (b) generation of Free Cash Flow and are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.
- (2) This is a time-vesting RSU award. The 2021 awards vest ratably on an annual basis over a three-year period on each anniversary of the grant date and are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.
- (3) This is a time-vesting restricted stock award. The 2020 and 2019 awards vest ratably on an annual basis over a three-year period on each anniversary of the grant date.
- (4) Our long-term incentive program was structured such that the awarded value of PSUs (on the one hand) and RSUs and restricted stock (on the other) was identical, based on the quoted closing market price of \$4.20 per share of our common stock on December 31, 2020 for awards made in January 2021, \$9.63 per share of our common stock on December 31, 2019 for awards made in January 2020, and \$5.41 per share of our common stock on December 31, 2018 for awards made in January 2019. The amounts shown in this column, however, represent the grant date fair value of the PSU awards, RSU awards and restricted stock calculated in accordance with the provisions of FASB ASC Topic 718 (as opposed to the awarded value of the grant). While the awarded value and the FASB ASC Topic 718 determined value for restricted stock awards and RSUs are the same, the values for PSU awards are different.
- (5) Mr. Neikirk became an executive officer in May 2019. No grants of restricted stock, RSUs or PSUs were made to Mr. Neikirk in 2019.

**Outstanding Equity Awards as of December 31, 2021**

The following table includes certain information with respect to the value as of December 31, 2021 of all unvested restricted stock awards outstanding for each of our named executive officers.

Name and Principal Position	Stock Awards <sup>(1)</sup>			
	Number of Shares or Units of Stock That Have Not Vested <sup>(2)</sup>	Market Value of Shares or Units of Stock That Have Not Vested <sup>(3)(4)</sup>	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested <sup>(5)</sup>	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested <sup>(3)(4)</sup>
<b>Owen Kratz</b> President and Chief Executive Officer	98,583 <sup>(6)</sup>	\$307,579	295,749 <sup>(7)</sup>	\$922,737
	124,611 <sup>(8)</sup>	\$388,786	186,916 <sup>(9)</sup>	\$583,178
	130,952 <sup>(10)</sup>	\$408,570	130,952 <sup>(11)</sup>	\$408,570
<b>Scotty Sparks</b> Executive Vice President and Chief Operating Officer	33,118 <sup>(6)</sup>	\$103,328	99,353 <sup>(7)</sup>	\$309,981
	40,672 <sup>(8)</sup>	\$126,897	61,007 <sup>(9)</sup>	\$190,342
	119,048 <sup>(10)</sup>	\$371,430	119,048 <sup>(11)</sup>	\$371,430
<b>Erik Staffeldt</b> Executive Vice President and Chief Financial Officer	33,118 <sup>(6)</sup>	\$103,328	99,353 <sup>(7)</sup>	\$309,981
	37,210 <sup>(8)</sup>	\$116,095	55,815 <sup>(9)</sup>	\$174,143
	107,143 <sup>(10)</sup>	\$334,286	107,143 <sup>(11)</sup>	\$334,286
<b>Ken Neikirk</b> Senior Vice President, General Counsel and Corporate Secretary	25,961 <sup>(8)</sup>	\$80,998	38,941 <sup>(9)</sup>	\$121,496
	95,238 <sup>(10)</sup>	\$297,143	95,238 <sup>(11)</sup>	\$297,143

(1) No options were granted by Helix in 2021 and no options are currently outstanding.

(2) The numbers in this column represent unvested shares of restricted stock and RSUs as of December 31, 2021. RSUs granted in 2021 are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.



- (3) The fair market value is calculated as the product of the closing price on the last business day of 2021, which was \$3.12 per share, and the number of unvested shares.
- (4) Helix has not paid dividends on its common stock and, as such, no dividends have been paid with respect to any outstanding equity awards.
- (5) The numbers in this column represent unvested PSUs as of December 31, 2021. PSUs granted in 2021 are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.
- (6) Restricted shares granted on January 2, 2019, which vest ratably on an annual basis over a three-year period.
- (7) PSUs granted on January 2, 2019, for which the performance period ended on December 31, 2021.
- (8) Restricted shares granted on January 2, 2020, which vest ratably on an annual basis over a three-year period.
- (9) PSUs granted on January 2, 2020, for which the performance period ends on December 31, 2022.
- (10) RSUs granted on January 4, 2021, which vest ratably on an annual basis over a three-year period and are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.
- (11) PSUs granted on January 4, 2021, for which the performance period ends on December 31, 2023 and are payable in either cash or shares of our common stock upon vesting at the discretion of the Compensation Committee.

**Option Exercises and Stock Vested for Fiscal Year 2021**

The following table includes certain information with respect to the options exercised by the named executive officers and with respect to restricted stock and RSUs vesting for each of our named executive officers during the year ended December 31, 2021.

Name and Principal Position	Option Awards		Stock Awards	
	Number of Shares Acquired on Exercise	Value Realized on Exercise	Number of Shares Acquired on Vesting	Value Realized on Vesting
<b>Owen Kratz</b> President and Chief Executive Officer	-0-	\$-0-	231,622	\$972,812
<b>Scotty Sparks</b> Executive Vice President and Chief Operating Officer	-0-	\$-0-	77,215	\$324,303
<b>Erik Staffeldt</b> Executive Vice President and Chief Financial Officer	-0-	\$-0-	68,302	\$286,868
<b>Ken Neikirk</b> Senior Vice President, General Counsel and Corporate Secretary	-0-	\$-0-	12,980	\$54,516



**EXECUTIVE COMPENSATION**
**All Other Compensation**

The following table includes certain information with respect to all other compensation received by each of our named executive officers during the years ended December 31, 2021, 2020 and 2019.

Name	Year	Helix Contributions to Retirement and 401(k) Plans <sup>(1)</sup>	Severance Payments/ Accruals	Total
<b>Owen Kratz</b> President and Chief Executive Officer	2021	\$-0-	\$-0-	\$-0-
	2020	\$7,125	\$-0-	\$7,125
	2019	\$-0-	\$-0-	\$-0-
<b>Scotty Sparks</b> Executive Vice President and Chief Operating Officer	2021	\$-0-	\$-0-	\$-0-
	2020	\$-0-	\$-0-	\$-0-
	2019	\$-0-	\$-0-	\$-0-
<b>Erik Staffeldt</b> Executive Vice President and Chief Financial Officer	2021	\$-0-	\$-0-	\$-0-
	2020	\$7,125	\$-0-	\$7,125
	2019	\$6,484	\$-0-	\$6,484
<b>Ken Neikirk<sup>(2)</sup></b> Senior Vice President, General Counsel and Corporate Secretary	2021	\$-0-	\$-0-	\$-0-
	2020	\$7,125	\$-0-	\$7,125
	2019	\$5,311	\$-0-	\$5,311

(1) The amounts in this column consist of matching contributions by Helix through our Employees' 401(k) Savings Plan. Helix suspended its discretionary matching contributions to our employees' 401(k) accounts for 2018. From April 2019 through 2020, Helix reinstated its discretionary matching contributions at the rate of 50% of an employee's pre-tax contributions up to 5% of the employee's compensation, subject to contribution limits, which in 2019 was \$7,000 and in 2020 was \$7,125 for each of the named executive officers. Helix suspended its discretionary matching contributions for 2021. Mr. Sparks does not participate in our 401(k) plan.

(2) Mr. Neikirk became an executive officer in May 2019.



## Employment Agreements and Change in Control Provisions

Each of our named executive officers has an employment agreement with Helix. Our employment agreements are a component of our overall employment arrangements and as such have the same primary objectives as our compensation program – to be sufficiently competitive to attract and retain executive officers. Payments to be made to any named executive officer under his employment agreement as a result of retirement, death, disability, termination for cause, termination by the executive for good reason, involuntary termination by Helix without cause or upon a change in control are based on such named executive officer's employment agreement (or an applicable equity or equity-based award agreement). We have historically entered into employment agreements with executive officers contemporaneously with either the executive officer's initial hiring by us or his or her promotion to an executive officer position.

In order to provide consistency among our executive officers, we generally continue to use the same form of employment agreement for multiple years; however, more recently elected executive officers such as Messrs. Sparks, Staffeldt and Neikirk do not have a "gross-up" provision for excise taxes in their employment agreements. The form of employment agreement is reviewed by our management and by the Compensation Committee's independent compensation consultant to determine whether its provisions are consistent with the employment agreements of our benchmarking peer group. The form of employment agreement is reviewed and approved by the Compensation Committee, both for use as a form and with respect to the specific terms applicable to each executive officer. Although we believe that each company in our benchmarking peer group understandably has forms of employment agreements that are different from ours, including with respect to specific severance payment provisions, we believe key employment contract provisions covering our executive officers remain in line with market practice and

### Non-Compete Provision

Each named executive officer's employment agreement provides, among other things, that during the term of the named executive officer's employment and for a period of one year after the termination of his employment with us for any reason, the named executive officer shall not engage in the conception, design, development,

provide terms designed to attract and retain executive officers.

Pursuant to his employment agreement, Mr. Kratz is entitled to receive a base annual salary, participate in the annual STI program, participate in the long-term incentive program and participate in all other employee benefit plans made available to Helix's executive officers. The other named executive officers' employment agreements have similar terms involving salary, STI, long-term incentives and benefits (with amounts that vary according to their positions).

The following information and the table below labeled "Potential Payments upon Certain Events Including Termination after a Change in Control" set forth the amount of payments to each of the named executive officers under certain circumstances, and describe certain other provisions of their respective employment agreements. With respect to the following information and table, the following assumptions and general principles apply:

- The amounts shown with respect to any termination assume that the named executive officer's employment was terminated on December 31, 2021. Accordingly, the table reflects amounts payable, some of which are estimates based on available information, to the named executive officer upon the occurrence of a termination after a change in control.
- Each of the named executive officers is entitled to receive amounts earned prior to his termination regardless of the manner in which the named executive officer is terminated. In addition, he would be entitled to receive any amounts accrued and vested under our retirement and savings programs. These amounts are not shown in the table or otherwise discussed.

production, marketing or servicing in the offshore energy services industry. Each named executive officer also agrees not to solicit any customers with whom he has had contact or any of our employees for a period of one year after the termination of the named executive officer's employment with us for any reason.



**EXECUTIVE COMPENSATION**

Termination for Cause or as a Result of Death, Disability or Retirement

Pursuant to the employment agreements between us and our named executive officers, if a named executive officer is terminated by us for “Cause,” as defined in his employment agreement, then the named executive officer shall have no further rights under such agreement except to receive base salary for periods prior to the termination and any unpaid STI earned for the prior year. In the event of termination due to the death, disability or retirement of the named executive officer, we are obligated to pay to the named executive officer, his estate or other designated party, the named executive officer’s salary through the date of his termination plus

any unpaid STI earned for the prior year and the STI earned for the year of termination in an amount equal to a prorated portion of the STI for the period up to the date of termination. Any prorated STI will be paid on the same date as the STI is paid to the other participants (but no later than March 15 of the following year). In the event a named executive officer becomes disabled, the named executive officer remains eligible to receive the compensation and benefits set forth in his employment agreement until his termination (a period of at least six months and up to twelve months).

Termination by the Executive Officer

In the event a named executive officer terminates his employment without “Good Reason,” as defined in his employment agreement, upon 30 days’ written notice, the named executive officer remains our employee for 30 days and remains subject to, and receives the benefit of, the employment agreement during that time. The named executive officer shall have no further rights under such agreement except to receive base salary for periods prior to the termination and any unpaid STI for the prior year.

accordance with their terms within 12 months of the termination automatically vest. The named executive officer also is entitled to receive any unpaid STI earned for the prior year, paid on the same date as the STI is paid to the other participants (but no later than March 15 of the year of termination), and the full amount of his target STI for the year of the termination, paid on the same date as the STI is paid to the other participants (assuming such an STI is paid, but no later than March 15 of the following year). The salary multiple for each named executive officer is set forth below:

In the event the named executive officer terminates his employment with “Good Reason,” then the named executive officer is entitled to receive an amount equal to the factor set forth below times the named executive officer’s base salary for the year in which the termination occurs. With respect to each named executive officer, all equity-based incentive awards that would have vested in

- Owen Kratz 2 times
- Scotty Sparks 1 time
- Erik Staffeldt 1 time
- Ken Neikirk 1 time

Involuntary Termination by Helix

In the event we terminate the employment of a named executive officer for any other reason (other than for “Cause” or upon the death, disability or retirement of the named executive officer), then pursuant to his employment agreement the named executive officer is entitled to receive an amount equal to the factor set forth below times the named executive officer’s base salary for the year in which the termination occurs. With respect to each named executive officer, all equity-based incentive awards that would have vested in accordance with their terms within 12 months of the termination automatically vest. The named executive officer also is entitled to receive any unpaid STI earned for the prior year, paid no later than March 15 of the year of termination, and the full amount of his target STI for the year of the termination, paid on the same date as the STI is paid to the other participants, assuming such an STI is paid, but no later than March 15 of the following

year. The salary multiple for each named executive officer is set forth below:

- Owen Kratz 2 times
- Scotty Sparks 1 time
- Erik Staffeldt 1 time
- Ken Neikirk 1 time

In addition, in the event of the termination of any named executive officer for any reason, including involuntary termination, the Compensation Committee has the discretion to determine the amount and timing of any severance payments and benefits that will be offered to the named executive officer. In making that determination, the Compensation Committee takes into consideration the terms of the employment agreement of the named executive officer. The determination



historically has been based in part on the named executive officer's rights under his or her employment agreement as well as any other factors the Compensation Committee deems to be relevant. Moreover, the determination would depend on a variety of circumstances and factors that cannot be anticipated.

#### Change in Control Provisions

With respect to each named executive officer, pursuant to the terms of his employment agreement, if a named executive officer terminates his employment for "Good Reason" or is terminated by us without "Cause" within a two-year period following a "Change in Control," (1) the named executive officer is entitled to receive a lump sum payment in an amount equal to the multiple set forth below times the named executive officer's aggregate annual cash compensation (defined as his current salary plus STI target), (2) all restricted stock and other equity-based awards held by the named executive officer under the 2005 Long Term Incentive Plan would immediately vest, and (3) the named executive officer is entitled to receive a lump sum payment equal to the cost of continuation of health coverage under COBRA for 18 months.

• Owen Kratz	2.99 times
• Scotty Sparks	2 times
• Erik Staffeldt	2 times
• Ken Neikirk	2 times

Mr. Kratz's employment agreement provides that if any payment is subject to any excise tax under Internal Revenue Code Section 4999, a "gross-up" payment would be made to place Mr. Kratz in the same net after-tax position as would have been the case if no excise tax had been payable. The employment agreements with Messrs. Sparks, Staffeldt and Neikirk do not contain any "gross-up" protections with respect to excise tax.

The Compensation Committee has been deliberative in the evaluation and determination of severance benefits currently included in the named executive officers' employment agreements and any deviations therefrom are intended to be rare.

For purposes of the employment agreements, "Change in Control" is defined as (1) one person or group acquiring stock that gives that person or group control of more than 50% of the value or voting power of Helix, (2) during any 12-month period, any person or group obtaining 45% or more of the voting power of Helix, or a majority of the Board being replaced by persons not endorsed by a majority of the then-existing Board, or (3) a change in ownership of a substantial portion of the assets of Helix during any 12-month period. "Cause" means embezzlement or theft, breach of a material provision of the employment agreement, any act constituting a felony or otherwise involving theft, fraud, gross dishonesty or moral turpitude, negligence or willful misconduct, any breach of the named executive officer's fiduciary obligations, a material violation of our policies or procedures or any chemical dependence that adversely affects the performance of the named executive officer. "Good Reason" means the material diminution of the named executive officer's base salary, material diminution of his authority, duties or responsibilities, a material change in the named executive officer's reporting relationship, a material change in the geographic location at which the named executive officer must perform his duties, or any action that would constitute a material breach of the employment agreement by Helix.



**EXECUTIVE COMPENSATION**

*Potential Payments upon Certain Events Including Termination after a Change in Control*

Our named executive officers would have been eligible to receive the payments set forth below if (a) their employment had been terminated as of December 31, 2021 for reasons other than a Change in Control or (b) a Change in Control had occurred within three months of the end of 2021:

	<b>O. Kratz</b>	<b>S. Sparks</b>	<b>E. Staffeldt</b>	<b>K. Neikirk</b>
<b>Normal and Early Retirement(1)</b>				
2021 annual cash incentive compensation(2)	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Total</b>	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Death(1)</b>				
2021 annual cash incentive compensation(2)	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Total</b>	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Disability(1)(3)</b>				
2021 annual cash incentive compensation(2)	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Total</b>	\$ 929,670	\$ -0-	\$ -0-	\$ -0-
<b>Termination for Cause or Resignation without Good Reason</b>				
Amount Received	\$ -0-	\$ -0-	\$ -0-	\$ -0-
<b>Total</b>	\$ -0-	\$ -0-	\$ -0-	\$ -0-
<b>Involuntary Termination without Cause</b>				
2021 annual cash incentive compensation	\$ 1,050,000	\$ 460,000	\$ 440,000	\$ 400,000
Multiple of base salary	1,400,000	460,000	440,000	400,000
Accelerated vesting of restricted stock and RSUs(4)	638,159	290,584	272,803	139,545
Accelerated PSU Awards(5)	1,845,474	619,963	619,963	-0-
<b>Total</b>	\$ 4,933,633	\$ 1,830,547	\$ 1,772,766	\$ 939,545
<b>Termination by Executive for Good Reason</b>				
2021 annual cash incentive compensation	\$ 1,050,000	\$ 460,000	\$ 440,000	\$ 400,000
Multiple of base salary	1,400,000	460,000	440,000	400,000
Accelerated vesting of restricted stock and RSUs(4)	638,159	290,584	272,803	139,545
Accelerated PSU Awards(5)	1,845,474	619,963	619,963	-0-
<b>Total</b>	\$ 4,933,633	\$ 1,830,547	\$ 1,772,766	\$ 939,545

	<b>O. Kratz</b>	<b>S. Sparks</b>	<b>E. Staffeldt</b>	<b>K. Neikirk</b>
<b>Change in Control</b>				
Cash severance payment	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Accelerated vesting of restricted stock and RSUs(6)	1,104,936	601,655	553,710	378,141
Accelerated PSU Awards(7)	2,254,044	991,392	954,249	297,143
COBRA Coverage	-0-	-0-	-0-	-0-
Excise tax gross-up	-0-	-0-	-0-	-0-
<b>Total</b>	\$ 3,358,980	\$ 1,593,047	\$ 1,507,959	\$ 675,284
<b>Change in Control with Involuntary Termination without Cause or by Executive for Good Reason</b>				
Cash severance payment	\$ 5,232,500	\$ 1,840,000	\$ 1,760,000	\$ 1,600,000
Accelerated vesting of restricted stock and RSUs(6)	1,104,936	601,655	553,710	378,141
Accelerated PSU Awards(7)	2,254,044	991,392	954,249	297,143
COBRA Coverage	18,103	26,892	26,892	26,892
Excise tax gross-up	-0-	-0-	-0-	-0-
<b>Total</b>	\$ 8,609,583	\$ 3,459,939	\$ 3,294,851	\$ 2,302,176

- (1) STI for 2021 would be payable under the terms of the STI program and/or our named executive officers' employment agreements only to our named executive officers who were 65 or older at December 31, 2021.
- (2) Under the terms of the PSU award agreements, it is possible for a named executive officer who retires after the age of 55, dies or becomes disabled to earn a pro-rata amount of his or her unvested PSU awards, based on the named executive officer's full months of service within the applicable three-year performance period. However, because the payout of these



PSUs would not occur until their ordinary vesting, the payout can fluctuate from 0% to 200% of the units awarded based on stock price performance (significantly, the last 20 trading days prior to vesting), and therefore cannot be quantified in advance.

- (3) Named executive officers would continue to earn their base salary plus receive benefits for six months after becoming disabled prior to being terminated. Assuming notice of termination occurred on December 31, 2021, the named executive officer would have already received his base salary for such period.
- (4) Upon an involuntary termination without Cause or a termination by the executive for Good Reason, each named executive officer is entitled to the portion of his restricted stock and RSUs that would vest within one year from the date of termination. These amounts are based upon the closing price of our common stock on December 31, 2021, which was \$3.12 per share.
- (5) Upon an involuntary termination without Cause or a termination by the executive for Good Reason, each named executive officer is entitled to the portion of his PSU Award that would vest within one year from the date of termination (calculated using the average of the closing price of Helix's common stock for the 20 days prior to the occurrence of the termination) with a payout based upon the closing price of our common stock on December 31, 2021, which was \$3.12 per share.
- (6) These amounts are based upon the closing price of our common stock on December 31, 2021, which was \$3.12 per share.
- (7) The 2019 and 2020 PSU award agreements provide for vesting of 100% of the award upon the occurrence of a Change in Control based on the TSR calculation of Helix and the designated performance peer group over the adjusted performance period. As of December 31, 2021, Helix's stock performance was at the 73rd percentile for the 2019 award and was at the 17th percentile for the 2020 award; accordingly, the PSUs issued for 2019 and 2020 would have been issued at 200% and 0%, respectively, of each of the awards. The 2021 PSU award agreements provide for vesting of 100% of the award upon the occurrence of a Change in Control based in equal parts by (a) the TSR calculation of Helix and the designated performance peer group and (b) Helix's generation of Free Cash Flow, both over the adjusted performance period. As of December 31, 2021, Helix's stock performance was at the 6th percentile for the TSR portion of the 2021 award (which equates to 0%) and 200% of the Free Cash Flow portion; accordingly, the PSUs issued for 2021 would have been issued at 100%.

### Chief Executive Officer Pay Ratio

Helix is a global company that in 2021 employed 1,327 people with over 60% of our workforce located outside of the U.S. Helix's compensation and benefits philosophy and the overall structure of our compensation and benefit programs are broadly similar across the organization to encourage and reward all employees who contribute to our success. We strive to make the compensation of every Helix employee reflective of the level of their contributions and responsibilities, and competitive within our benchmarking peer group. Helix's ongoing commitment to pay equity is critical to our success in supporting a diverse workforce with

opportunities for all employees to grow, develop and contribute.

Under rules adopted pursuant to the Dodd-Frank Act of 2010, Helix is required to calculate and disclose the total compensation paid to its median paid employee, as well as the ratio of the total compensation paid to the median employee as compared to the total compensation paid to our Chief Executive Officer. The paragraphs that follow describe our methodology and the resulting Chief Executive Officer to median employee pay ratio.

#### Measurement Date

No change has occurred in our employee population or employee compensation arrangements that we believe would result in a significant change to our prior year's calculations. As such, we identified and determined the median employee using our employee population on November 30, 2020.

#### Consistently Applied Compensation Measure (CACM)

Under the relevant rules, we were required to identify the median employee by use of a "consistently applied compensation measure," or CACM. We chose a CACM that closely approximates the annual total direct compensation of all our employees (excluding our Chief

Executive Officer). Specifically, we identified the median employee by looking at annual base pay and other taxable income. We did not perform adjustments to the compensation paid to part-time employees to calculate what they would have been paid on a full-time basis.





**EXECUTIVE COMPENSATION**

*Methodology and Pay Ratio*

For the above-stated reason, we are using the same median employee for 2021 as we did for 2020. In 2020, after applying our CACM methodology, we identified the median employee. Once the median employee was identified, we calculated the median employee's total annual compensation in accordance with the requirements of the Summary Compensation Table.

Our median employee compensation as calculated using the Summary Compensation Table requirements was \$89,501 for 2021. Our Chief Executive Officer's compensation as reported in the Summary Compensation Table was \$2,876,989 for 2021. Therefore, our chief executive officer to median employee pay ratio is estimated at 32:1. Our median

employee's total compensation does not include the premiums we paid for health insurance, dental insurance, health savings account, short-term and long-term disability insurance, the employee assistance program, and life and accidental death and dismemberment insurance. If we included those amounts for both the median employee and our Chief Executive Officer, our Chief Executive Officer to median employee pay ratio would have been estimated at 30:1.

This information is being provided for compliance purposes only. Neither the Compensation Committee nor Helix management used the pay ratio measure in making any compensation decisions.



## PROPOSAL 3: APPROVAL, ON A NON-BINDING ADVISORY BASIS, OF THE 2021 COMPENSATION OF OUR NAMED EXECUTIVE OFFICERS

Helix is seeking a shareholder vote, on a non-binding advisory basis, on the 2021 compensation of our named executive officers (commonly referred to as “say on pay”). This vote is non-binding. The Compensation Committee, however, will review the voting results and take them into consideration when making future compensation decisions for our named executive officers.

As described in detail under “Compensation Discussion and Analysis,” our compensation programs are designed to attract, retain and motivate executive officers who can develop and execute our business strategy in a way that maximizes value for our shareholders through a range of business cycles, and to align the economic interests of our executive officers with those of our shareholders over the full range of those cycles. Shareholders are encouraged to read the “Compensation Discussion and Analysis,” the accompanying compensation tables and the related narrative disclosure to better understand the compensation of our named executive officers.

In deciding how to vote on this proposal, the Board urges you to consider the following factors, which are more fully described in the “Compensation Discussion and Analysis.”

- For 2021 compensation, the Compensation Committee continued to:
  - > Establish an appropriate Benchmarking Peer Group and pay our NEOs at approximately the median level, with an opportunity to earn greater overall compensation if warranted by our performance;
  - > Maintain an STI program based on stretch Adjusted EBITDA goals;
  - > Approve a long-term incentive program tied to the performance of our common stock and other financial performance metrics;
  - > Impose stock performance requirements as compared to a formulaically selected performance peer group in connection with payout of PSU awards; and
  - > Consider the outcome of our “say on pay” votes and our shareholders’ views when making future compensation decisions for our NEOs.
- Further in 2021, in response to market volatility including with respect to the ongoing COVID-19 pandemic, the Compensation Committee:

- > Appropriately engaged proactively and responded during a continuing challenged market;
- > With the support of our executive officers, reduced the long-term incentive awards of certain of our executive officers; and
- > Took steps designed to conserve the Company’s share count and avoid potential dilution.

· The Compensation Committee and management believe that the Company’s 2021 executive compensation:

- > Appropriately reflects Helix’s financial performance for the year as well as for longer-term value creation;
- > Demonstrates alignment of our NEOs’ interests with those of our shareholders;
- > Includes an appropriate overall mix of short- and long-term incentives designed to enhance shareholder value;
- > Advances Helix’s mission and business strategy; and
- > Helps attract, motivate and retain the key talent needed to deliver Helix’s long-term success.

### Board of Directors Recommendation

**The Board recommends that you vote “FOR” the approval, on a non-binding advisory basis, of the following resolution:**

**RESOLVED, that the shareholders approve, on a non-binding advisory basis, the 2021 compensation of Helix’s named executive officers as disclosed in the Compensation Discussion and Analysis section, the accompanying compensation tables and the related narrative disclosure in this proxy statement.**

### Vote Required

The vote on the 2021 compensation of our named executive officers is advisory and non-binding. However, the Board will consider shareholders to have approved our named executive officers’ 2021 compensation if the proposal receives the affirmative “FOR” vote of holders of a majority of the shares of common stock present or represented and entitled to vote on the proposal at the Annual Meeting.



## SHARE OWNERSHIP INFORMATION

### Five Percent Owners

The following table sets forth information as to all persons or entities known by us to have beneficial ownership, as of March 21, 2022, of more than five percent of the outstanding shares of our common stock. As of March 21, 2022, 151,636,674 shares of our

common stock were outstanding. The information set forth below has been determined in accordance with Rule 13d-3 under the Exchange Act on the basis of the most recent information filed with the SEC and furnished to us by the person listed.

Owner Name and Address	Shares Beneficially Owned	Percentage of Common Stock Outstanding
BlackRock, Inc. 55 East 52nd Street New York, New York 10055	24,075,774(1)	15.88%
The Vanguard Group 100 Vanguard Blvd. Malvern, Pennsylvania 19355	12,619,890(2)	8.32%
Victory Capital Management Inc. 4900 Tiedeman Rd., 4th Floor Brooklyn, Ohio 44144	10,674,635(3)	7.04%

- (1) Based solely on Amendment No. 14 to Schedule 13G filed with the SEC by BlackRock, Inc. on February 7, 2022. BlackRock has the sole power to vote 23,493,662 shares of common stock beneficially owned by it and the sole power to dispose of 24,075,774 shares of common stock beneficially owned by it.
- (2) Based solely on Amendment No. 11 to Schedule 13G filed with the SEC by The Vanguard Group on February 10, 2022. The Vanguard Group has the sole power to vote none of the shares of common stock beneficially owned by it, shared power to vote 259,684 shares of common stock beneficially owned by it, sole power to dispose of 12,305,102 shares of common stock beneficially owned by it and shared power to dispose of 314,788 shares of common stock beneficially owned by it.
- (3) Based solely on Amendment No. 3 to Schedule 13G filed with the SEC by Victory Capital Management Inc. on February 1, 2022. Victory Capital Management Inc. has the sole power to vote 10,564,615 shares of common stock beneficially owned by it and the sole power to dispose of 10,674,635 shares of common stock beneficially owned by it.



## Management Shareholdings

The following table shows the number of shares of common stock beneficially owned as of March 21, 2022, the record date for the Annual Meeting, by our directors and named executive officers, and all directors and named executive officers as a group.

The number of shares beneficially owned by each director or named executive officer is determined by the rules of the SEC, and the information does not necessarily indicate beneficial ownership for any other purpose.

Under SEC rules, beneficial ownership includes any shares over which the person or entity has sole or shared

voting power or investment power regardless of economic interest, and also any shares that the person or entity can acquire within 60 days of March 21, 2022 through the exercise of stock options or other rights. The inclusion in the table below of any shares deemed beneficially owned does not constitute an admission of beneficial ownership of those shares. As of March 21, 2022, 151,636,674 shares of our common stock were outstanding. The address of all named executive officers and directors is in care of Helix Energy Solutions Group, Inc., 3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043.

Name of Beneficial Owner <sup>(1)</sup>	Shares Beneficially Owned <sup>(2)</sup>	Of Shares Beneficially Owned, Amount that may be Acquired Within 60 Days by Option Exercise	Percentage of Common Stock Outstanding
Owen Kratz <sup>(3)</sup>	7,478,403	-0-	4.93%
Scotty Sparks <sup>(4)</sup>	280,870	-0-	*
Erik Staffeldt <sup>(5)</sup>	315,538	-0-	*
Ken Neikirk <sup>(6)</sup>	71,544	-0-	*
Amerino Gatti <sup>(7)</sup>	139,205	-0-	*
T. Mitch Little <sup>(8)</sup>	60,257	-0-	*
John V. Lovoi <sup>(9)</sup>	330,123	-0-	*
Amy H. Nelson <sup>(10)</sup>	81,925	-0-	*
Jan Rask <sup>(11)</sup>	373,565	-0-	*
William L. Transier <sup>(12)</sup>	172,037	-0-	*
All named executive officers and directors as a group (10 persons)	9,303,467	-0-	6.14%

\* Indicates ownership of less than 1% of the outstanding shares of our common stock.

- (1) The persons named in the table have sole voting and investment power with respect to all shares shown as beneficially owned by them except as may be otherwise indicated in a footnote.
- (2) Amounts include the shares shown in the adjacent column, which are not currently outstanding but are deemed beneficially owned because of the right to acquire them pursuant to options exercisable within 60 days of March 21, 2022 (i.e., on or before May 21, 2022).
- (3) Amount includes 62,306 shares of unvested restricted stock over which Mr. Kratz has voting power. Mr. Kratz disclaims beneficial ownership of 1,000,000 shares included in the above table, which are held by Joss Investments Limited Partnership, an entity of which he is a General Partner.
- (4) Amount includes 20,336 shares of unvested restricted stock over which Mr. Sparks has voting power.
- (5) Amount includes 18,605 shares of unvested restricted stock over which Mr. Staffeldt has voting power.
- (6) Amount includes 12,981 shares of unvested restricted stock over which Mr. Neikirk has voting power.
- (7) Amount includes 72,681 shares of unvested restricted stock over which Mr. Gatti has voting power.
- (8) Amount includes 60,257 shares of unvested restricted stock over which Mr. Little has voting power.
- (9) Amount includes 50,467 shares of unvested restricted stock over which Mr. Lovoi has voting power.
- (10) Amount includes 45,593 shares of unvested restricted stock over which Ms. Nelson has voting power.
- (11) Amount includes 74,025 shares of unvested restricted stock over which Mr. Rask has voting power.
- (12) Amount includes 45,593 shares of unvested restricted stock over which Mr. Transier has voting power.



**SHARE OWNERSHIP INFORMATION**

**Delinquent Section 16(a) Reports**

Section 16(a) of the Exchange Act requires our directors, executive officers and persons who own more than 10% of a registered class of our equity securities, or “reporting persons,” to file with the SEC initial reports of ownership and to report changes in ownership of our common stock. Reporting persons are required by SEC regulations to furnish Helix with copies of all Section 16(a) forms they file.

Based solely on a review of the copies of these reports furnished to us, we believe that all reports required to be filed by reporting persons pursuant to Section 16(a) of the Exchange Act were filed for the year ended December 31, 2021 on a timely basis.

**EQUITY COMPENSATION PLAN INFORMATION**

The table below provides information relating to Helix’s equity compensation plans as of December 31, 2021.

<b>Plan Category</b>	<b>Number of Securities to be Issued upon Exercise of Outstanding Options, Warrants and Rights</b>	<b>Weighted-Average Exercise Price of Outstanding Options, Warrants and Rights</b>	<b>Number of Securities Remaining Available for Future Issuance under Compensation Plans</b>
Equity compensation plans approved by security holders <sup>(1)</sup>	1,328,850 <sup>(2)</sup>	-0-	7,128,847 <sup>(3)</sup>
Equity compensation plans not approved by security holders	-0-	-0-	-0-
<b>Total</b>	<b>1,328,850</b>	<b>-0-</b>	<b>7,128,847</b>

(1) The 2005 Long Term Incentive Plan, which was amended and restated on May 15, 2019, provides that Helix may grant up to 17,300,000 shares of our common stock in the form of options, stock appreciation rights, restricted stock awards, restricted stock unit awards, cash awards and performance awards, all subject to the plan’s terms and conditions. Options to purchase shares of common stock are limited to 2,000,000 shares. The shareholders approved the ESPP in May 2012 and approved on May 15, 2019 amending and restating the ESPP to authorize the issuance of an additional 3,000,000 shares subject to the terms and conditions of the ESPP.

(2) Represents the number of shares that would have been issued in respect of the 1,381,469 PSUs granted pursuant to the 2005 Long Term Incentive Plan in 2021, 2020 and 2019 that were outstanding on December 31, 2021, based on the stock price on that date and assuming vesting occurred on that date at a 157% multiple for 2019, a 0% multiple for 2020, and a 100% multiple for 2021. The PSUs granted in 2021 are payable in either cash or shares upon vesting at the discretion of the Compensation Committee. As of December 31, 2021, the total number of full value awards outstanding under the 2005 Long Term Incentive Plan was 2,235,195 consisting of 853,726 restricted shares and the 1,381,469 PSUs. Subsequent to December 31, 2021, 559,150 PSUs vested at a 157% multiple and were paid in 876,469 shares of our common stock.

(3) As of December 31, 2021, 5,636,889 shares of restricted stock (of which a maximum can be options to purchase up to 2,000,000 shares of common stock) were available for future issuance under the 2005 Long Term Incentive Plan, and 1,491,958 shares were available under the ESPP. Shares purchased on December 31, 2021 by participating employees under the ESPP, but not issued until January 2022, are treated as issued shares for purposes of this table and therefore are not included in any amounts in the table.



## OTHER INFORMATION

### Costs of Solicitation

The cost of this proxy solicitation will be borne by Helix. It is expected that the solicitation will be primarily by mail, telephone and facsimile. We have arranged for Okapi Partners, LLC, 1212 Avenue of the Americas, 24<sup>th</sup> Floor, New York, New York 10036, to solicit proxies for a fee of \$9,000 plus out-of-pocket expenses. Proxies may also be solicited personally by directors, officers and other

employees of Helix in the ordinary course of business and at nominal cost. Proxy materials will be provided for distribution through broker, bank and other nominee record holders of our common stock. We expect to reimburse those parties for their reasonable out-of-pocket expenses incurred in connection therewith.

### Proposals and Director Nominations for the 2023 Annual Meeting of Shareholders

		Deadline	Compliance	Submission
<b>Proposals (other than Director Nominations)</b>	To be included in the proxy statement for the 2023 Annual Meeting <sup>(1)</sup>	December 7, 2022 <sup>(2)</sup>	Must comply with Regulation 14A of the Exchange Act regarding the inclusion of shareholder proposals in company-sponsored proxy materials	All submissions to, or requests of, the Corporate Secretary should be addressed to our corporate office at:  3505 West Sam Houston Parkway North, Suite 400, Houston, Texas 77043
	Not to be included in the proxy statement	February 17, 2023 <sup>(3)</sup>	Must comply with our By-laws and Regulation 14A of the Exchange Act <sup>(4)(5)</sup>	
<b>Director Nominations</b>	Proposal for consideration by the Corporate Governance and Nominating Committee <sup>(6)</sup>	Prior to Committee meeting for recommendation of nominees	Submission to Corporate Secretary	
	Nomination at 2023 Annual Meeting <sup>(6)</sup>	February 17, 2023 <sup>(3)</sup>	Must comply with our By-laws and Regulation 14A of the Exchange Act <sup>(4)(5)(7)</sup>	

(1) The persons designated in the proxy card will be granted discretionary authority with respect to any shareholder proposal not submitted to us timely.

(2) 120 days prior to the anniversary of this year's mailing date.

(3) Not less than 90 days prior to the anniversary of this year's Annual Meeting.

(4) A copy of our By-laws is available from our Corporate Secretary.

(5) The shareholder providing the proposal or nomination must provide their name, address, and class and number of voting securities held by them. The shareholder must also be a shareholder of record on the day the notice is delivered to us, be eligible to vote at the Annual Meeting of Shareholders and represent that they intend to appear in person or by proxy at the meeting.

(6) Proposals for consideration should include the nominee's name and qualifications for Board membership.

(7) Nomination must include the person's written consent to serve as a director if elected.



**OTHER INFORMATION**

**Other**

Some broker, bank and other nominee record holders of our stock may be participating in the practice of “householding.” This means that only one copy of our 2021 Annual Report to Shareholders and this proxy statement will be sent to shareholders who share the same last name and address. Householding is designed to reduce duplicate mailings and to save printing and postage costs. If you receive a household mailing this year and would like to receive additional copies of our 2021 Annual Report to Shareholders or this proxy statement, please submit your request in writing to the address set forth below.

Our 2021 Annual Report to Shareholders (which includes our Annual Report on Form 10-K and financial statements) is available to shareholders of record as of March 21, 2022, together with this proxy statement.

**WE WILL FURNISH TO SHAREHOLDERS WITHOUT CHARGE A COPY OF OUR ANNUAL REPORT (INCLUDING THE ANNUAL REPORT ON FORM 10-K) FOR THE FISCAL YEAR ENDED DECEMBER 31, 2021, AS FILED WITH THE SECURITIES AND EXCHANGE COMMISSION, UPON RECEIPT OF WRITTEN REQUEST ADDRESSED TO: CORPORATE SECRETARY, HELIX ENERGY SOLUTIONS GROUP, INC. 3505 WEST SAM HOUSTON PARKWAY NORTH, SUITE 400, HOUSTON, TEXAS 77043 OR BY CALLING 888.345.2347 AND ASKING FOR THE CORPORATE SECRETARY.**

The Board knows of no other matters to be presented at the Annual Meeting. If any other business properly comes before the Annual Meeting or any adjournment thereof, the proxies will vote on that business in accordance with their best judgment.

By Order of the Board of Directors,



**Kenneth E. Neikirk**  
*Senior Vice President,  
General Counsel and Corporate Secretary  
Helix Energy Solutions Group, Inc.*





**Corporate Headquarters (USA)**

3505 W. Sam Houston Parkway North  
Suite 400  
Houston, Texas 77043 USA





T (281) 618 0400

[helixsg.com](http://helixsg.com)





**YOUR VOTE IS IMPORTANT! PLEASE VOTE BY:**

	<b>INTERNET</b> Go To: <a href="http://www.proxypush.com/HLX">www.proxypush.com/HLX</a> <ul style="list-style-type: none"><li>• Cast your vote online</li><li>• <b>Have your Proxy Card ready</b></li><li>• Follow the simple instructions to record your vote</li></ul>
	<b>PHONE</b> Call <b>1-866-551-1466</b> <ul style="list-style-type: none"><li>• Use any touch-tone telephone</li><li>• <b>Have your Proxy Card ready</b></li><li>• Follow the simple recorded instructions</li></ul>
	<b>MAIL</b> <ul style="list-style-type: none"><li>• Mark, sign and date your Proxy Card</li><li>• Fold and return your Proxy Card in the postage-paid envelope provided</li></ul>
	You must register to attend the meeting online and/or participate at <a href="http://www.proxydocs.com/HLX">www.proxydocs.com/HLX</a>

# Helix Energy Solutions Group, Inc.

## Annual Meeting of Shareholders

For Shareholders of record as of March 21, 2022

**TIME:** Wednesday, May 18, 2022 8:30 AM, Central Daylight Time  
**PLACE:** Annual meeting to be held live via the Internet  
Please visit [www.proxydocs.com/HLX](http://www.proxydocs.com/HLX) for more details.



### This proxy is being solicited on behalf of the Board of Directors

The undersigned hereby appoints Erik S. Staffeldt, Kenneth E. Neikirk and Gregory J. Sergesketter (the "Named Proxies"), and each or any of them, as the true and lawful attorneys of the undersigned, with full power of substitution and revocation, and authorizes them, and each of them, to vote all the shares of capital stock of Helix Energy Solutions Group, Inc. which the undersigned is entitled to vote at said meeting and any adjournment thereof upon the matters specified and upon such other matters as may be properly brought before the meeting or any adjournment thereof, conferring authority upon such true and lawful attorneys to vote in their discretion on such other matters as may properly come before the meeting and revoking any proxy heretofore given.

THE SHARES REPRESENTED BY THIS PROXY WILL BE VOTED AS DIRECTED OR, IF NO DIRECTION IS GIVEN, SHARES WILL BE VOTED IDENTICAL TO THE BOARD OF DIRECTORS RECOMMENDATION. This proxy, when properly executed, will be voted in the manner directed herein. In their discretion, the Named Proxies are authorized to vote upon such other matters that may properly come before the meeting or any adjournment or postponement thereof.

You are encouraged to specify your choice by marking the appropriate box (SEE REVERSE SIDE) but you need not mark any box if you wish to vote in accordance with the Board of Directors' recommendation. The Named Proxies cannot vote your shares unless you sign (on the reverse side) and return this card.

PLEASE BE SURE TO SIGN AND DATE THIS PROXY CARD AND MARK ON THE REVERSE SIDE


# Helix Energy Solutions Group, Inc.

## Annual Meeting of Shareholders

Please make your marks like this:

**THE BOARD OF DIRECTORS RECOMMENDS A VOTE:**

**FOR PROPOSALS 1, 2 AND 3**

PROPOSAL	YOUR VOTE			BOARD OF DIRECTORS RECOMMENDS
	FOR	WITHHOLD		
1. Election of three "Class I" directors to serve a three-year term of office expiring at our 2025 annual meeting.				 <b>FOR</b>
1.01 T. Mitch Little	<input type="checkbox"/>	<input type="checkbox"/>		
1.02 John V. Lovoi	<input type="checkbox"/>	<input type="checkbox"/>		
1.03 Jan Rask	<input type="checkbox"/>	<input type="checkbox"/>		<b>FOR</b>
2. Ratification of the selection of KPMG LLP as our independent registered public accounting firm for the fiscal year 2022.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>FOR</b>
3. Approval, on a non-binding advisory basis, of the 2021 compensation of our named executive officers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>FOR</b>

**You must register to attend the meeting online and/or participate at [www.proxydocs.com/HLX](http://www.proxydocs.com/HLX)**

Authorized Signatures - Must be completed for your instructions to be executed.

Please sign exactly as your name(s) appears on your account. If held in joint tenancy, all persons should sign. Trustees, administrators, etc. should include title and authority. Corporations should provide full name of corporation and title of authorized officer signing the Proxy/Vote Form.

\_\_\_\_\_  
Signature (and Title if applicable)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature (if held jointly)

\_\_\_\_\_  
Date