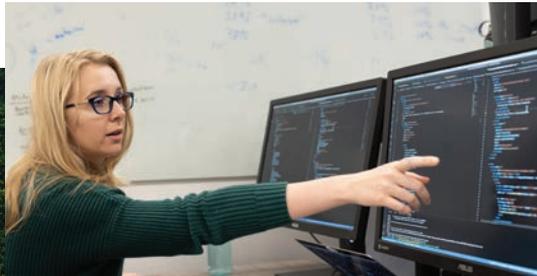




**LIVING OUR VALUES  
SHARING A PURPOSE  
CHANGING  
THE WORLD**

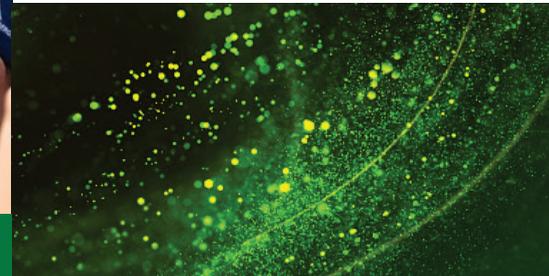
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We Deliver



We Empower



We Value Our People



We Are People of Integrity



We Are a Team of Teams

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# Introduction



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# About KBR

KBR delivers science, technology and engineering solutions to governments and companies around the world. We employ a diverse workforce of approximately 28,000 people worldwide with customers in more than 80 countries and operations in 34 countries.

Drawing from its rich 100-plus-year history, culture of innovation and mission focus, KBR combines deep domain expertise with full life cycle capabilities to create sustainable value and to help clients meet their most pressing challenges today and in the future.

● KBR Operations ● KBR Corporate Headquarters – Houston, Texas



The map above shows our office and project locations at the end of 2021.

 **28,000**  
**EMPLOYEES**  
+ CONTINGENT WORKERS  
as of December 31, 2021

 **\$7.3B**  
**REVENUE**  
in 2021

 **\$187.7M**  
**TOTAL GLOBAL TAX PAID**  
in 2021

 **\$2.2B**  
**TOTAL GLOBAL SALARIES PAID**  
in 2021

# Sustainability Highlights 2021

## STRONG LEADERSHIP AND GOVERNANCE

**9 of 10**

**INDEPENDENT DIRECTORS**  
including chair

**30%**

**FEMALE BOARD OF DIRECTORS**

**6 years**

**AVERAGE DIRECTOR TENURE**

**25%**

**FEMALE EXECUTIVE LEADERSHIP**

**Extensive**

**GOVERNMENT, ENERGY TRANSITION, DECARBONIZATION, SPACE AND TECHNOLOGY EXPERIENCE**

### ZERO HARM DAYS



**89%**

**ZERO HARM ACHIEVED IN 2021**  
(324 days)

★ Industry Leading

### HSS INCIDENT RATE



**0.11**

**TOTAL RECORDABLE INCIDENT RATE**  
across the globe

★ Industry Leading

### CARBON NEUTRALITY



**3**

**CONSECUTIVE YEARS OF CARBON NEUTRALITY**

★ Industry Leading

### KBR'S REVENUE POINTED AT SUSTAINABILITY



**34%**

**REVENUE FOCUSED ON SUSTAINABILITY IN 2021**

**\$1.9B**

**ENVIRONMENTAL IMPACT**

### NET ZERO



Committed to Science Based Targets initiative aligned with

**1.5 °C**

**AMBITION AND NET ZERO EMISSIONS**

### SOME KEY KBR RECOGNITIONS



**Institutional Investor award**  
for  
**Best CEO 2021**

# A Message from Our Sustainability and Corporate Responsibility Committee

The last sentence of the KBR's vision statement says we “strive to create a better, safer and more sustainable world.” Those aspirational words encapsulate KBR's shared purpose and perhaps best describes the core of our business strategy.

As members of the board of directors, it is our duty and responsibility to clearly define KBR's corporate purpose. This report — titled “Living Our Values, Sharing a Purpose, Changing the World” — provides a record of that purpose in action.

We see that vision and purpose in the ways we solve our customers' problems, by identifying and developing financially profitable and commercially viable sustainable solutions and services. In this report, you will read about how our solutions and technologies are helping meet global sustainability challenges. You'll also see how this is opening the door to new markets and generating new business opportunities, so much so that our sustainability-focused revenue for the year increased to \$1.9 billion.

We made significant investment in Mura Technology to become the exclusive licensing partner for Hydro-PRT®, a revolutionary plastics recycling technology, which is broadening our opportunities and customer access. The highly strategic acquisitions of Frazer-Nash Consultancy and Harmonic strengthened our differentiated advisory consulting capability and have accelerated our journey



KBR's Board of Directors from left: Carlos Sabater, Lt. General Vincent R. Stewart, USMC (Ret.), Jack Moore, Lt. General Wendy Masiello, USAF (Ret.), Stuart Bradie, General Lester Lyles, USAF (Ret.), Umberto della Sala, Lynn Dugle, Ann Pickard, and Mark Baldwin

to deliver innovative, digitally enabled and sustainable solutions to governments and companies around the world.

Our vision is also the basis of our Zero Harm culture — our laser focus on health, safety, sustainability and total well-being. KBR's health and safety record is a jewel in the crown of our sustainability practices. We've seen quantifiable, measurable progress year on year. In 2021, we had 324 days without incident, 89% of the year in total. And we continue to invest in and expand programs that enhance our holistic approach to helping safeguard the physical and psychological health and well-being of our teams.

Between us, we have decades of experience across industries and sectors. As businesspeople, leaders, service people and civilians, we've seen how quicky things that were once considered peripheral issues have now become embedded into our business. Social and environmental issues, once viewed as a separate means of generating profit, are now fully integrated into our business

strategy. This is an expectation held not just by our shareholders, but also by our other stakeholders — our clients, employees, suppliers and partners alike. Social justice, inclusion and diversity, climate action, human and labor protections and anti-corruption are all now business considerations. As signatories to the UN Global Compact, we are committed to their oversight and progress.

This board recognizes the unique position we are in to ensure these expectations are met, that sustainability is integrated into our long-term business strategy, and that we future-proof the organization by giving due consideration to the risks that may impact our operations and the markets in which we operate.

As a measure for internalizing sustainability, and to ensure our senior management team is on board, we have integrated sustainability into our criteria for evaluating performance, and we have embedded a 10% weighting into their short-term incentive plans. This includes our greenhouse gas emissions reporting and reduction strategies toward climate change mitigation.

This report transparently outlines the progress we’re making in terms of reaching our environmental and social impact goals. We recognize there is still work to be done, but we’re proud of what we’ve achieved on the journey so far. We are committed to realizing KBR’s vision in full by living our values, sharing our purpose and changing the world.



Ann Pickard  
Sustainability and Corporate Responsibility Committee Chair



# Our Sustainability Approach

KBR has been leading the way in science, technology and engineering for more than a century. Building on that strong legacy, today we are uniquely positioned to deliver world-class solutions that help our customers accomplish their objectives and that contribute to a better, safer and more sustainable world.

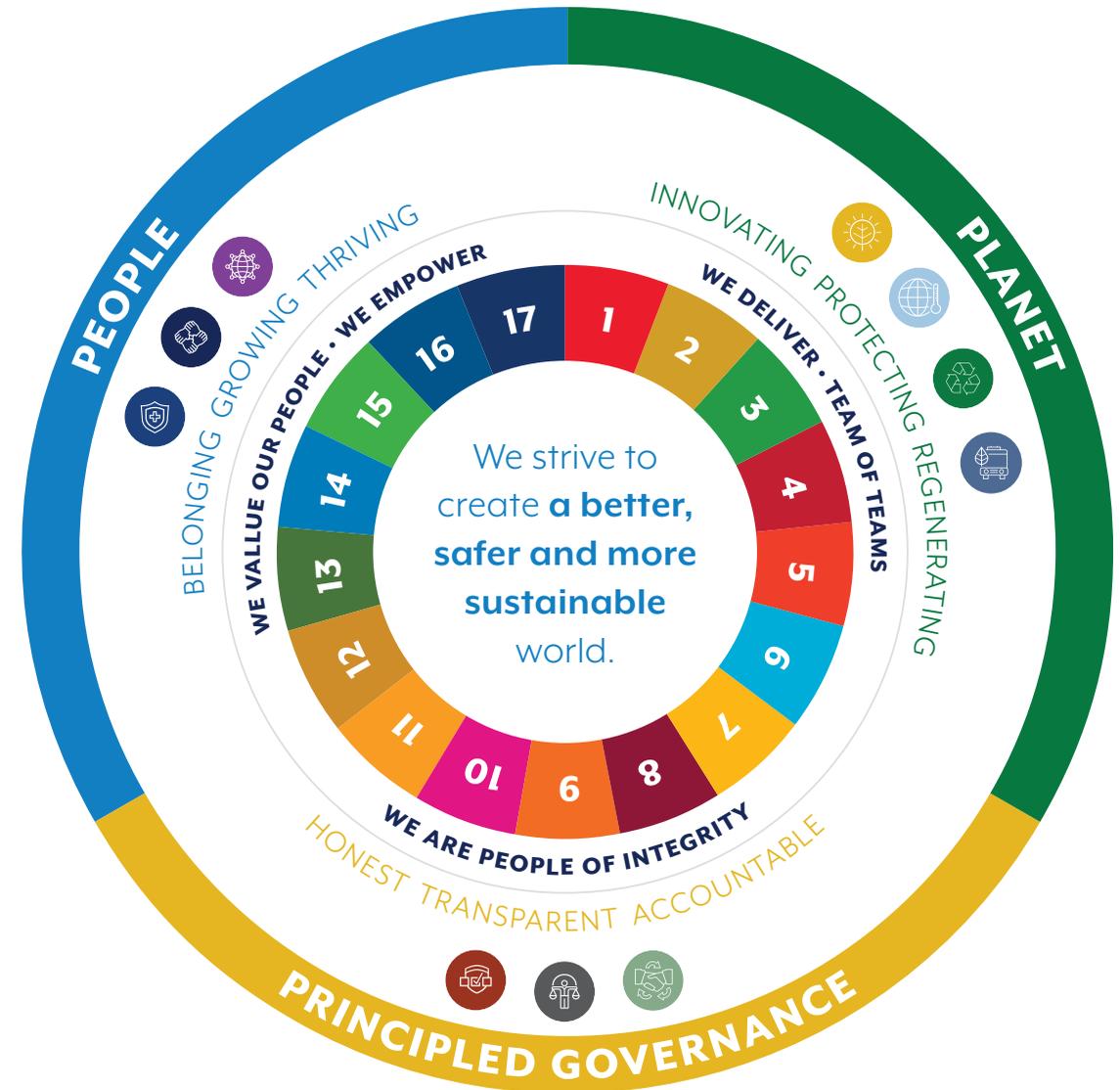
Our ONE KBR Values underpin that mission and guide our governance, operations, business practices and behaviors.

[KBR's Code of Business Conduct](#) and other key policies including our [Global Sustainability Policy](#), [Global Human Rights Policy](#) and [Global Environmental Policy](#) define our intentions for preserving our planet and advancing society while pursuing business growth.

Our Sustainability Pillars — ten key areas of focus across our company — are the foundation of our sustainability efforts and closely correspond with the United Nations' (UN) Sustainable Development Goals (SDGs). As signatories to the UN Global Compact, we are committed to ensuring that our business is firmly aligned with SDG principles and that they serve as the benchmark for accomplishing our sustainability goals.



Since 2020, KBR has been committed to the UN Global Compact corporate responsibility initiative, and this 2021 report serves as our Communication on Progress (COP) in implementing the Ten Principles in the areas of human rights, labor, the environment and anti-corruption, along with aligning our corporate aims with those of the UN SDGs.



# Key Environmental, Social and Governance Topics

Through stakeholder engagement with key groups – including business leaders and corporate teams, investors, our customers and employees – we have identified these key ESG topics. For more detailed mapping of our work to the UN SDGs, please see [UN SDG Index on Appendix page XIV](#).

## PEOPLE

- HSS**
  - Health, Safety & Security
  - Cybersecurity & Data Privacy
- I&D**
  - Inclusion & Diversity
- Community Outreach**
  - Training & Development
  - Employee Engagement
  - Well-being
  - Community Outreach



## PLANET

- Climate Change**
  - Climate Action
  - Sustainable Solutions
- Recycle/Reuse**
  - Environmental Stewardship
- Efficient Energy**
- Sustainable Travel**



## PRINCIPLED GOVERNANCE

- Risk**
  - ESG
  - Sustainability Board Oversight
- Governance**
  - Risk Management
- Supply Partners**
  - Business Integrity
  - Protecting Human Rights
  - Supply Chain Management



## Stakeholder Inclusiveness

We consider the interest of all stakeholder groups, and in 2021, we routinely engaged with each of them to understand their expectations of KBR as a business.

Through polls, annual surveys, peer accountability conversations and a voluntary sustainability commitment program, we learned that our employees care deeply about doing the right thing and making decisions that count for our planet, our people and our communities.

PURPOSE	CONSULTED AND INFORMED		FORMS OF ENGAGEMENT
<b>Culture and Values</b>	Our People Our Customers Our Partners	Our Investors and Shareholders Our Suppliers Our Communities	Zero Harm, local and global town halls, Health, Safety and Security (HSS) toolbox talks, employee resource groups, annual People Perspective survey, Vision Series webinars, KBR Listens, ethics hotline, celebration and event days
<b>Reward and Recognition</b>	Our People Our Partners		ONE KBR Award, Chief Executive Officer (CEO) Awards, HSS Awards, promotions and one-to-one meetings, performance pay
<b>Career and Development</b>	Our People Our Partners	Our Suppliers Our Communities	Workday, performance and talent management process, Vision Series, In Orbit podcast, training, one-to-one meetings, lunch and learns, leadership and mentoring, technical mastery
<b>Work Culture</b>	Our People Our Customers Our Partners	Our Investors and Shareholders Our Suppliers Our Communities	Zero Harm commitments, Courage to Care Conversations, Code of Business Conduct, employee resource groups, celebration and event days
<b>News and Announcements</b>	Our People Our Customers Our Partners	Our Investors and Shareholders Our Suppliers Our Communities	Emails, news articles, social media, In Orbit podcast, KBR Link, local and global town halls, investor days, presentations
<b>Strategy and Sustainable Growth</b>	Our People Our Customers Our Partners	Our Investors and Shareholders Our Suppliers	Earnings conference calls, annual stockholder meetings, investor presentations, business strategy sessions, trade shows and conferences, industry sector events, KBR Communities of Interest, communities of practice
<b>Regulatory Compliance</b>	Our People Our Customers Our Partners	Our Investors and Shareholders Our Suppliers	Code of Business Conduct, Supplier Code of Conduct, ethics hotline, integrated management process, regular internal and external audits, regular policy updates and liaisons with regulators and agencies, local, national and international policies and procedures
<b>Natural Environment Impact</b>	Our People Our Customers Our Partners	Our Suppliers Our Communities	Environmental management system, carbon reduction initiatives and programs, sustainability team communications, KBR Net Zero Project team communications, social media, community outreach and KBR One Ocean
<b>Community Outreach and Development</b>	Our People Our Customers Our Partners	Our Suppliers Our Communities	Community engagement, KBR One Ocean, community meetings and debriefs and community training

# Our Values and Vision

## ONE KBR Values

### ■ We Value Our People

Our people are the heart of everything we do. We are dedicated to creating diverse and inclusive work environments in which every member of our team of teams feels safe, supported, respected, trusted and valued, and where each person is given opportunities to grow and reach their full potential.

### ■ We Deliver

We are our clients' trusted partner. We are uncompromising in our commitment to deliver innovative, high-quality, technology-led solutions for them, and exceptional, sustainable value for all our stakeholders, underpinned by strong commercial and operational discipline.

### ■ We Are People of Integrity

We are people of character, who value honesty, trust, courage, fairness, prudence and tenacity. We believe doing what's right for the planet, the communities where we live and work, and our people is good for our business. We will not sacrifice our integrity.

### ■ We Empower

We empower all our people with a shared purpose, the right tools and the supportive culture they need to be proactive, to be adaptive to change, and to succeed. We trust them to be independent decision-makers who aren't afraid to meet any challenge head on and who proudly own their work.

### ■ We Are a Team of Teams

We have a will to succeed, individually and as a company, but we value the achievements of our team of teams over our individual accomplishments. Our collective focus powers our operational excellence, and makes us a better, stronger, more effective and efficient company. We are ONE KBR.

## Our Vision

Our vision reminds each of us what we aspire to be as a company and what we should strive for each day:

---

*We bring together the best and brightest to deliver technology and solutions that help our customers accomplish their most critical missions and objectives. In doing so, we strive to create a better, safer and more sustainable world.*

---

## A Letter from Our CEO

The world is changing. We can see it all around us. Each day seems to bring new challenges and threats to stability. Despite extraordinary circumstances, our people have continued to deliver trusted, reliable, differentiated solutions and expertise for our customers, outperforming again and again in the face of adversity. Three central tenets have been fundamental to our resilience, and they are the theme of this year's Sustainability and Corporate Responsibility Report — "Living Our Values, Sharing a Purpose, Changing the World."

In everything we do, we are guided by our ONE KBR Values. We refreshed our values late in 2020 to better reflect who we are today as a future-forward, agile, solutions-driven company. In 2021, we brought them to life by injecting them into our employees' local experience, by building on our existing strengths, and, crucially, by identifying areas where we can improve. We saw leaders across KBR consciously reinforcing our values through their everyday behavior and proactively engaging and communicating those ideas with their teams. We've also seen our people working across touchpoints to share our values with suppliers and partners, so that they can know and understand them and, thus, who we are.

These values provide a compass that grounds all decision-making and roots our actions in shared vision and purpose. That purpose has been written into our [Code of Business Conduct \(COBC\)](#):

*"... we must build a company whose business philosophy is based upon sustainability and balances economic prosperity, environmental stewardship and social responsibility."*

Throughout 2021, our people lived our values. You'll see that in this stunning report, but I wanted to highlight a few examples.

**We value our people.** KBR is working every day to be a global employer of choice. There were many examples in 2021, but one that stands out was our continued commitment to keeping our people healthy and safe. This was reflected by yet another year of record-breaking safety improvement across the company,

including 324 incident-free days (89%) and a total recordable incident rate of 0.11. We also increased access to mental fitness resources, including the expansion of our KBR Well-being Ambassadors program, which trains employees to recognize signs of and support colleagues who may be experiencing mental duress. The safety and well-being of our people remains our top priority, and our commitment to our Zero Harm culture guides us on this path of continual improvement.

**We are a team of teams.** I'm very proud of our dynamic, high-performing, passionate and inclusive team culture. Inclusion for us means creating work environments where people feel trusted, respected and empowered. A diverse workforce only becomes possible, and more powerful, through an inclusive culture. KBR is making great strides toward being a place where people feel they belong. The first step is building on this strong team-of-teams ethos.

We take our commitment to inclusion and diversity (I&D) seriously, and we're walking the talk. This year I signed the [CEO Action for Diversity and Inclusion](#), joining KBR with 2,000 other companies in a public commitment to diversity, equality and inclusion. One of the ways we're bringing this to life is by fostering and supporting a wide range of employee resource groups (ERGs). This sends a strong signal to our employees, and future employees, that KBR is committed to being a fully inclusive workplace.

**We empower.** We strive to provide resources and opportunities that enable our people to realize their full potential. KBR's Talent Development team leads the way by engaging through our ERGs, our talent pipeline strategy, and global leadership development programs. And we're working to ensure that there are equal opportunities for all.

We are actively engaging women and employees from underrepresented groups and identifying, developing and promoting leaders that represent these groups throughout the organization. This trend is reflected in the fact that the number of female employees globally has reached 25%. You can also see it in our leadership. In 2021, 30% of the KBR Board of Directors was female, while the executive leadership team (ELT) was 25% female.



We have a long way to go to reach equal representation, but our work is being recognized. Based on feedback from women across the company and from industry peers, KBR was named to Forbes' list of the World's Top Female-Friendly Companies. We were ranked 80 out of only 300 companies around the world to receive this distinction, one that reflects the hard work we're putting into building a genuinely diverse and inclusive workplace.

The work we do to support gender parity is matched by the importance we place on other groups. In early 2022, we launched MERGE, an ERG created to connect employees of underrepresented demographics within KBR so they can freely express ideas and develop new initiatives with like-minded individuals. We've also made progress at the board and executive levels, with 30% of the board made up of underrepresented ethnic and racial groups, 8% of the executive team, and 36% of employees.

Our aim is to continue to attract diverse talent and to be known for a culture where our people can belong, grow and thrive in fulfilling careers.

**We deliver.** Our team of teams — made up of exceptional scientists, technologists, engineers and more — delivers innovative solutions for the increasingly complex challenges our customers face. Whether working toward net-zero carbon economies, building climate security and resilience, contributing to a plastics circular economy, or developing green hydrogen technologies, our people are delivering on some of the most challenging and mission-critical projects in the world.

In recognition of this work, we were recently named to Institutional Investor magazine's 2022 All-American Executive Team, ranked the No. 1 Most Honored Company among our mid-cap sector peers, and we were No. 1 for ESG.

We also received international recognition for our innovative solutions, our people-centered culture, and our strong commitment to social and environmental sustainability when we were one of 333 global companies to appear on Fortune magazine's list of the World's Most Admired Companies.

**We are people of integrity.** This value underpins all we do. Our corporate practices and behavior are driven by honesty, transparency and accountability. We set the highest standards for our people, and the people with whom we work, by ensuring they abide by our COBC. Our new [Global Human Rights Policy](#) ensures we are fully aligned with the United Nations' Guiding Principles on Business and Human Rights, and that we are guided by international principles outlined in the Universal Declaration of Human Rights,

including those in the International Bill of Rights and the International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work.

The ONE KBR Values set the foundation for the work we do and our commitment to being a positive force in the world through the solutions we provide. It's imperative that we continue walking the talk with regard to our own operations as well.

In 2019, we set up processes for measuring our carbon footprint across the organization and have continued improving our methodology. We've been carbon neutral for the past three years, and we recently committed to the Science Based Targets initiative to align with a 1.5 C target. Additionally, we've assembled the KBR Net Zero Project team, a global team of internal climate experts, who, with support from external consultants, are guiding the development of our net-zero roadmap and developing climate risk and resilience planning.

Of course, there's work to be done. We know we need to improve our methods for quantifying and monitoring the environmental impact of our owned and operated sites and those of our clients. We know that our I&D demographics are a work in progress and that we must go further. But we are proud of the progress we've made on our sustainability journey.

This report serves as our Communication on Progress in implementing the Ten Principles of the UN Global Compact — of which we are a proud signatory — in the areas of human rights, labor, environment and anti-corruption, and in aligning our corporate aims with those of the UN Sustainable Development Goals. It also sets out our sustainability performance by responding to the Sustainability Accounting Standards Board (SASB) now Value Reporting Foundation (VRF), the Taskforce for Climate-related Financial Disclosures (TCFD), and other internationally recognized standards.

Importantly, the 2021 KBR Sustainability and Corporate Responsibility Report serves as a testament to a diverse global team of teams — 28,000 people strong — working together every day, pulling as one to do great things that matter to the rest of the world.



**Stuart Bradie**

President and Chief Executive Officer

# Community Outreach



Sustainability is fundamental to KBR’s activities, guiding our approach, and informing our global activities to support our people, our communities and our planet for future generations.



In July 2021, we launched [In Orbit: A KBR Podcast](#) with topics ranging from science, technology and engineering to sustainability, inclusion and diversity, mental health and well-being, the global energy transition, closing the loop on plastic waste, and much more.

We’ve continued our work of helping improve the diversity pipeline to STEAM (science, technology, engineering, arts and mathematics) careers for women. For example, building on our commitment to the [UK Women in Defence Charter](#) signed in 2019, KBR marked this year’s International Women’s Day by proudly signing the [Women in Nuclear UK Industry Charter](#), reaffirming our commitment to gender equality.

Our Australian business reports annually in accordance with the Workplace Gender Equality Act 2012. See the [Appendix page IV](#) for more information.

KBR is also proud to support the next generation of industry professionals by giving our time, talent, and financial resources. Since 2019, KBR’s team in Australia has partnered with In2science, a nonprofit that connects high school students to career pathways in STEAM fields and offers robust mentorship opportunities.

## Examples of community engagement around the world

GROUP / ORGANIZATION	EVENT	LOCATION
<b>Institute of Mechanical Engineers (IMechE)</b>	Formula Student competition	UK
<b>National Children’s Fund</b>	National Children’s Fund Donation	India
<b>Buffalo Bayou Partnership (BBP)</b>	14th annual KBR Kids Day	U.S.
<b>Red Cross</b>	Flash Flood Recovery	Germany
<b>Memorial Hermann Hospital</b>	Pandemic Recovery	U.S.
<b>In2science</b>	2021 National Youth Science Forum	Australia
<b>In2science</b>	Meet an Engineer Mentoring Program	Australia
<b>Army Benevolent Fund</b>	Cateran Yomp	UK
<b>Facebook Panel #ChooseToChallenge</b>	International Women’s Day	Global
<b>Integrity Gardens</b>	Earth Day	Singapore

CASE STUDY

# Project Dignity

Singapore

KBR employees pose in front of the Project Dignity office after a day of volunteering.



Our Singapore office actively engages with a local social enterprise called Project Dignity, whose mission is “to build and return dignity to the disadvantaged and disabled through vocation with a passion.” In collaboration with client Siccar Point Energy (SPE), we sponsored two differently abled individuals

and spent numerous hours volunteering with the organization.

Beneficiaries of the program are empowered with skills, employment and, most of all, an opportunity to be a productive member of society. One of our KBR employees was encouraged to enroll her 25-year-old son, Gabby, who is autistic and has been unable to find employment since graduating seven years ago. Gabby was given the opportunity to train with Project Dignity, which was a fantastic opportunity for him. He learned many new skills over the 22 days, including how to cook, be a cashier, and pass a hygiene certification.

KBR colleagues supported this cause wholeheartedly by volunteering to pack and distribute meals and by learning more about the operations of Project Dignity. They have ambitions to set up similar projects in the UK and U.S. as well.



## KBR One Ocean

### ONE OCEAN, ONE PLANET

[KBR One Ocean](#) has been supporting our sustainability commitment and Zero Harm ethos since its inception in 2018. The program is a global collaboration between KBR employees, local schools, youth and environmental networks, and like-minded organizations.

Committed, passionate KBR employees mentor young people to foster a deeper understanding of sustainability, the ocean and its interconnection with the climate, and planetary health and regeneration. Sharing their industry expertise and knowledge, they encourage young people to investigate and develop creative and practical solutions to environmental issues based on design thinking principles. The program also addresses circular economy, cradle to cradle and biomimicry, among other innovative sustainability approaches, and was designed to attract and inspire young people toward science, technology, engineering, arts and mathematics (STEAM) careers.

To date, the One Ocean program has successfully engaged with and educated

**1,500+**  
PEOPLE

**10**  
SCHOOLS  
across the globe

People from  
**6**  
COUNTRIES

### One Ocean's Objectives

- Sustainability Awareness and Education
- Community Outreach
- Social Value and Impact
- Industry Career Development
- Inclusion and Diversity
- Employee Engagement
- Environmental Stewardship
- KBR Sustainable Technology Solutions – Hydro PRT

One of the most successful One Ocean teams is our Singapore chapter. Since October 2019, the Singapore One Oceaneers have been sharing their expertise, technical knowledge and experience with students from the Yuvabharathi International School.

The program launched with a Zero Harm Family Day including a mass beach clean-up that involved KBR employees, their families and local students. One Oceaneers typically work with a cohort of approximately 30 students over the course of a year, inspiring them to come up with creative solutions to environmental challenges. Every few months, One Oceaneers conduct engineering talks with audiences that consistently comprise more than 100 students. They have just launched their third year of the program.

### CASE STUDY

## Singapore KBR One Ocean Team

The inaugural KBR One Ocean class from Yuvabharathi International School, Singapore.



# Recognition



Fortune Magazine



Australian Defence Magazine



Institutional Investor Awards



TODD MAY



JOHN "NODDY" HOLDER



ULYSSES GOREE



BYRON BRIGHT



Institutional Investor Awards



Institutional Investor Awards



Institutional Investor Awards



IMOC II PROJECT, MSOC PROJECT, HHPC PROJECT



PPP'S SUPPLY CHAIN TEAM



STUART BRADIE



ALISON VASQUEZ



Forbes



Fortune Magazine



Ecovadis



MARK SOPP



SUSAN SCHEUNGRAB AND TEAM



KODY SIMMS



# People





INCLUSION & DIVERSITY



HEALTH, SAFETY & SECURITY



COMMUNITY ENGAGEMENT

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# A Purpose-Centered Workforce

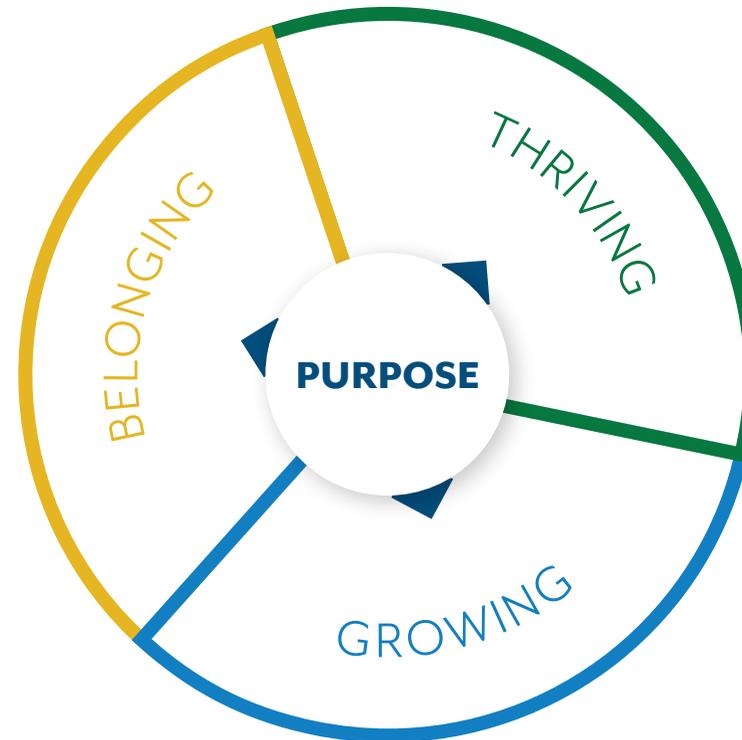
## *Living our values, sharing a purpose and changing the world*

Our vision of delivering technology and solutions that help our customers accomplish their most critical missions and objectives can only be realized by attracting, retaining, and developing the best and brightest talent.

And our shared purpose of creating a better, safer, and more sustainable world can only be possible if our people feel valued and empowered to do so.

For this reason, across KBR, 2021 was known as **"the year of our people."**

This was the year we implemented ambitious plans for building on our culture of empowerment, putting purpose at the center of our employee experience to ensure we continue strengthening our reputation as an employer of choice.



*We believe our individual differences and perspectives bring enhanced value to our teams and help us develop solutions for the most challenging problems. We understand that by embracing those differences and working together, we are more innovative, more resilient and safer.*

**Jenni Myles**, Chief People Officer

# Belonging



INCLUSION &amp; DIVERSITY

COMMUNITY ENGAGEMENT

## Our Inclusion and Diversity Strategy

Inclusion and diversity (I&D) are imperative for fostering innovation and creativity within our teams and for creating environments where every employee feels a sense of belonging. Recognizing this, we have developed an I&D strategy for increasing the percentage of women and underrepresented minority groups at all levels including our board, senior management, and all other workforce levels and disciplines.

### Equal Employment Opportunity

Our [Code of Business Conduct \(COBC\) policy](#) encapsulates our commitments to transparent hiring, promotion, wage practice and equal employment opportunity. This is further reinforced by segment-level policies that help ensure all KBR operations and employment practices comply with applicable laws governing equal employment opportunities and assure there is no unlawful discrimination against any employee or applicant.

*KBR is committed to providing equal opportunity to all individuals and to creating a workforce that reflects the diverse populations of the communities where we operate.*

### TARGETS

The strategy outlines plans and targets for each area of the business, including:

- **Reputation** – Enhancing our external reputation for attracting diverse candidates
- **Outreach** – Diversifying candidate pools by building relationships with HBCUs (Historically Black Colleges and Universities) and MSIs (Minority Serving Institutions) and sponsoring career events in schools and colleges across diverse regions and neighborhoods
- **Leaders** – Developing leaders by hiring and promoting diverse talent into leadership roles
- **Training** – Conducting training programs related to I&D
- **Work Practices** – Expanding nonstandard work practices to increase opportunities for diverse talent such as job-shares and flexible and part-time working
- **Culture** – Taking conscious steps to develop an inclusive culture where all employees can participate fully

Business and corporate leads are responsible for establishing and monitoring progress toward these targets with the aim of diversifying and strengthening **hiring, promotion and retention** processes.

Progress is consolidated and monitored by our chief people officer, who reports results biannually to the Nominating and Corporate Governance Committee of the KBR Board of Directors.

## OUR I&D ACHIEVEMENTS

### IN 2021, WE:

- Reviewed our pay equity
- Increased our I&D transparency through live dashboard reporting
- Diversified and celebrated cultural holidays
- Established our I&D All In community
- Diversified candidate tracking
- Enhanced our outreach to diverse colleges and universities
- Diversified our hiring teams
- Linked I&D performance to incentives
- Signed the CEO Action for Diversity and Inclusion pledge
- Established the Armed Forces Community, an employee resource group for KBR veterans and reservists, their spouses and supporters
- Enhanced our eldercare and childcare support
- Continued I&D training for managers and recruiters

In 2019, we established an I&D Council to develop and champion programs across the organization and support the business areas with their I&D progress.

### IN 2022, WE ARE:

- Extending our data capture and monitoring of I&D
- Researching recommendations for diverse hiring and retention, including those with disabilities
- Formalizing outreach and partnerships with I&D organizations
- Continually increasing transparency and communication with employees on I&D
- Focusing on women in operation leadership
- Increasing diverse talent visibility
- Planning and taking action on pay equity
- Expanding our nonstandard working practices
- Extending our leave options
- Enhancing our focus on employee mental health and well-being
- Increasing our focus on I&D within our early careers population
- Launching MERGE, our new I&D employee resource group focused on underrepresented groups
- Increasing our education sponsorship programs
- Setting I&D targets
- Developing plans for Returners programs
- Reviewing use of an I&D self-assessment toolkit for business units
- Increasing our supply chain engagement in relation to I&D



ELENA STYLIANOOU

### Flexible Working

To ensure KBR's global workplace culture is agile, diverse and sustainable, we have developed a new Flexible Working Policy.

### Flexible Scheduling

Our flexible schedule allows employees to balance their work priorities and home life, with choices including:

- Part-time working
- Compressed or banked hours, or flexi-time
- Parental leave (UK, EMEA, U.S. variations)
- Paid time off
- Special leave

### Childcare and Eldercare Leave

As part of our extensive benefits offering, our Backup Care benefit covers child and eldercare for occasions such as school breaks, bad weather events, or elder family medical events and care needs.

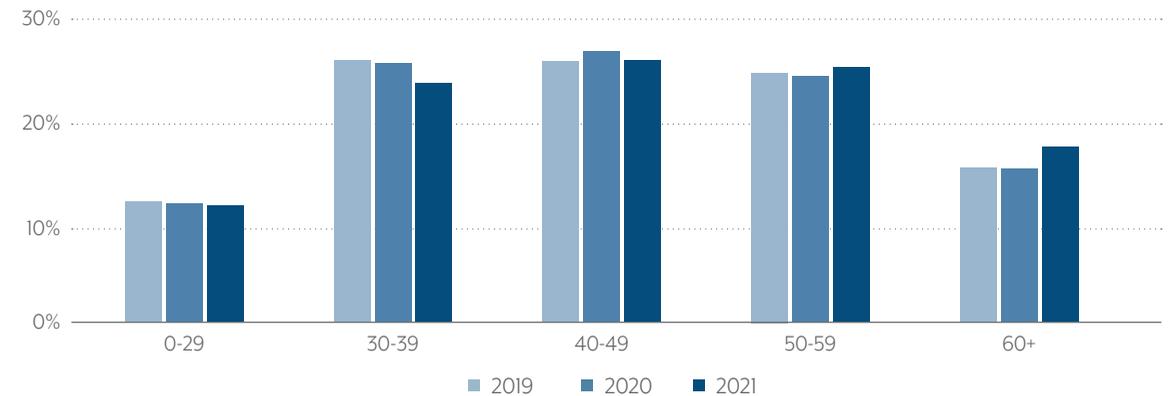
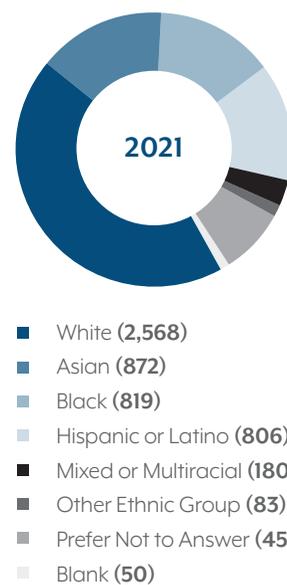
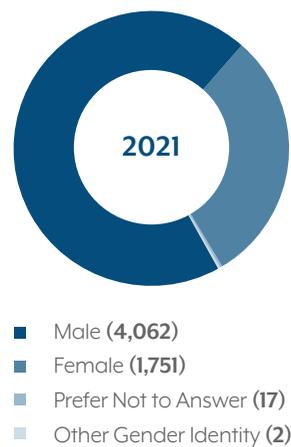
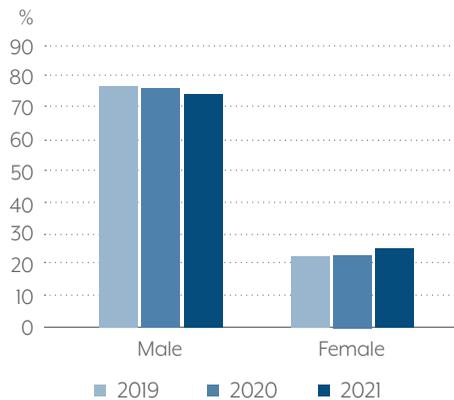
## Inclusion and Diversity by the Numbers\*

GENDER		2019	2020	2021
Board of Directors	Men	6	6	7
	Women	2	3	3
Executive Leadership Team	Men	10	8	9
	Women	1	3	3
Total KBR**	Male	19,456	18,665	17,894
	Female	5,699	5,740	6,066
	Prefer Not to Answer	62	56	41
	Other Gender Identity	1	2	6
	Blank	15	9	0
<b>Total</b>		<b>25,233</b>	<b>24,472</b>	<b>24,007</b>

AGE		2019	2020	2021
Board of Directors	Under 30	0	0	0
	30-50	0	0	0
	Over 50	8	9	10
Executive Leadership Team	Under 30	0	0	0
	30-50	1	1	1
	Over 50	10	10	11
Total KBR**	29 and Under	2,910	2,778	2,681
	30-39	6,313	6,054	5,476
	40-49	6,291	6,319	6,009
	50-59	6,007	5,736	5,853
	60 and Over	3,712	3,585	4,020
	<b>Total</b>	<b>25,233</b>	<b>24,472</b>	<b>24,039</b>

NEW HIRES BY GENDER

NEW HIRES BY RACE AND ETHNICITY



For more details on our I&D statistics, please see [Appendix page II](#).

\* There were approximately 4,000 employees in entities for whom we did not collect this data for in 2021.  
 \*\* Our HRIS is dynamic. Variations in totals occur relevant to the time and date of data collection. In-progress and late transactions such as hires, terms and onboarding may alter totals.

## All In and the Cornerstones

**All In** is our global community dedicated to strengthening our I&D culture. The vision of All In is to make KBR an employer and contractor of choice where all employees, customers and partners are included and celebrated, and where a diverse team collaborates to uphold our commitment to sustainability in the communities where we live and work.

### The Mission of All In is to:



- Advocate for a safe, inclusive culture at KBR by providing awareness, education and a collaborative community to advance diversity in the business
  - Promote the sponsorship and advancement of underrepresented talent
  - Connect, unite and uplift a diverse community of passionate employees
  - Build a culture of belonging at KBR

All In is guided by five value-based Cornerstones that promote key I&D fundamentals, each of which is associated with an action-oriented behavior for promoting I&D. They include:



#### ADVANCE: WOMEN LEADERS

Promoting gender diversity across our businesses and the advancement of women in leadership



#### ADVOCATE: INDIVIDUALS WITH DISABILITIES

Promoting positive awareness and combating stereotypes and hurtful assumptions about individuals with disabilities



#### ALLY: LGBTQIA+

Allying with our Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual + (LGBTQIA+) friends and colleagues to combat the historical intolerance and prejudice they have suffered at home and on the job



#### EMPOWER: RACIAL AND ETHNIC IDENTITY

Proudly committing to learning about the backgrounds and life experiences of our colleagues who represent a wide variety of countries, histories and cultures and understanding the talents they bring



#### HONOR: VETERANS

Recognizing that veterans are uniquely loyal and dedicated leaders who are committed to their mission wherever they may serve, honoring their service, and investing in their future through knowledge-sharing and empathy

## Embracing Inclusion Through Employee Resource Groups

Employee resource groups (ERGs) are grassroots communities of passionate volunteers who deliver content and awareness in support of the Cornerstones, providing a platform for employees of all experiences to connect with each other. In 2021, we provided incremental support to our ERGs, connecting them across our entire I&D platform and globalizing them to make them accessible to all employees. They include:



### ASPIRE

ASPIRE’s mission is to cultivate women leaders and promote gender diversity through a collaborative community that benefits employees and the business. Their vision is to help make us an employer of choice where women are influencing, leading and learning.



### Pride and Allies

The vision of Pride and Allies is to work collaboratively to create and maintain a safe, supportive working environment at all locations, and to offer support and advice via shared education and information for and with the LGBTQIA+ community.



### MERGE

The vision of MERGE (Minority Employee Resource Group) is to help KBR strengthen its position as a culturally diverse and representative organization by assisting and supporting underrepresented minority groups. MERGE’s aim is to support changes to hiring practices, as well as retention, so these populations feel included and that they have a voice and increased opportunities for earned advancement.



### Armed Forces Community

The Armed Forces Community (AFC) supports KBR’s pursuit of diversity by providing a supportive, informed and welcoming environment for members of the armed forces community. The AFC will also, where opportunity presents, seek to deliver benefit to the armed force community outside of KBR.

Some of our ERGs extend beyond the scope of the All In community. Although they do not specifically focus on I&D, these ERGs are important networks that can support our colleagues with a wide range of resources.



### IMPACT

The ERG for young professionals offers career development opportunities and resources for its members. They learn about distinct parts of the business, develop new professional skills, and network with our senior leaders, all while engaging with other early career professionals.



### OK NoW

OK NoW (Network of Well-being) raises awareness for and facilitates discussion around mental health and well-being, aiming to create a culture of understanding and empathy for these important issues.



### Reconciliation Network

The Reconciliation Network’s purpose is to create more opportunities for Aboriginal and Torres Strait Islander peoples in Australian communities and companies, including increased employment, training, mentoring and support, and to enhance retention and career progression and engagement with Aboriginal businesses.



# Growing

## Formal Talent Pipeline Development Strategy

Our talent pipeline development strategy is underpinned by our Global Talent Management Policy. This includes the Talent Review, Performance Management and Succession Planning procedures, which elaborate processes for forecasting hiring needs and actively developing existing and new pools of talent.

Access to and visibility of real-time data in the Human Resource Information System (HRIS) via live dashboards allow business leaders and the People Business Partners to forecast hiring and develop new pools of talent and succession plans where and when they're most needed.

Our Talent Development team works closely with our I&D Council to proactively target first-time and junior managers in order to nurture and retain diverse talent from the ground up.

## PERFORMANCE MANAGEMENT

The performance management and quarterly feedback process links to KBR's business strategy and goals, which helps employees better understand how their work aligns with this strategy.

The annual performance management cycle involves three key activities – goal setting, ongoing conversations and coaching, and regular performance reviews. Combined, these activities help managers gauge performance and allow employees to create development goals and plan their careers.

## Agile Performance and Development

In 2021, a pilot group of employees participated in a new agile performance and development approach, which emphasizes regular conversations between team leaders and team members. The pilot reduces administrative tasks, creating more time for managers to engage with team members, coach, and have more meaningful discussions on priorities and professional development. Initial employee feedback has been positive, which indicates our people prefer this approach and view it as more inclusive, agile, and supportive of a high-performing culture.

**97%**

**OF ELIGIBLE EMPLOYEES** participated in our annual performance management program\*

*\*Eligible employees for performance management cycle include regular, expatriate project, and expatriate nonproject employees; this program does not include project and temporary hires, union, affiliate and limited company employees.*



**TALENT IDENTIFICATION, CALIBRATION AND SUCCESSION PLANNING**

The CEO and their direct reports — down to all business and functional leaders at the senior vice president and vice president levels — undertake formal talent calibration reviews for their direct reports. Succession plans are created annually for critical leadership roles. The talent calibration dialogue between leaders, managers and People Business Partners is a group-based talent review that ensures assessments are fairly and impartially considered. Once these plans have been confirmed, they are agreed with the employee and actioned.

In 2021  
**140**  
SUCCESSOR CANDIDATES

Covering all  
**54**  
EXECUTIVE AND SENIOR LEADERSHIP ROLES

**OUR TALENT DEVELOPMENT MATRIX**

We are committed to the development and learning of our people supported by an integrated talent development matrix that includes technical skills, interpersonal and general workplace skills, and leadership and management skills. Our talent Center of Excellence (COE) works with KBR business and technical partners and People Business Partners to define training and development needs and to identify resources for learning and development interventions, particularly for job-specific and technical skills training.



### Job-Specific and Technical Skills

As a technically complex, diverse and global company, it's imperative that job-specific training is developed and implemented within the businesses to ensure our programs are industry leading, relevant, and timely for job performance impact. We achieve this, in part, by partnering with industry experts, customers and educational institutes to codesign and develop training.

We develop and design real-time, industry-relevant skills interventions for our joint workforce, in partnership with our customers. Some examples of job-specific skills training and development with our partnerships include:



KBR welcomed postgraduate engineering trainees to its Gurgaon office.

### CASE STUDY

## Engineering Construction Industry Training Board – Train to Retain Scheme

In 2021, KBR partnered with the Engineering Construction Industry Training Board (ECITB) as part of their "Train to Retain" scheme for job-specific employee training. The emphasis of the scheme was on learning and applying digital skills as well as increasing awareness of the energy transition and project finance. The employees received a total of 1,453 days of training in 2021. Some of the courses included:

- Programming Essentials in Python – Cisco Networking Academy or similar
- Learn to Code for Data Analysis – Open University
- ECITB Data Analytics Academy
- Application of the digital training to the development of prototype applications using Excel, Python, PowerBI or similar
- Renewable Energy Technologies - edX or similar
- Energy Systems Integration course - edX or similar
- Project Finance Course - edX or similar
- Chartered Financial Analyst (CFA) level 1 training
- Internally led technical training (e.g., hydro-treating training workshop)
- KBR e-learning courses in resilience training, managing change and other soft skills
- Support KBR's One Ocean initiative

<b>Systems Integration Academy</b>	Provides career path training to develop system integration skills to an industry standard, particularly for intelligence and defense employee development, and results in a professional certificate.
<b>New Starter Induction Training</b>	In partnership with the UK Home Office, this training targets specific process knowledge and competencies used in the contact center environment for classroom and on-the-job learning interventions and recurring Annual Business Continuity and Disaster Recovery Training.
<b>Health and Human Performance Counterfeit Parts (HHPC) Awareness</b>	In partnership with National Aeronautics and Space Administration (NASA) Johnson Space Center, this job-specific training focuses on recognizing counterfeit parts and knowing the risks associated with procurement/supply chain, identifying/inspecting, and implementation of counterfeit parts in the build of spaceflight hardware.

For a more thorough list of partnerships and training courses please click [here](#).

### General Workplace Skills

The training and learning interventions we deploy are systemic and cover universal topics such as health and safety, environmental protection, information security, and our COBC. They are compulsory and monitored via our cloud-based learning management system. These training programs apply to all employees, our subsidiaries and affiliated companies worldwide.

In addition to customized training and learning programs developed for individuals, specific jobs, business units and functions, as outlined previously, we provide a catalogue of tens of thousands of learning modules, expert videos, eBooks, audio books and job aids.

The catalogue of learning is organized into learning journeys that target job performance skills in many areas. These include technology, business management, leadership, project management, health and safety, inclusion and diversity, business analytics, and emotional intelligence. Learning journeys are available on demand from employee desktops and mobile devices, enabling uninterrupted access to learning.

#### TYPES OF MODULES

Business Operations

Customer Service

Cloud Services (Internet of Things)

Data and Software

Diversity, Equity and Inclusion

Infrastructure and Operations

General, Project and Product Management

Productivity and Collaboration Tools

Professional Improvement

Programming

Sales and Marketing

Security

Sustainability

Employees and contract employees took part in an average of

**4 hours**

**OF ONLINE TRAINING ANNUALLY**

**62%**

**OF OUR GLOBAL WORKFORCE**

participated in online career development training in 2021

Access to over

**40,000**

**LEARNING MODULES**

for employees to improve workplace skills on demand

**93,628**

**TOTAL ONLINE TRAINING HOURS**

in 2021

**\$5.7M**

**TRAINING AND DEVELOPMENT EXPENDITURE**

in 2021

## Management and Executive Leadership Skills

Our management and leadership programs form part of our comprehensive succession planning and development procedures and cover multiple levels:

### GLOBAL LEADERSHIP DEVELOPMENT PROGRAM (GLDP)

- This intensive, 12-month, live executive assessment simulation targets top candidates for future executive leadership and is key to our succession planning.
- Includes (1) three-week-long classroom sessions on strategy, people development, inclusion and diversity, and communication, and (2) a strategic business project and presentation to the KBR executive leadership team.

### MANAGER EXCELLENCE PROGRAM (MEP)

- This 12-month program targets high-potential leaders with more than eight years of experience who are candidates for taking on greater leadership responsibilities, and makes up part of our succession planning.
- Includes an online leadership assessment simulation and several classroom sessions on operational execution, coaching performance, inclusion and diversity, and communication. The capstone event focuses on presentation of a business case to executives.

### FRONT LINE LEADERS (FLL)

- This six-month program increases leaders' capability to develop a highly engaged and empowered workforce. The program helps participants gain confidence in developing their own teams.
- Developed in conjunction with Development Dimensions, Inc. (DDI) and Percipio, this program aligns with our MEP and GLDP programs.
- Equips attendees with both a management skill set and a leadership mindset, ensuring consistency across the organization covering multiple levels.

### BUSINESS-UNIT-SPECIFIC LEADERSHIP PROGRAMS

- As an addition to these corporate level programs, each of our business units are responsible for developing their discrete management and leadership initiatives to suit their own businesses.

## Cultivating Our Diverse Talent

We are committed to developing the next generation of engineers, scientists and technologists. To do this we partner with universities, colleges and educational institutions to offer a range of internships, fellowships and apprenticeships to correspond with strategic requirements for new and diverse talent throughout the businesses. Our apprentice, intern and trainee programs are codesigned with industry and educational organizations to ensure they are targeted and job-specific, and that they are developing the industry-leading technical skills required for the business. For a more thorough list of partnerships and training courses, please click [here](#).

### CASE STUDY

#### CareerTrackers and Nerdu Badji

As part of our Australian Reconciliation Action Plan, we have three interns participating in CareerTrackers and one cadetship through our mentoring partner group Nerdu Badji. CareerTrackers supports indigenous students from their last year at school throughout university, linking them with employers for paid, multiyear internships. Students are matched based on their career aspirations and degrees. Within three months of graduation, 95% of interns are full-time employees in their fields. Nerd Badji was created to inspire, encourage and empower those from disadvantaged backgrounds to create better life opportunities, with a focus on helping indigenous students.

### CASE STUDY

#### The Patti Grace Smith Fellowship

The Patti Grace Smith Fellowship is a work experience, leadership training, and mentorship program for Black and African American undergraduate students. The program exists to provide an effective pathway into successful aerospace careers and future aerospace industry leadership. It also aims to drive meaningful change in aerospace by addressing racial and ethnic diversity, equity and inclusion. This program is based on the successful Brooke Owens Fellowship.



## Training and Education Resources

Internal training and education is enhanced by:

- **Enterprise-wide learning management system** – Cloud-based and on-demand learning library that includes more than 40,000 eLearning modules, videos, eBooks, audio support tools
- **Technical Leads** – Subject matter experts in key knowledge domains who identify critical needs in skills, competencies, recruitment and development
- **Global Communities of Interest (COIs)** – Knowledge-based, employee-led, cross-organizational networks designed to facilitate knowledge-sharing and to identify expertise and internal best practices
- **Learning Coordinators** – Individuals in all business units who create, publish, assign and report on training activity in the business unit or function
- **People Business Partners and Learning Coordinators** – Focus on specific training and education needs across the business
- **Talent Development Center of Excellence** – Dedicated to delivering global leadership programs, targeted coaching and learning interventions, analytics and reporting, as well as talent, succession, and performance management processes; partners with business, technical and our People Function leadership to define needs and identify resources for learning and development interventions

## TECHNICAL MASTERY

### The ONE KBR Technical Fellows Program

The ONE KBR Technical Fellows Program recognizes and harnesses the capabilities of distinguished technical leaders across the business. The program fosters KBR’s culture of innovation and technical knowledge-sharing and provides a distinct career opportunity for top science, technology and engineering experts. The program is meant to expand capabilities, fuel collaboration across diverse disciplines, and help attract, mentor, and inspire the next generation of talent to join our team of teams.

[The KBR Technical Journal](#) is an annual publication that features papers authored or co-authored by our employees. The journal exemplifies the ingenuity of our people and makes the ground-breaking research publicly available for widespread citation. Example areas of research include energy transition, sustainability, autonomous systems, life science, machine learning and next-generation asset management. Authors include some of KBR’s patent inventors and nationally recognized technical experts.



#### 2021 TECH FELLOWS

<b>Amber Iler</b>	Remote Sensing
<b>David Cole</b>	Innovation, Energy Transition
<b>Dr. Brandon T. “B.T.” Cesul</b>	Space Intelligence Analysis
<b>Dr. Chetan S. Kulkarni</b>	Systems Health Management, Predictive Maintenance, Diagnostics and Prognostics
<b>Dr. Christopher M. Kreucher</b>	Artificial Intelligence and Information
<b>Dr. Ganesh J. Pai</b>	System Safety Assurance
<b>Dr. Johann Schumann</b>	Neural Networks and Autonomy
<b>Dr. Kyoung Jae Kim</b>	Signal Processing – Human Health and Performance
<b>Dr. Max Kandula</b>	Thermal Systems, Propulsion
<b>Dr. Santanu Bag</b>	Microelectronics, Materials Engineering
<b>Gautham Krishnaiah</b>	Chemical Process Engineering
<b>Michael Tallman</b>	Olefins Production Technologies

### Knowledge-Sharing and Innovation

In 2021, we formalized our Communities of Interest (COI), Communities of Practice (COP) and Centers of Excellence (COE) to connect technical experts across the globe in forums that focus on a wide range of areas, including data science and analytics, digital engineering, cybersecurity, human performance and training, sustainability, and energy transition. As well as helping people grow, these collaborations foster innovation for solving real-world problems.

Our professional and technical learning is also supported by [IMPACT](#), our early career ERG, which sponsors global learnings such as KBR Vision Series webinars, where senior leaders engage with up-and-coming professionals to feed their curiosity, drive and motivation. At the same time, the webinars provide an opportunity for leaders to learn from young professionals with fresh ideas and new perspectives.

#### STRATEGY



- Deployed for key capabilities and emerging technologies
- Focus on knowledge-sharing and technical reach back
- Broad participation, open to all KBR employees
  - Targets subject matter experts (SME) and interested functional/operational staff
  - Led by SMEs without management directive



- Deployed for “like” functional or work group practitioners within a business segment or across business segments
- Execute outcome-based activities through small working groups
- Limited membership
  - Open to specific function/work group practitioners only
  - Operate under guidance from executive sponsor



- Deployed for select transformative strategic areas (e.g., energy transformation, digitalization)
- Execute outcome-based activities through small working groups
- Limited participation; deliverables available to all
  - Permanent Advisory Board and set of SME working group leads
  - Additional SMEs added to working groups on demand



# Thriving

## Benefits

To help attract and retain the future's best and brightest talent, we offer compelling reward packages for diverse populations across the globe. Competitive compensation and benefits are an essential component of our employee offering and include:

- Company-matched retirement/pension packages
- Health and medical plans, dental and vision
- Family benefit coverage (spouse and children included)
- Wellness incentive program
- Flexible savings and tax-advantaged accounts
- Life insurance
- Parental leave
- [Global wellness program](#) and an extensive employee assistance program
- Employee Extras – discounts globally and cash-back options
- Backup care for children and elders
- Disability – Two months 100%, short-term 60% and long-term 50%
- Personal travel benefits
- Commuter benefit accounts
- Identity protection
- Business travel accident insurance
- Accidental death and dismemberment with family coverage
- Education reimbursement
- Tutoring, classes, test prep and virtual learning for all students and professionals
- Employee Stock Purchase Program
- Paid time off

### Enrichment and Engagement

- [Employee resource groups, COIs](#)
- Well-being app, meQ
- [Service Award recognition](#) (including a variable financial component)

While our benefits programs vary from region to region, the principle of providing comprehensive and competitive benefits to support our employees' health, prosperity and well-being is consistent across the organization.

### FINANCIAL WELLNESS PROGRAM

This benefit helps all employees reach their financial goals and plan for the future through an online educational portal and live and recorded webinars. One-on-one consultations with a financial adviser are also offered to our U.S. employees.

### EMPLOYEE STOCK PURCHASING PROGRAM

Our Employee Stock Purchasing Program (ESPP) is available for full-time and part-time employees and employee contractors. This benefit provides employees with the opportunity to purchase KBR common stock at a discount through payroll deductions during two enrollment periods each year. We currently offer this to employees in Australia, Canada, the United Kingdom and the United States.

### EDUCATIONAL REIMBURSEMENT AND SUPPORT

We provide a comprehensive financial reimbursement or sponsorship scheme to full-time and part-time employees seeking to obtain additional education or training through an accredited college or university degree program and/or professional certification and career development programs.\*

\* We offer this program in the U.S., UK, Asia-Pacific and South Africa regions with certain exceptions, such as those represented by bargaining agreements or where prohibited by law.

CASE STUDY

# ONE KBR Award

The ONE KBR Award Program is designed to recognize and reward individuals or teams whose performance is outstanding, who go above and beyond for the benefit of the company, and who consistently demonstrate our ONE KBR Values.

**3,569**

**EMPLOYEES**

were presented ONE KBR Awards to recognize their achievements



Our president and CEO Stuart Bradie recently presented **Kieran Gunniss, Mia Davies** and **Harry Wilkinson** with a ONE KBR Award for going above and beyond to deliver our sustainability education program, KBR One Ocean, to two local UK schools in 2020 and 2021 despite challenges due to COVID-19. The three, dubbed One Ocean’s tremendous trio, worked as a team to teach students about the ocean and environmental sustainability



and successfully maintained strong, positive relationships with the schools and their students.

Kieran and Mia both joined KBR and the One Ocean team while pandemic restrictions were at their peak. With Harry’s experience from the previous year and their combined determination and ingenuity, the team adapted the program to be virtual. Curriculum included engaging and interactive lessons based on STEAM fields, and covered topics such as biomimicry, ocean gyres, and climate and the ocean. The program culminated in an in-person graduation session to present students with certificates and sustainably wrapped sweets!



**KIERAN GUNNISS, MIA DAVIES AND HARRY WILKINSON**



**LAURA FISHER**

## SOME EXAMPLES OF RECOGNITION AT KBR



**ALINA HASANOVA (BAKU)**



**SINGAPORE STRUCTURAL TEAM (SINGAPORE)**



**RAYNA MULANI (UAE)**



**JAMES BUXTON (LEATHERHEAD)**



**ALI ALABDULWAHED (SAUDI)**



**MOHAMMED AL MIKHI (SAUDI)**

## Annual Employee Engagement Survey

As we strive to be an inclusive and globally diverse employer of choice, it’s important that we stay closely attuned to our people’s feedback and act accordingly.

Since 2020, we have conducted annual global employee satisfaction surveys, which provide an opportunity for employees to give detailed anonymous feedback. Our executive leadership team reviews the anonymous results and feedback and, along with senior management, are accountable for improving employee satisfaction and engagement based on this analysis. We commit to continuing this practice annually.

### RELATED TO OUR VALUES:



## Procedures for Addressing Employee Concerns

We are committed to listening to our employees and addressing their concerns and grievances. Formal escalation procedures on how to raise these concerns and grievances are provided on our intranet and in employees' onboarding materials. We have a dedicated Dispute Resolution Program (DRP) that offers flexible options for airing and settling every kind of workplace conflict while maintaining strict adherence to confidentiality and neutrality. The DRP is open to all employees and helps resolve disputes ranging from minor misunderstandings to violations of legally protected rights. The goal of the DRP is to resolve disputes quickly and fairly, repair damaged relationships, and foster a better work environment. Another way employees can report any of their concerns is via [the Ethics Hotline](#).

## Mental Fitness and Well-being

Building on our commitment to Zero Harm, we aim to create work environments where employees can thrive. Since our employees work in some of the most demanding and complex situations, there is a deliberate focus on helping safeguard their total well-being and mental fitness, and supporting their peak performance. This is enhanced by our mental health and well-being ERG, 'OK NoW'.

### LEADING THE WAY IN MENTAL FITNESS

A key element in our Mental Health and Well-being Strategy is providing our managers with training to inspire and enable them to proactively improve their own and their teams' mental fitness and well-being. In 2021, our People function and Health Safety and Security (HSS) teams came together and partnered with our employee assistance program providers, to co-design mental health and well-being training sessions for our managers and deployed it across the globe, training over 750 managers. The training helps them recognize mental health concerns and teaches them how to respond appropriately and effectively.



## WELL-BEING AMBASSADORS

The Well-being Ambassador Program is indicative of KBR's commitment to maintaining positive workplace environments and contributing to our people's mental fitness. Through the program, employees are professionally trained to recognize signs of mental health and well-being-related issues and to provide individuals with guidance. Our Well-being Ambassadors have been trained to:

- Understand and spot signs of common mental health disorders
- Administer psychological first aid techniques
- Conduct a supportive interview to understand how they can help
- Use mentoring skills to encourage self-help and help-seeking where needed

To date, we've trained more than 124 Well-being Ambassadors, and we will continue to increase their global presence. Each region and individual sites are risk assessed, and the level of provision and the training is tailored accordingly.



# 124

**TRAINED WELL-BEING  
AMBASSADORS**

# 750+

**MANAGERS**  
received mental health awareness training

## EMPLOYEE ASSISTANCE PROGRAM

Another fundamental source of employee support is through our employee assistance program. Employees are provided free global access to a suite of resources, including:

- Counseling sessions in multiple languages
- Emotional and mental health support via email, text, phone or a proprietary app
- Mindfulness-based stress-reduction and wellness programs
- Cognitive behavioral therapy sessions
- Work-life consultation, resources and referrals
- Life coaching to navigate life transitions
- Instant message support with clinical psychologists
- Rapid Response Critical Incident: Crisis support services plus on-site and/or virtual emotional support
- Manager Assist: guidance for managers with specialized counselors to support work-life balance, transition, grievances, stress management and referring employees to counseling
- A range of expert-led training seminars
- Additional resources and support available in 27 languages
- Legal/financial services, household services, dependent care and eldercare
- Access to counselors and trauma professionals
- Access to over 60 online, on-demand, mental health and well-being training sessions

We also provide access to meQ, an independent app-based platform specially designed to teach employees new skills for easing stress, solving problems, understanding emotions, making better decisions, and improving personal resilience.

CASE STUDY

# Well-being for our Clients

## Preservation of the Force and Family Program

The Preservation of the Force and Family (POTFF) program helps meet the unique physical requirements of the Special Operations Forces through holistic prehabilitative and rapid recovery physical training programs. These programs were developed and are led by professionals and include focused strength and conditioning, performance nutrition, and sports medicine. The program also supports POTFF's

Psychological Domain by helping improve the mental and behavioral performance of Special Operating Forces. Important aspects of this include helping service members cope with stress, improving their and their family's resilience, increasing the physical and psychological capacity over their careers, decreasing the rate of physical and emotional injuries from all causes, and significantly accelerating return to duty times.



Measuring Cardiovascular Efficiency  
Seidman X



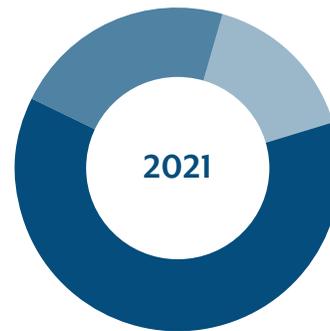
# Health, Safety and Security



Our primary goal when it comes to our people, customers and partners is to ensure everyone returns home safely at the end of each day. Everything we do is underpinned by a commitment to health, safety and security. That commitment is the foundation of our [Zero Harm culture](#) – the belief that each one of us has a responsibility to do the right thing and make decisions that count to safeguard our people, our customers, our planet and the communities where we live and work.

## KBR Global HSS Summary

	2020	2021
Work Hours	101,103,778	83,072,246
Total Recordable Incident Rate (TRIR)	0.089	0.108
Fatality Incident Rate (FIR)	0.000	0.000
High Potential Incident Rate (HiPo IR)	0.020	0.026
Lost Time Incident Rate (LTIR)	0.026	0.024



- Medical Case  
28 (62%)
- Lost Time Case  
10 (22%)
- Restricted Work Case  
7 (16%)

HSSE TARGETS for TRIR, FIR, HiPo and LTIR are based on Top Quartile performance

## Our Zero Harm Commitment

We remain steadfast in our commitment to zero workplace incidents. Our [Health, Safety, Security and Environment \(HSSE\) policy](#) applies to KBR employees and KBR subcontractors globally. It identifies overarching HSS principles, procedures and best practices that have been developed with the best interests of our customers, our employees and contractors, our stakeholders, and our communities in mind. Although we are committed to basic obligations and follow all applicable laws and regulations where we operate, we go above and beyond compliance and commit to the following:

- Protect and improve the health, safety, and security of our employees and contractors at all times.
- Eliminate incidents through our Zero Harm culture.
- Meet specified customer requirements and ensure continuous customer satisfaction.
- Set HSS objectives, measure results, and assess and continually improve processes and services through an effective management system.
- Minimize impact on the environment through pollution prevention, reduction of natural resource consumption and emissions, reduction and recycling of waste, use of recyclables, and the pursuit of circular practices.
- Apply technical skills to all HSS aspects of engineering and design.
- Communicate openly with stakeholders and ensure an understanding of the HSS policy, program and procedures.
- Recognize outstanding HSS performance.

Our HSS initiatives place an emphasis on continuous improvement, development, and implementation against our HSS commitments and goals, with targets set annually to reduce health and safety incidents.

\*HSSE is referenced as HSS in this report as Environmental topics are included in our Planet section.

## Health and Safety Management System

KBR's Transactional HSS Management System is built around six core processes we call the Absolutes, which are designed to plan, organize, direct and control work tasks. Please click the icons below for details on each of these commitments.



The Absolutes coincide with KBR's Transformational Leadership Maxims:

- A personal relationship with safety
- The genuine belief that zero incidents is achievable
- Mindset intolerant of workplace incidents
- Zero Harm at home, work and play
- Values-based culture, not priority based
- Do the right thing
- Visible interdependent behaviors
- Recognize achievements

Together, these form the foundation of KBR's Zero Harm culture. Nontask behaviors are also aligned with our core management systems. Both our Transactional HSS Management System and Transformational Leadership help ensure control of HSS risks and deliver continuous HSS improvement and performance through:

- Visible leadership, commitment and communication
- Commitment of the workforce, achieved by supporting the implementation of KBR programs and HSS initiatives
- The setting and monitoring of HSS-related targets and objectives at all levels of the organization

HSS policies, procedures and manuals provide support for business unit management to empower learning and best practice. KBR HSS routinely assesses our internal systems and processes every two years or as needed.

Lloyd's Register, our third-party auditor, is an international management system with certifications to International Standards Organization (ISO):

<b>ISO 9001</b>	Quality management systems
<b>ISO 14001</b>	Environmental systems
<b>ISO 45001</b>	Occupational Health and Safety Systems throughout KBR global locations, audited every three years

## Promotion of Safe Work Practices – Safety Execution Plan

The Promotion of Safe Work Practices establishes methods, responsibilities, and requirements for developing an office or project Safety Execution Plan where hazards are identified and controlled, zero incidents are aimed for, and the environment is protected. Roles, responsibilities, expectations and strategies for management engagement within the plan support the success of KBR’s Zero Harm culture.

A key element within our organization is awareness. This includes regular HSS training, HSS committees, toolbox meetings, poster contests, slogans, HSS milestone celebrations and similar activities that contribute to a heightened awareness of HSS and related project issues. Project managers and team leaders are encouraged to develop awareness activities for all work locations and as part of the overall HSS program. Additional information — such as training (when, how often, and content of training), site audits and walkthroughs — is included in the safety execution plan and is based on the scope of a project, client/owner requirements, regulatory requirements and the hazard analysis.

## Our Identification, Risk Assessment and Investigation Approach

KBR’s Incident and Near Miss Management Procedure standardizes our HSS reporting and is applied globally across KBR. This includes all KBR-operated sites and all contractor operations and joint ventures where there is a contractual requirement to report incidents to KBR. The procedure defines both the work hour reporting and injury classification requirements necessary to drive consistency across KBR global operations. It also ensures logical and consistent reporting and investigation of incidents and near misses. All reporting is completed using the KBR Health, Safety and Environment Incident Reporting System (HSERS). Incidents and near misses are classified based on their severity, which determines the level of internal notification.

**406**

**CRISIS INCIDENTS**  
in 2021 as communities emerged from the pandemic

This was an increase from 2020, as we saw a global reduction in crisis incidents (175) due to the global pandemic and lockdowns.



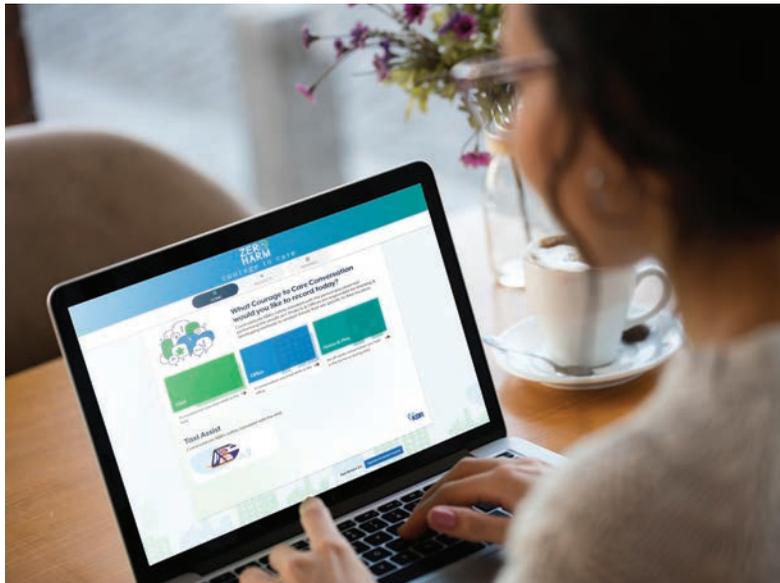
## Incident Reporting System

The HSERS is KBR’s in-house global incident reporting system. The system is designed to report all incidents (work-related and non-occupational incidents) and is continually being updated to support the business. Data is analyzed through interactive dashboard tools for trend analysis. Features of HSERS include:

- Safety incident tracking, reporting and automated email notification to management
- Claims tracking
- HSS training tracking
- Random drug and alcohol testing program
- Safety Energy tracking
- Personnel medical clearance tracking
- Historical data to support bids and proposals

## Courage to Care Conversations and Web App

Corporate HSS and Information Technology (IT) collaborated in 2021 to create KBR's behavior-based Courage to Care app for all employees and subcontractors to use from their desktop or mobile phone. The Courage to Care Conversation (CtCC) process is instrumental in developing a continual



awareness of unsafe acts through observation, intervention and conversation. Upon observing an unsafe act, including one that harms the environment, the observer takes immediate action, to communicate our commitment to safety and environmental protection.

To exercise Zero Harm principles outside of work hours — creating a 24/7 Zero Harm mindset — users are also able to submit Home & Play Courage to Care Conversations.

## Security

We successfully delivered security solutions and crisis programs for our clients and team members throughout 2021. The virtual security programs focused on several topics including cybersecurity, insider threats, workplace security awareness, personal safety, exercise programs and crisis management.

This program included numerous HSS actions and COVID-19 prevention actions, such as locating offices in safe, low-crime areas; developing work-from-home security assessments and crime prevention training; enacting COVID-19 prevention measures; and providing appropriate office security based on periodic risk assessments.



## SECURITY FOR FOREIGN TRAVEL AND EXPATRIATES

In 2021, as travel restrictions eased and the global community reopened, business travelers and expatriates began returning to more normal travel practices. In anticipation of this, our travel security team reviewed global security environments, local COVID-19 levels, and COVID-19 safety measures of travel destinations and venues for our traveling team members. We implemented a 24/7 travel safety advisory system with location-specific monitoring, alerts and emergency communications for all KBR travelers. The system includes a smartphone app for global emergency communications.

We increased mental health services for employees through our global employee support program and leveraged International SOS, our worldwide travel medical and security assistance provider, for enhanced mental health counseling services and COVID-19 medical advisories for travelers.

CASE STUDY

# Recognizing Achievements

The KBR CEO Award of HSS Excellence recognizes individuals or groups who have demonstrated exceptional HSS leadership or extraordinary performance improvement.



MENTOR GOVORI



NSPA PROJECT



**Mentor Govori**  
LOGCAP V

Mentor has been making a difference since joining the HSS team in 1999. Not long after, he conducted the first Total Safety Task Instruction (TSTI) training in Albanian and English to our newest team members in Kosovo. He has since moved up to the role of HSS Manager for United States European Command (EUCOM) and has led a team of 35 personnel to achieve numerous safety milestones, including 11.2 million work hours without a recordable injury (June 2021).

**11.2M**  
WORK HOURS

**0**  
RECORDABLE INJURY

## NATO SUPPORT AND PROCUREMENT AGENCY PROJECT TEAM

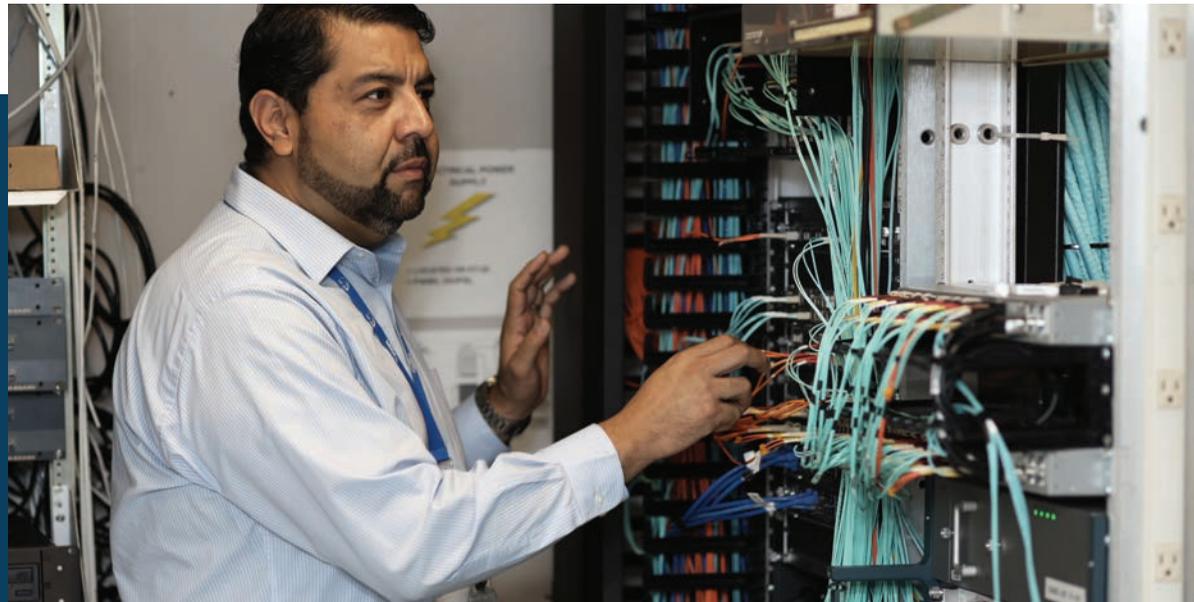
The KBR NATO Support Procurement Agency (NSPA) Project team played a critical role assisting North Atlantic Treaty Organization (NATO) military units during the evacuation of Afghanistan in August 2021. In the months prior, the team developed a project evacuation plan for 147 personnel in Kabul, which was implemented when the local situation became untenable. From August 15 to 20, 35% of staff were safely relocated to their country of residence. By August 31, the rest were back home, no small feat considering COVID-19-related travel restrictions. Employee well-being was the central focus, and the team never compromised safety, completing the task with zero incidents.





# Cybersecurity and Data Privacy

We approach data privacy and information security across all business lines and subsidiaries with the same level of rigor as we do physical safety and security. We manage information security while supporting data privacy with a multifaceted approach across all systems that prevents and minimizes the impact associated with external and internal cybersecurity threats. Our approach uses multilayer safeguards to protect strategic and sensitive assets, while also ensuring data privacy and personal and business information security is maintained for employees, subcontractors, joint venture employees and customers.



## 2021 Cybersecurity and Data Privacy Highlights

- KBR received no cybersecurity complaints from outside parties, to include regulatory bodies.
- There were no identified business impacts or reportable incidents relating to cybersecurity data breaches, leaks, thefts or losses. There were also no impacts to company or customer confidential business information or personally identifiable information.
- KBR received no law enforcement requests for user information.
- There were no monetary losses due to legal proceedings based on user data privacy.
- Maintained ISO 27001 and Cyber Essentials Plus certifications the past four years, from 2018 to present, through successful internal and external annual audits and recertifications. Our ISO certification scope was expanded during 2021 to include data centers in the United States and United Kingdom. We apply these same information system security policies, procedures and practices across our entire global infrastructure.
- Over the past five years, from 2017 to present, sponsored email phishing campaigns have continued to show notable improvement in end-user awareness year over year. We targeted phishing emails are based on current cyber threat trends and provide teachable moments to improve our users' overall cyber awareness. Targeted phishing campaigns in 2021 showed KBR users were less susceptible compared to the industry benchmark.

## Governing our Data Security Policies and Procedures

Our cybersecurity policies and procedures are managed at the board level through our newly established Cybersecurity Committee. This standing committee was established in August 2021 to assist the board in fulfilling its responsibilities of providing oversight of the corporation's systems, including processes, policies, controls and procedures. Other responsibilities include:

<b>1</b>	Identify, assess and manage risks related to cybersecurity.
<b>2</b>	Respond to and manage cybersecurity threats, including cybersecurity incident.
<b>3</b>	Comply with legal and regulatory requirements governing data security.

The Audit Committee, as stated in its charter, is also responsible for reviewing the company's cybersecurity programs and strategy to mitigate cybersecurity risks. We have four nonexecutive board members who have extensive backgrounds in technology and cybersecurity: Lynn Dugle, General Lester Lyles, United States Air Force (USAF) (Ret.), Lt. General Wendy Masiello, USAF (Ret.), and Lt. General Vincent R. Stewart, United States Marine Corps. (Ret.). Both Lynn Dugle and Lt. General Wendy Masiello are on the Audit Committee. Our general counsel and chief information officer report to them through Audit Committee updates twice a year. Additionally, Lt. General Stewart joined the KBR Board of Directors in June 2021, contributing his significant cybersecurity

experience. He served as Deputy Commander at the United States Cyber Command from 2017 to 2019 and as the 20th Director of the Defense Intelligence Agency from 2015 to 2017.

In Q3 2021, we realigned our enterprise cybersecurity organization and established the enterprise Information Assurance organization, led by our chief information security officer (CISO) with overall responsibility to develop and execute KBR's cybersecurity program. The CISO identifies and manages risk through the establishment and sustainment of our cybersecurity enterprise vision, strategy, and program for ensuring our brand, information assets, and technologies are adequately protected for attaining business outcomes.

### KEY POLICIES AND PROCEDURES COVERING DATA PRIVACY AND CYBERSECURITY

- [Code of Business Conduct](#)
- [Data Privacy Policy](#)
- Enterprise Information Security Policy
- Critical Assets Management Policy
- Insider Threat Policy
- Information Technology – Acceptable Use Policy

Refer to [Appendix page VII](#) for a list of additional policies and procedures related to data privacy and cybersecurity.

## Our Approach to Cybersecurity

- Annual cybersecurity awareness training is provided to all employees, new hires and contractors. Training content is updated annually to align with data privacy laws and regulations along with the latest cyber threats, including phishing, malware, ransomware, social media, data compromise and insider threats.
- We conduct monthly user awareness phishing assessment campaigns aligned with real-world cybercriminal social engineering exploits and current events.
- Our quarterly Cyber Times newsletter informs our user population of emerging external and internal threats and data privacy requirements.
- We publish monthly tips to inform our user population of cyber best practices.
- We provide updated and implemented data privacy notices to individuals under applicable data privacy laws.

*Our cybersecurity enterprise control frameworks comply with industry standards and regulatory requirements, ISO 27001 and 20000 (governing Information Security Management System and Service Management System), NIST 800-171 (National Institute of Standards and Technology governing nonfederal information systems), Defense Federal Acquisition Regulation Supplement (DFARS), and International Traffic in Arms Regulations (ITAR).*

KBR enterprise policies, cybersecurity controls and systems are assessed annually by internal and accredited external auditors, including but not limited to:

- U.S. Government Defense Contract Management Agency – Defense Industrial Base Cybersecurity Assessment Center
- Defense Contract Audit Agency
- United Kingdom Ministry of Defence

All internal and external audits are reported quarterly to the Audit Committee and Cybersecurity Committee at the board level and to executive leadership, who have oversight of KBR's data privacy, information security and enterprise risk management. KBR complies with all export control regulations in the countries where we operate; therefore, some of KBR's core products and services are subject to government-required protections such as monitoring, blocking, content filtering or censoring. For a comprehensive list of our external cybersecurity audits, please see [Appendix page VII](#).



## Enhancements for the Protection of Personal and Business Information

In 2021, we strengthened and enhanced the protection of personal and business information by:

- Formalizing an enterprise-wide information security policy and updating existing policies to align with our cybersecurity strategy.
- Revising updated Cybersecurity Incident Response procedures to align with the current cyber threat landscape, while ensuring regulatory reporting compliance requirements were current for 2021. This incident response procedure provides KBR personnel the organizational and operational structure, processes and guidance for managing our response, executing corrective actions, investigating root causes, and identifying and implementing preventive measures as part of our continuous improvement.
- Improving our information protection capabilities through enhanced security technology.

## Our Approach to Data Privacy

All company employees, contractors and suppliers worldwide who access personal data are required to comply with the [Data Privacy Policy](#). **Individuals may access personal data held about them and may request correction or deletion of their data without limitation**, except if the individual cannot verify the individual's identity or if the request does not comply with legal obligations to defend or exercise legal claims. Here are actions undertaken in 2021.

- Expanded our General Data Protection Regulation (GDPR) Data Privacy Committee tasked with further strengthening compliance and educating employees on the scope of personal data obligations.
- Honed and refined data mapping/record of processing activities of personal data in the UK and European Economic Area (EEA).
- Enhanced our protections for data transfers through continued use of agreements that include standard contractual clauses and other terms that support data privacy accountability.
- Advanced our commitment to data protection by design and default.
- Provided ongoing training to key employees handling sensitive employee personal data to minimize risk of data breaches.
- KBR Enterprise Information Security policy, IT Acceptable Use Policy, Data Privacy Policy provides the control framework for ensuring data privacy, including but not limited to role-based access control, user authentication, information protection using encryption, ensuring user accountability through awareness training, monitoring behaviors not in adherence with information protection and data privacy guidance, and robust audit capabilities to identify privilege and data misuse.

Our monitoring technology protects user privacy through aggregation of user activity data and by triggering alerts-based rules designed to reduce insider threats to personal data and confidential and proprietary business information. User activity data is limited to transactional data or metadata rather than the content of communications. Recorded user data is anonymized and reviewed by designated KBR employees to determine whether any violation of KBR policy or suspicious activity has occurred. Only in specific and limited circumstances will specific users be identified, and only with approval by KBR management-level employees who are not responsible for initial analysis of the alert.



# Planet



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# Our Sustainable Solutions

Since 2015, we have been on a journey to enhance and strategically reposition ourselves as a market leader in sustainable technologies and environmental solutions. We have expanded our portfolio and expertise to address market demands and support customers across the globe from a wide variety of industries in addressing their sustainability needs and challenges. Our [sustainable revenue](#) increased by 2% since prior year from 32% to 34%. Below is a collection of some of these solutions.

## Energy Transition and Decarbonization

We are global leaders in energy transition, with extensive experience in green ammonia technology and production, as well as carbon capture and storage, coupled with our growing capabilities in electrolysis and hydrogen handling and storage.



## AMMONIA

### Green Ammonia

Reducing the amount of carbon dioxide (CO<sub>2</sub>) produced during the ammonia manufacturing process is critical for achieving net-zero targets. Our [KBR K-Green™ technology](#) works by using renewable power, where nitrogen is separated from the air and hydrogen is extracted from water through electrolysis, to deliver the pure elements to produce green ammonia. With the increasing availability of renewable energy, green ammonia offers a flexible way to store energy and transport it for use either as energy or feedstock.

### Blue Ammonia

Blue ammonia (NH<sub>3</sub>) is the outcome of a process that sequesters CO<sub>2</sub> via carbon capture, utilization and storage (CCUS) technology during ammonia production. Using our [KBR PurifierPlus™](#) technology during blue ammonia production reduces CO<sub>2</sub> per ton of NH<sub>3</sub> and lowers capital and operational expenditure, providing a more reliable process with significant reductions in CO<sub>2</sub>.

### Ammonia Cracking Technology

Our proprietary ammonia cracking technology can dissociate ammonia into hydrogen and nitrogen. The ammonia dissociation process and the generated hydrogen can be used for clean energy production for a low-carbon fuel, playing a vital role in the energy transition process to reduce carbon emissions worldwide.

CASE STUDY

# Blue Hydrogen



Hydrogen to Humber (H2H Project)

Saltend Chemicals Park, UK

**HYDROGEN EXPERTISE**

We are a market leader in hydrogen thanks to our expertise in industrial process development across our heritage sectors, our megaproject capabilities, and our unique liquefied hydrogen solutions developed through our ongoing relationship with NASA.

**CARBON CAPTURE, UTILIZATION AND STORAGE**

We have been delivering solutions across the CCUS supply chain for over 60 years successfully developing 10 different processes for CO<sub>2</sub> removal from ammonia synthesis gas.

**RENEWABLE ENERGY**

For more than 40 years, we have been supporting sustainable development by expanding access to reliable, affordable and sustainable energy through the construction of solar, hydroelectric and geothermal power plants. We are involved from the initial concept and plan development stage, to engineering and construction, through to commercial operation.

We completed Pre-FEED environmental studies for Equinor’s planned H2H Saltend 600 MW low-carbon hydrogen production plant. The project is one of the world’s first at-scale facilities to produce hydrogen from natural gas in combination with CCS. KBR prepared an environmental impacts identification, environmental budget report, best available techniques assessment, and sustainability assessment for project design concepts.

**600 MW**

**LOW-CARBON HYDROGEN**  
production plant

## Circular Economy Technologies

Our circular economy technologies maximize the recycling and reuse of chemicals, water, utilities and other resources.

### HYDRO-PRT®

Contributing to the plastic circular economy, [Hydro-PRT](#) is a sustainability-focused, innovative plastics recycling process developed in partnership with Mura Technology Ltd. This revolutionary technology recycles end-of-life plastic such as thin plastic packaging, which would otherwise be incinerated, sent to landfills or leaked into the environment. It converts mixed plastics into a hydrocarbon product that can be used as a drop-in or further refined into value-added feedstocks.

### LITHIUM RECYCLING

KBR EcoPlanning® and Plinke® technologies provide optimized solutions for metals recovery, solution purification, drying and packaging, and water balance and impurities management.



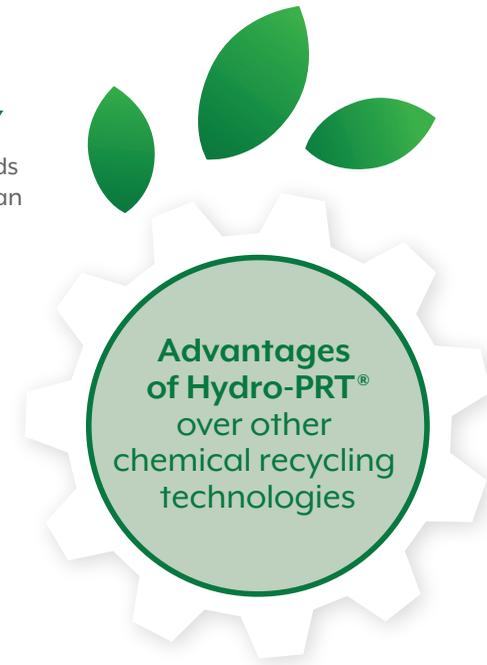
#### FEEDSTOCK FLEXIBILITY

Varying mix of waste plastics feeds that can be less dry and dirtier than competing technologies



#### SCALABLE

Ability to address growing stockpiles of waste plastic in a simple engineered design



#### HIGH PRODUCT YIELDS

Focus on efficient production of valuable, usable products



#### PRODUCT STABILITY, QUALITY AND FLEXIBILITY

Wide range of clean, stable products that can be adjusted based on feedstock and product market variations

## Our Digital Sustainability Solutions

### INTRODUCTION TO THE KBR DIGITAL SUSTAINABILITY SUITE

Our **Digital Sustainability Suite** helps companies reinvent themselves by generating sustainable benefits at any stage of their digital transformation journey. Our digital solutions enhance operational performance by increasing efficiency and productivity and can help create safer work environments, reduce emissions, enhance energy efficiency, prolong asset life, and positively contribute to our clients' environmental and sustainability responsibilities.

#### Safety

Better visibility and greater control lead to more secure working conditions, which minimize risk and improve worker safety.

#### Sustainability

Businesses are able to monitor sustainability targets, spot energy waste, and dramatically cut emissions through the use of intelligent platforms with fully digitalized energy management and automation systems.

### End to End Digitalization Solution for Green Ammonia

This digitalization solution addresses the optimal operation of the entire green ammonia plant through the integration of intermittent renewable energy, while minimizing energy and hydrogen storage requirements.

### KBR INSITE® Energy Management Solution

Our energy management solution (EnMS) improves a plant's energy efficiency as follows:

- Tracks energy usage across the plant, including material and energy losses.
- Identifies the energy consumption of individual process areas and equipment.
- Analyzes the impact of energy usage of adjusted process variables.

### CARBON REDUCTION TOOLS

#### Automated Engineering Solutions

Our automated engineering solution (AES) uses overarching design rules to automate and accelerate design work. Current applications include electric vehicle charging sites, smart asset management, data connectivity and data analytics. Our solutions help:

- Shorten project schedules and increase overall project quality
- Minimize errors with a corrective feedback loop for continuous improvement
- Reduce waste and costs
- Improve supply chains

### KBR CleanSPEND<sup>SM</sup>

Our carbon-cognizant approach calculates embodied and operational carbon emissions to ensure projects deliver the best environmental outcomes. CleanSPEND<sup>SM</sup> works with our AES, which automatically updates the carbon emission calculation, producing a link between design decisions made in the early stages of a project and the ultimate carbon footprint. By analyzing emissions from conception through to operations, emissions-saving opportunities can be identified and remediated in real time.



### Greenhouse Gas Emissions Tool

The tool determines project greenhouse gas (GHG) emissions of equipment related to energy plants and transportation. Based on a large database of emission factors, production profiles and composition data, we can calculate GHG emissions, pollutant emissions, emissions inventory, gas disposal, fuel use and operating expenses.

The increased project insights include lifetime emissions budgets, inventory and GHG intensity. The additional gas dispersion modeling assists clients with national and international legislation compliance and the ability to benchmark emissions across a range of facilities.



### GEOGRAPHICAL INFORMATION SYSTEM (GIS)

Our extensive knowledge of the application of various geographical information system (GIS) tools includes spatial data capture; management and maintenance and preparation of high-quality cartographic products; data translation and transfer; geocoding; statistical analysis; and map-publishing solutions. Examples of our recent project applications include:

- Concept visualization for renewable energy location suitability for wind, solar, green hydrogen and green ammonia projects
- Location analysis for hydrogen refueling stations
- Inland and coastal flood modeling
- Interactive customized mapping sites for hydrogen infrastructure site planning

## Earth, Climate and Space Science Research

### NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

We have been providing mission-critical space support services to the National Aeronautics and Space Administration (NASA) and other organizations for more than 60 years, supporting their mission to expand frontiers in air and space to benefit the quality of life on Earth. We currently operate at 15 NASA facilities, providing space and mission solutions for astronaut training and health, satellite and human spaceflight ground control, scientific research and development, and more.



### OTHER U.S. SCIENTIFIC AGENCIES

Our work has enabled the tracking of environmental monitoring and seismic activity for more than 30 years. We work closely with government agencies to help watch and safeguard some of the world's most unpredictable environments and natural phenomena. From developing the system that identifies and alerts people of hazardous weather systems to maintaining the Global Seismographic Network (GSN), our scientists are changing how we learn about our planet and protect those who inhabit it.

We support Earth and planetary science and data processing, analysis, and visualization operations to other government agencies including the National Oceanic and Atmospheric Administration (NOAA), U.S. Geological Society (USGS), the National Weather Service (NWS), and NASA.

### Earth Resource Observation and Science Center

Integral to the work for the USGS's Earth Resources Observation and Science (EROS) Center, we support their study of land change and production of land change products used by researchers, resource managers, and policymakers around the world. By developing and operating the EROS Landsat satellite program ground system, we maintain the largest civilian collection of images of the Earth's land surface.

We cover solar and space plasma physics, astrophysics and astronomy, planetary studies, oceanography, seismology, geodynamics and solid Earth geophysics. We also support the acquisition, archival, processing and distribution of remote-sensing data from satellites, which aids first responders, intelligence, agriculture, academia and research communities.

## Climate Change Advisory

### NET-ZERO AMBITIONS

Addressing climate change is a top priority for many global governments and organizations. We have worked both in the public and private sector supporting our customers on their net-zero journeys.

### CASE STUDY

## Decarbonizing the Built Estate:

Supporting the British Army in developing net-zero-emissions strategies for Perham Down Camp, UK.



A decarbonization study was commissioned to explore how buildings could be adapted for greater energy efficiency, including switching to low-carbon heating sources supported by on-site renewable energy generation.

The study identified measures to reduce and offset Perham Down's 3300 tCO<sub>2</sub> yearly emissions to net zero by 2040. Technologies to eliminate the camp's dependency on fossil fuels and favorable carbon abatement costs were also identified. Thirty areas of focus were found to reduce and improve the use of energy at the camp. Here are some examples:

- **Heating** – Heating systems with consideration for future fuels such as hydrogen
- **Energy Generation** – Suitable sites for solar photovoltaic arrays and wind turbines
- **Transport** – Provision of electric vehicle charging on the electrical supply and consumption at the camp
- **Building Efficiency Upgrades** – Building fabric upgrades to reduce heat loss and measures to improve heating and lighting control systems
- **Metering and Controls** – Building management systems and modern utilities metering

## CASE STUDY

# Community Outreach and Early Stakeholder Engagement



Initial facilitated stakeholder discussions with women, Assa North Ohaji, Nigeria

An important part of our Environmental and Social Impact Assessment (ESIA) process is to obtain feedback from project stakeholders at an early stage as part of our community outreach.

For a series of energy-related ESIA's in Nigeria, we followed national stakeholder engagement requirements and the international standards on environmental and social management including the International Finance Corporation's Performance Standards on Environmental and Social Sustainability.

The team, led by local contractors, completed scoping consultations at multiple locations with many stakeholder groups to give participants the opportunity to learn about the projects and the outcome of the assessments. The consultations also provided a forum to raise issues, record concerns and make suggestions about the projects. A grievance mechanism process was set up for the community to raise concerns about the project or request additional information.

Building on the information gathered through stakeholder engagement, our ESIA team tailored a program of wet and dry season environmental and social surveys for each of the sites, which included surveys on:

- Soil; sediment; water and air samples
- Noise
- Biodiversity
- Cultural heritage
- Road traffic
- Community interviews and focus groups with: government representatives, community leaders, families, youth, and representatives from health and educational establishments

During project delivery, our process provides a communication conduit to understand local stakeholder requirements and assurance that works are completed in a responsible, sustainable manner for the community and beyond.

## ENVIRONMENTAL, SOCIAL AND SUSTAINABILITY SERVICES

These solutions transform the way governments and businesses impact our environment and communities. To assist with positive impact, our teams specialize in:

- Environmental Planning and Approvals – Includes environment protection and biodiversity conservation and approvals, environmental effects statement referrals, and native vegetation planning permits.
- Environmental management plans – Covers environmental issues ranging from noise, biodiversity, air quality, heritage, contaminated land, hydrology, light and traffic management.
- Ecology – Services include vegetation quality assessment, habitat hectare assessments, environmental impact assessment, offset plans in line with net gain policy, net gain assessments, and general and targeted flora and fauna studies.
- Water Resource Services – Large-scale catchments to small-scale drainage and capacity assessments related to surface, ground and reclaimed water. Projects involve investigations into water availability, runoff, drainage, pollutant load modeling and flood potential.
- Stakeholder Engagement – Community outreach, managing and delivering communication and stakeholder engagement services on a wide range of projects. We accomplish this by establishing and maintaining effective relationships with our communities and stakeholders from project conception to completion.

## Australia – Sustainable Solutions

KBR Sustainable Solutions is a new market sector in Australia that delivers a range of services for governments and businesses through five core pillars:

- Integrated Sustainable Design
- Integrated Sustainable Solutions
- Climate and Decarbonization Solutions
- Environment Solutions
- Liveability and Development Solutions



*KBR is positioned to secure a significant share of the infrastructure and investment market as governments and businesses invest in sustainable solutions. Through integration of disciplines, innovation and strategic thinking, our teams are making a lasting impact in our communities.*

**Christopher Hewitt**

Director, Sustainable Solutions, Australia

### CASE STUDY

## The North Western Program Alliance and Power of the Program



The North Western Program Alliance (NWP), comprises the Level Crossing Removal Project, Metro Trains Melbourne, John Holland and KBR.

The Level Crossing Removal Project aims to remove 85 dangerous and congested level crossings across Melbourne by 2025, the largest project of its kind in Victoria's history.

NWPA is committed to integrating economic prosperity, social progress, and environmental benefit as balanced priorities into decision-making at every level of the business and throughout the project lifecycle. The alliance aspires to create long-term value for the communities in which they work.

### POWER OF THE PROGRAM

NWPA has accumulated vast amounts of knowledge relating to level crossing removal projects over the past five years. The Power of the Program governance framework maximizes knowledge-sharing, adopts step-change innovations, embeds sustainability in projects, and incorporates innovations until they become business as usual.

The program has led to a number of record-breaking achievements, including winning recognition from the Infrastructure Sustainability Council for Excellence in Governance, and is recognized throughout the industry for driving innovative sustainability outcomes.

CASE STUDY

# The North Western Program Alliance Record-Breaking Project

Bell to Moreland Level Crossing Removal Project

## RECORD-BREAKING RAIL PROJECTS BY KBR, AS PART OF NWPA

Bell to Moreland Level Crossing Removal Project received an As Built rating of 98 from the Infrastructure Sustainability Council (ISC), the highest rating ever awarded by ISC. ISC ratings are scored out of 110 and are calculated by assessing sustainability elements, covering everything from procurement to environmental management, stakeholder participation, climate change resilience, community health and well-being, as well as the design and protection of heritage, and urban landscapes.

In addition, internationally recognised sustainable outcome verifier Green Building Council of Australia (GBCA) has awarded Coburg Station a 6 Star Green Star As Built rating, deeming it the first train station in Australia to be awarded 6 stars.



by Infrastructure Sustainability Council



by Green Building Council of Australia

**53%**  
REDUCTION  
in project energy use

**21kW**  
SOLAR PANELS  
and passive design elements

**90+**  
CARBON SAVING  
through recycled plastic fibers

**Restoration**  
OF HERITAGE STATION  
with new facade reflective  
heritage brickwork

**Operational  
energy and  
water monitoring  
systems**

**5.11 hectares**  
(13 ACRES)  
OF OPEN SPACE

**2.5km**  
ACTIVE TRANSPORT  
CORRECTIONS AND  
BIKE FACILITIES

**24%**  
REDUCTION  
in materials embodied energy

**103%**  
ENHANCEMENT  
of ecological value

**50%**  
CEMENT REPLACEMENT  
in concrete

**Crime prevention  
through  
environmental  
design**

**Water-  
sensitive**  
URBAN DESIGN

## Environmental Stewardship of Our Facilities and Projects

Our [Global Sustainability Policy](#), [Global Environmental Policy](#) and related procedures outline the commitments, expectations and responsibilities for each employee and project team, in addition to the actions and processes necessary for meeting identified targets and objectives for each area of the environment.

Our Integrated Management System (IMS) incorporates all business segments into one intelligible system, optimizing on business execution and delivering environmental compliance. It includes a dedicated Environmental Management System (EMS) comprising policies, procedures and work methods related to environmental impact and management that guide our activities. IMS is managed, reviewed and updated by our executive leadership team regularly throughout the year.

*The KBR IMS conforms to the requirements of  
ISO 9001, ISO 14001 and ISO 45001.*

During the initial stages of projects, an Environmental Impacts Identification (ENVID) review is undertaken to identify all environmental impacts associated with project activities to ensure they are assessed and managed. The procedural manuals outline the methods used for ENVIDs, and, where necessary, identify objectives and targets. The assessment includes detailed reviews at each stage of the project, and results are recorded in the project's Environmental Aspects Register.

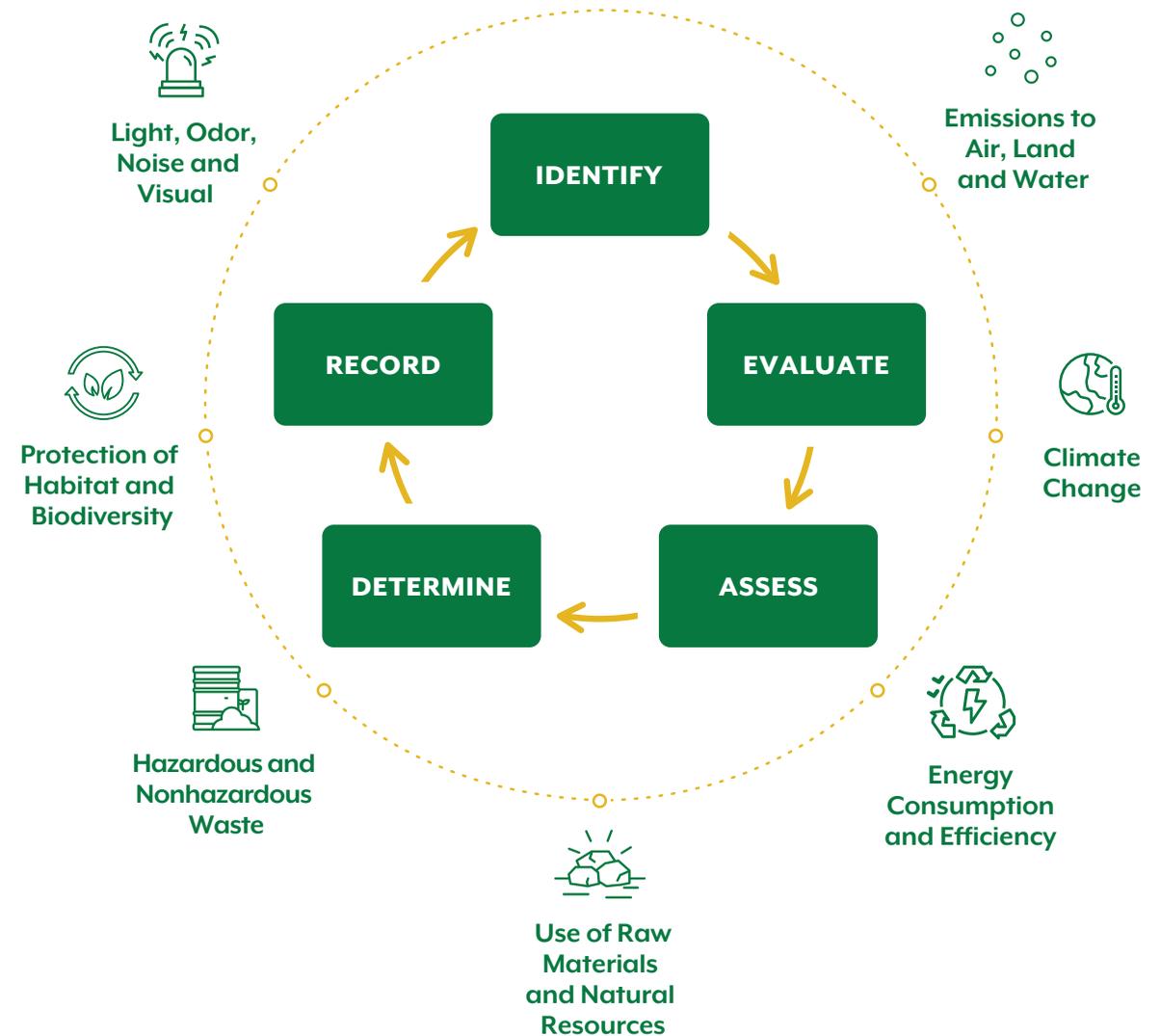


Environmental leads are responsible for identifying, recording and escalating violations for resolution and for training the environmental team, along with all personnel on the project site, in relevant environmental management aspects.

For each environmental and social impact, managers are responsible for ensuring the project and its environmental management team:

- Identify potential environmental and social aspects and consequences
- Evaluate any safeguards or measures in place to prevent or mitigate consequences
- Assess any resulting risks
- Determine where existing safeguards are inadequate and recommend additional risk-reduction measures
- Record environmental impacts and aspects

### ENVIRONMENTAL AND SOCIAL IMPACTS



## MANAGING ENVIRONMENTAL RISK

The ENVID is used in conjunction with our procedures and undertaken to meet the requirements of ISO 14001.

The objective of the ENVID is to enhance those procedures by determining and re-evaluating the risks and potential environmental impacts of a new or modified design or facility and to identify practicable methods to ensure minimum harm to the environment throughout the life of the project.

The Environmental Aspects Register and the ENVID report establish compliance with ISO 14001:2015, as well as for internal and external auditing. These procedures apply to all global KBR offices and projects.

Our teams also refer to an Environmental Reference Manual designed to present information and rules for preventing occupational injuries while executing projects in accordance with our Vision and ONE KBR Values. The manual comprises two parts:

- Environmental compliance, detailing procedures and requirements to ensure appropriate safety, record keeping and training
- Environmental guidance with plans and operational recommendations

Environment managers and teams are required to refer to the best available techniques assessment included in the IMS. This is a design procedure that provides an integrated, systematic approach

to environmental protection and is therefore central to the control of pollution, waste, and the efficient use of materials and energy. The procedure is based on the concept of Integrated Pollution Prevention and Control, which is designed to provide a holistic approach to environmental protection, including health and the natural environment.

As part of our ISO 14001 certification and our [Global Environmental Policy](#), we perform external and internal environmental audits; perform regular environmental training programs for our employees; have developed corrective actions to foster continual improvement; and monitor performance records to ensure we are meeting our defined environmental objectives and targets.

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***KBR is ISO 14001:2015 certified by the Lloyd's Register Quality Assurance at the global, business unit and office location levels, across EMEA, APAC and the Americas.***

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Also supporting this program is our treatment of enterprise risks with a climate change frame of reference, which ensures we are aware of, monitor, and treat the business and environmental risks associated with a changing climate.

# Our Climate Action

At KBR, we identify and acknowledge the immediate need for comprehensive action to address the impacts of climate change. In 2021, we established a net zero carbon project team and a climate security team to support our journey to net zero by developing a net zero road map and carbon-reduction programs and initiatives, and by identifying climate risks to the business. Details of [our Climate Action](#) are outlined in this supplement and cover our:

- [Corporate Carbon Footprint](#)
- [Net Zero Project](#)
- [Climate Security](#)
- [TCFD Index](#)



	2020		2021		Difference	
	[metric tonnes CO <sub>2</sub> ]	Share [%]	[metric tonnes CO <sub>2</sub> ]	Share [%]	[metric tonnes CO <sub>2</sub> ]	Share [%]
<b>Scope 1</b>	<b>6,514.308</b>	<b>5%</b>	<b>6,426.444</b>	<b>16%</b>	<b>(87.864)</b>	<b>-1%</b>
Heating	2,287.057	2%	2,104.860	5%	(182.197)	-8%
Refrigerant leakage	4,194.345	3%	4,278.165	11%	83.820	2%
Vehicle fleet	32.906	0%	43.419	0%	10.513	32%
<b>Scope 2 (Market Based)</b>	<b>33,014.232</b>	<b>23%</b>	<b>1,114.971</b>	<b>3%</b>	<b>(31,899.261)</b>	<b>-97%</b>
Electricity	32,972.716	23%	1,047.810	3%	(31,924.906)	-97%
Heat (purchased)	41.516	0%	67.161	0%	25.645	62%
<b>Scope 3</b>	<b>105,075.238</b>	<b>73%</b>	<b>33,164.187</b>	<b>81%</b>	<b>(71,911.051)</b>	<b>-68%</b>
Upstream emissions electricity	8,449.421	6%	3,058.063	8%	(5,391.358)	-64%
Upstream emissions heat	411.268	0%	392.370	1%	(18.898)	-5%
Upstream emissions vehicle fleet	16.888	0%	19.991	0%	3.102	18%
Other	-	-	94.564	0%	94.564	N/A
Air travel	87,312.644	60%	20,365.634	50%	(66,947.010)	-77%
Hotel	4,325.944	3%	4,785.121	12%	459.177	11%
Rental and private vehicles	6.695	-	672.865	2%	666.170	N/A
Train travel	6.027	0%	3.364	0%	(2.663)	-44%
Vehicle travel	4,546.352	3%	1,853.336	5%	(2,693.016)	-59%
Employee commuting	13,186.014	-	1,918.880	5%	(11,267.134)	N/A
<b>Overall results</b>	<b>144,603.779</b>	<b>100%</b>	<b>40,705.602</b>	<b>100%</b>	<b>(103,898.177)</b>	<b>-72%</b>
<b>Scope 2 (Location-based in metric tonnes CO<sub>2</sub>)</b>	<b>32,056.283</b>		<b>26,367.090</b>		<b>(5,689.192)</b>	<b>-18%</b>



# Governance



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## Business Integrity

We are people of character who value honesty, trust, courage, fairness, prudence and tenacity. We believe doing what's right for the planet, the communities where we live and work, and our people is good for our business. We will not sacrifice our integrity.

These words — “We are people of integrity” — permeate everything we do at KBR. The continued success of our business depends on how we manage the risks that come with operating globally. That includes corruption and fraud risk, which can harm our reputation for being a service provider of integrity.

Ethical conduct is not only a central tenet of our sustainability framework, it is embedded in our company vision and values, which guide our business practices and behaviors. Our approach to ethical conduct is, as all our sustainability efforts are, rooted in our Zero Harm culture, with oversight at the board level, and has been integrated into the KBR Enterprise Risk Management processes.

This section of the report highlights some of the rigorous procedures we've put in place to counter risk and to continue developing a highly ethical workforce.



## Our Code of Business Conduct

The [COBC](#) is our corporate policy addressing ethics and integrity issues. It defines a uniform set of expectations for applying legal and ethical practices to everyday work. The COBC applies to all employees, directors, officers, contractors and business partners around the world and guides us in our commitment to carry out our mission with integrity. The Bribery and Corruption section of the policy is the foundation for our robust [Anti-corruption and Compliance Program](#), which also includes detailed procedures and guidance.



Our COBC is available online in 21 languages to all external parties, including suppliers, subcontractors and the general public. It is also communicated and made available to employees and contract employees via their onboarding process, annual trainings, Zero Harm Moments, the our intranet and website, and ethics hotline posters in breakrooms. Through our [Supplier Code of Conduct](#), we require all suppliers and subcontractors to comply with our COBC. International business partners must agree to abide by KBR's COBC or the equivalent (in the event their code is substantially similar).

## Anti-Corruption Compliance Program

Our Anti-Corruption Compliance Program is an integral part of our internal controls and consists of three primary components:

**1 PREVENT** Corruption **2 DETECT** Corruption **3 RESPOND** to Allegations of Corruption

Our anti-corruption procedures and guidelines are owned and published by the Legal Department and adhered to by all business and functional units, including Procurement/Subcontracts.

We have robust, risk-based, third-party due diligence and approval processes for agents, business partners and other third parties (including suppliers and subcontractors) who interact with non-U.S. government officials on our behalf. We only engage such third parties that have successfully completed the due diligence review and approval process. Our contracts with these parties include specific anti-corruption compliance provisions. They are also required to certify compliance with the Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and other applicable anti-corruption laws. Foreign charitable and community contributions and business courtesies extended to clients undergo an anti-corruption review and approval process. We conduct regular risk assessments of our higher-risk projects and locations to measure the effectiveness of our Anti-Corruption Compliance Program and to ensure the program is attuned to the current business risk.

For more information, please refer to our Overview of KBR's [Anti-corruption Compliance Program](#).

\*As a global services provider, we do not operate in the highest-risk locations (i.e., the 20 lowest ranked countries on the Corruption Perceptions Index (CPI)).

## Transparency, Awareness and Oversight

KBR's approach to ethical conduct is considered at the board level and is part of our enterprise risk management processes. The audit committee of the KBR Board of Directors oversees our ethics and compliance program and controls, including its anti-corruption compliance program. The chief compliance officer, who reports to the general counsel, has responsibility for implementing and managing both our [COBC](#) and anti-corruption compliance programs. The chief compliance officer reports at least quarterly to the audit committee on any significant COBC and corruption-related compliance matters.

All our employees (both full- and part-time), directors and contract employees are required to complete compulsory annual ethics training, which reinforces KBR's expectations that employees will conduct business ethically and in accordance with the COBC.

In 2021, ethics training was offered in 16 different languages and was also provided in classroom settings at remote locations where online training wasn't possible. As part of the training, employees electronically certify that they have read and understand the COBC and that they will comply with its provisions. A substantial portion of the workforce is also required to complete separate Combating Trafficking In Persons (CTIP) training, as mandated by the U.S. government for defense contractors. We provide additional anti-corruption training to targeted employee groups.

Employees occupying certain positions of substantial authority or critical job functions also complete

our Annual Conflicts of Interest Certification to ensure that the COBC is adhered to throughout the organization and that any potential conflicts of interests or issues are reported and evaluated.

All operations are subject to audits using a risk-based approach. Following results of the annual risk assessment process, internal audit conducts regular audits across all KBR's diverse portfolio, including but not limited to (1) government and commercial operations, (2) financial controls and The Sarbanes-Oxley Act of 2002 (SOX) compliance, (3) IT systems and cybersecurity, (4) anti-corruption compliance, and (5) special projects and/or investigations requested by management and the Audit Committee (as appropriate). While the full scope of these audits varies based on their individual risk profiles, each audit includes an assessment over relevant key aspects of KBR's ethics and compliance programs as outlined in the COBC and related policies and procedures.



**POLICIES, PROCEDURES AND GUIDELINES FOR PROPER REQUISITIONS, COMMITMENTS, PAYMENTS AND RECORDKEEPING**

Collectively, our policies and procedures set the processes and guidelines for proper requisitions, commitments, payments and recordkeeping. They serve to provide consistent, global transparency and awareness, thereby mitigating risks and misconduct, helping develop a highly ethical workforce and enhancing our status as a service provider of integrity.

As part of our internal monitoring system to detect potential corruption or suspicious payments, our internal audit services team regularly conducts anti-corruption audits of our projects and office locations through a risk-based approach, and periodically conducts anti-corruption audits of selected third parties.

We are in the process of enhancing our use of data analytics to support an internal monitoring system of compliance-sensitive payments. Additionally, we review our general ledger accounts on a monthly basis for facilitating payments and improper fees. Results are reported to our chief counsel for anti-corruption compliance.

COBC allegations of corruption and fraud, as well as allegations involving employees with a role in internal controls over financial reporting, are reported to the audit committee. We also actively monitor and audit our internal compliance with our COBC via internal controls.

**Grievance, Ethics Reporting and Whistleblower Program**

**REPORTING CHANNELS**

We encourage anyone who seeks guidance or who suspects inappropriate or unethical behavior

or human rights abuses, misconduct, or violations of our COBC to report them through any of several established reporting channels, which are widely advertised throughout the organization and cover the following nine methods and channels:

- 1 The Ethics Hotline – This external, confidential third-party-managed ethics hotline can be used for anonymous reporting 24/7 in more than 59 languages and dialects and is available online, over the phone, by text or via email. Details: U.S. (800) 461-9330 – Text "REPORT" To 832-479-1340 (U.S. only). For all other countries, the toll-free telephone number can be found at [www.ethics.kbr.com](http://www.ethics.kbr.com)
- 2 Director of business integrity via mail at P.O. Box 2464, Houston, TX 77252-2464, U.S.
- 3 Director of business conduct via email at [fhokbrcode@kbr.com](mailto:fhokbrcode@kbr.com)
- 4 Internally contacting a representative of the KBR Law Department
- 5 Internally contacting representatives at Audit Services
- 6 Internally contacting representatives at Human Resources
- 7 The employee’s supervisor or manager
- 8 Member of the executive senior management
- 9 Dedicated mail and email addresses for the KBR Board of Directors

All [COBC](#) allegations, of possible violations of the COBC including those related to potential human rights violations, are promptly and thoroughly investigated and evaluated at the corporate level with due care by a dedicated, specialized and experienced Business Integrity team.

In 2021, KBR transitioned to a recognized industry leader in hotline reporting to provide reporters several options for reporting confidentially or anonymously. Reporters can remain anonymous, only reveal their identity to the third-party hotline provider, or disclose their identity. We also implemented an Ethics Question Manager, so employees can ask ethics questions anonymously.

For human resource disputes, employees can access a dispute resolution program (DRP). See [here](#) for more information.

## FREEDOM FROM RETALIATION

We have a strong policy against retaliation that protects employees who report potential violations, with legal protection in accordance with applicable law. This includes:

- Identity protection and right to remain anonymous
- Protection from retaliation, harassment or intimidation

We do not tolerate retaliation of any kind, whether for good faith reporting of suspected misconduct or violations of the COBC. Reporters are not expected to know all the facts, and we encourage employees to report without fear of retaliation even when there is a suspicion of

impropriety. Reports that are false or malicious are not considered good faith reporting. The CEO has reiterated on the ethics hotline reporting page that:



*KBR is committed to promoting an environment where employees will report their concerns without any fear of retaliation and supports employees who are willing to speak up concerning unethical behavior and misconduct.*

**Stuart Bradie**

President and Chief Executive Officer

Reporters to the KBR Ethics Hotline are made aware of KBR's anti-retaliation policy and are encouraged to contact the business integrity team for any retaliation concerns. Hotline reporters and any other employee that reports misconduct are advised at the conclusion of the investigation to report any forms of retaliation. We will be implementing a feature that sends the anonymous reporter a subsequent follow-up inquiry for retaliation concerns after the conclusion of the matter. Our anti-retaliation policy also applies to individuals that encourage reporting misconduct or cooperate with business integrity investigations.

## Our Approach to Tax

We are responsible corporate citizens and neighbors in communities around the world. We believe it is our obligation to add value to these communities beyond the professional services we provide. We understand the importance of taxes in the context of the communities in which we operate, and we take a responsible approach to the management of our tax obligations.

Our transfer pricing strategy is aligned with our obligations under the [COBC](#) to conduct business fairly and ethically. To ensure that intercompany and cross-border transactions are priced into the arms-length standard range, they are dictated by the Internal Revenue Code and the Organization for Economic Co-operation and Development's transfer pricing guidelines.

During the bidding and planning phase of a project, the emphasis is to design a sustainable tax strategy that complies with the laws of the included countries and provides an efficient structure through the life cycle of the project. We are always reviewing our tax structure to address changes in local laws and standards and to ensure continuing compliance with foreign laws and global standards.

In accordance with the COBC, we do not engage in any planning or transactions that result in tax avoidance or evasion.

# \$187.7M

**TOTAL GLOBAL TAX PAID**  
in 2021





GOVERNANCE

# Protecting Human Rights

We strive to respect and promote human rights as set forth in the United Nations Guiding Principles on Business and Human Rights, and we are guided by international human rights principles encompassed by the Universal Declaration of Human Rights, including those contained within the International Bill of Rights and the International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work. Our human rights vulnerabilities are assessed at the board level and form part of our Enterprise Risk Management process.

## GLOBAL HUMAN RIGHTS POLICY

In 2022, we updated our [Global Human Rights policy](#), further strengthening our commitment to uphold fundamental human rights in all the countries where we do business. The policy is applicable to our employees, subcontractors, vendors, independent contractors, suppliers and business partners, and, together with the [COBC](#), is consistently applied and enforced.

This comprehensive policy includes guidance on the following areas:

- Equality, Dignity and Respect
- Freedom of Association and Collective Bargaining
- Work Hours, Wages and Benefits
- Health, Safety and Security
- Modern Slavery and Trafficking in Persons
- Child Labor
- Migrant Workers
- Guidance and Reporting for Employees



## IMPLEMENTATION OF OUR GLOBAL HUMAN RIGHTS POLICY

We support and implement our [Global Human Rights Policy](#) by:

- Complying with all applicable laws and regulations where we do business and adopting and applying our standards as set forth in this Policy where laws are less stringent.
- Conducting due diligence on suppliers and other third parties to identify and prevent human rights risks to people in our business and value chain. Where we have identified adverse human rights impacts resulting from or caused by our business activities, we are committed to providing for or cooperating in their fair and equitable remediation. We seek to promote access to remediation where we are linked to or involved in those adverse impacts through our relationships with third parties.
- Regularly assessing human rights risks, policies and impacts and providing visibility of the results to our board of directors (or applicable board committee) and senior management.
- Providing access to independent grievance mechanisms to raise concerns or identify adverse human rights impact; for details see [Grievance, Ethics Reporting and Whistleblower Program](#) under our Business Integrity section.
- Promptly investigating allegations and pursuing action to mitigate any adverse human rights impacts.
- Including a human rights segment in our business ethics training.

## REPORTING ON HUMAN RIGHTS

We provide information and reporting procedures if any KBR employee, subcontractor, vendor, independent contractor, supplier, business partner or any of their respective representatives may have violated this policy or any applicable law, rule or regulation, or otherwise engaged in unethical behavior. For details on how violations are reported see Reporting Channels in [Grievance, Ethics Reporting and Whistleblower Program](#).

## STAKEHOLDER INVOLVEMENT

We are committed to continually evaluating the effectiveness of this policy and evaluating and improving our policies, procedures and training in each case with the help of and input from all our stakeholders. This includes employees, subcontractors, vendors, independent contractors, suppliers, business partners, customers and members of the communities in which we operate, ensuring that the goals of this policy and the [COBC](#) are achieved.

Please refer to our Supply Chain Management section for more details on [Human Rights in the Supply Chain](#).



# Our Board

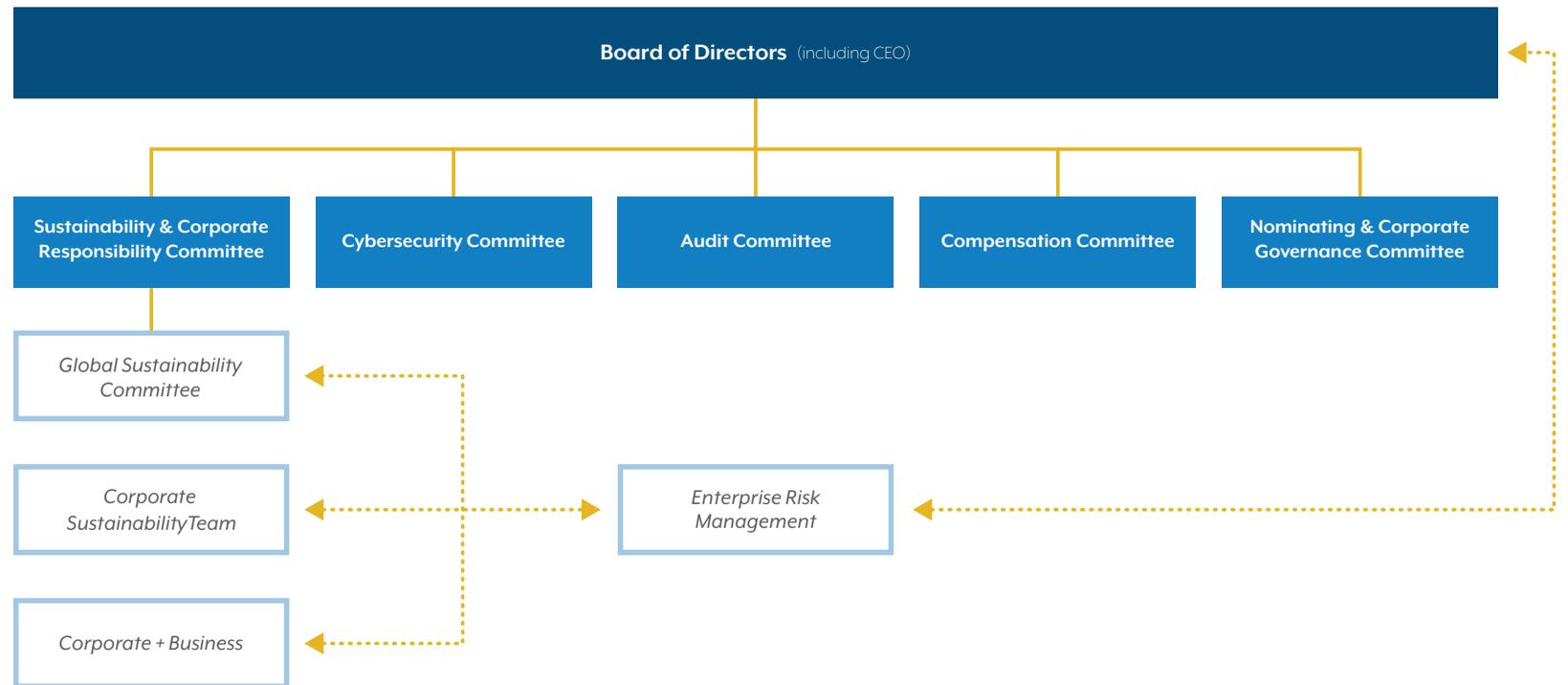
Our governance framework is designed to achieve long-term value for our stakeholders and is guided by principles of accountability, good stewardship and integrity. Together, the board is responsible for the oversight of the company's:

- Purpose, values and strategy
- Economic, environmental and social performance
- Risk management and strategic resilience
- Audit, ethics and compliance program

Our board of directors comprises five standing committees, each with its discrete charter.

## BOARD COMMITTEE CHARTERS

- [Sustainability and Corporate Responsibility Committee](#)
- [Cybersecurity Committee](#)
- [Audit Committee](#)
- [Compensation Committee](#)
- [Nominating and Corporate Governance Committee](#)



## Sustainability and ESG Board Oversight

The Sustainability and Corporate Responsibility Committee of the KBR Board of Directors provides global oversight and support of the corporation's sustainability, human capital management and corporate responsibility policies, programs, and initiatives. These cover, but are not limited to, issues and responsibilities related to (1) sustainability, climate and the environment, (2) human capital management, including diversity, equity, and inclusion, and workforce health, safety, and physical security, and (3) the corporation's role and reputation as a socially responsible organization.

The Global Sustainability Committee, which is chaired by the CEO, responds to directives from the Sustainability and Corporate Responsibility Committee of the board and implements sustainability practices at a business level globally. Members include business segment and corporate department executives, as well as key employees, to ensure well-rounded and in-depth discussions that support the development and implementation of KBR's sustainability strategy and targets. The corporate sustainability team implements the global sustainability committee's strategy by working with key business areas and corporate functions to assist monitoring, managing and reporting on performance in ESG focus areas.

Each board committee oversees key sustainability and corporate responsibility concerns, many of which are interrelated. Please refer to discrete sections in the report for more information on the board's involvement and oversight relating to:

- Business Integrity
- Cybersecurity and Data Privacy
- Global Human Rights
- Supply Chain Management
- Climate Risk
- Inclusion and Diversity



## Meet our board of directors

Members of our board bring a wealth of experience across our five key sectors, including risk management, audit and cybersecurity. They are responsible for closely monitoring current and emerging sustainability risk management themes, including but not limited to supporting a safe, skilled, diverse and inclusive workforce; cybersecurity and data privacy; climate change; human rights; ethics; business integrity; and environmental management.

DIRECTOR	INDUSTRY EXPERIENCE	RISK MANAGEMENT / OVERSIGHT	CYBERSECURITY	CEO/CFO	AUDIT/ FINANCIAL	PUBLIC BOARDS	INDEP. OF MGMT	VETERAN	AGE	GENDER	NATIONALITY	RACE/ ETHNICITY
Mark Baldwin	Energy	✓		✓	✓	2	✓		69	M	U.S.	White
Stuart Bradie	Engineering	✓		✓		0			56	M	UK	White
	Government											
Lynn Dugle	Government					2	✓		63	F	U.S.	White
	Space	✓	✓	✓								
	Technology											
Lester Lyles	Government	✓	✓		✓	0	✓	✓	76	M	U.S.	African American
	Space											
Wendy Masiello	Government	✓	✓		✓	0	✓	✓	64	F	U.S.	White
	Technology											
Jack Moore	Energy	✓		✓		2	✓		68	M	U.S.	White
Ann Pickard	Energy Engineering	✓			✓	2	✓		66	F	U.S.	White
	Technology											
Carlos Sabater	Technology	✓			✓	1	✓		63	M	U.S.	White + Hispanic
Umberto della Sala	Energy Engineering			✓		0	✓	✓	74	M	Italy	White
Vincent Stewart	Government	✓	✓		✓	1	✓	✓	64	M	U.S.	African American
	Technology											

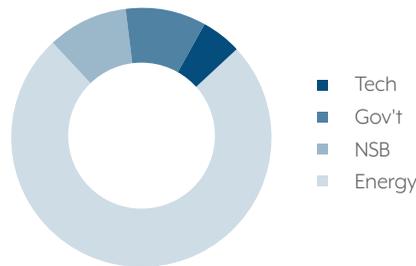
# Enterprise Risk Management

KBR’s resilience, success and continued evolution depend on our ability to anticipate and respond to the constantly changing risks and opportunities in our existing and future operating environments.

## BUSINESS STRATEGY AND RISK

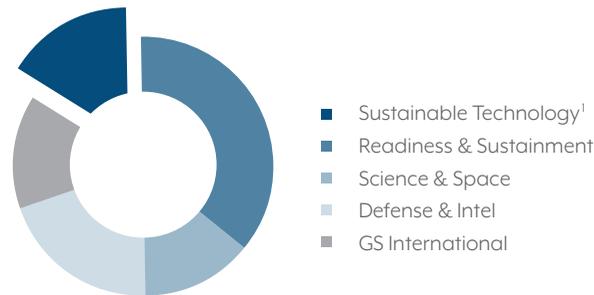
We continue to advance our planned core strategic focus, bringing clean technology innovation and solutions to market through our Sustainable Technology Solutions and Government Solutions businesses, supporting and guiding our customers’ decarbonization, emission reduction and energy transition objectives.

### Yesterday (2015)



**\$5B**  
REVENUE

### Today (2021)

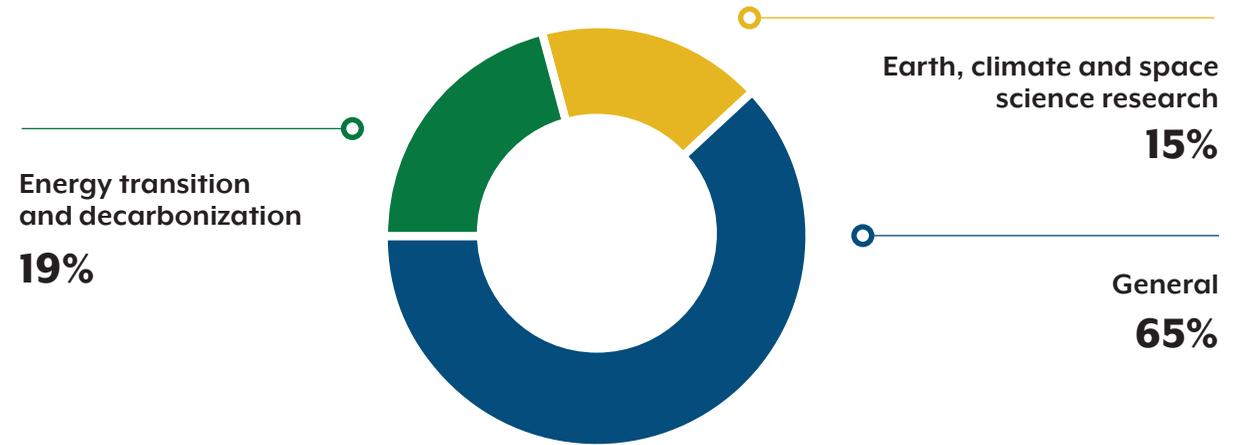


**\$7.3B<sup>2</sup>**  
REVENUE

**\$15B**  
BACKLOG

1. Increased investments/acquisitions (such as Mura) and focus in sustainable technology licenses, technology solutions and Technology-Led Industrial Solutions. 2. Includes revenue from Operation Allies Welcome (OAW).

## Sustainability-Focused Revenue



SUSTAINABILITY-FOCUSED REVENUE GROWTH	2020	2021
<b>Energy transition and decarbonization</b> Alternative energy, energy efficiency, pollution control, CCUS, conservation	997M	1,086M
<b>Earth, climate and space science research</b>	804M	900M
<b>Basic needs</b>	31M	*
<b>Total Sustainability-linked Revenue</b>	1,832M	1,986M
<b>Sustainability-linked as a % of Revenue</b>	32%	34%

\*KBR participated in Operation Warp Speed (OWS) and Operation Allies Welcome (OAW). Both were special projects in response to anomaly situations: the COVID pandemic and the final days of the 2001-2021 war in Afghanistan, respectively. To allow for a year-on-year comparison of sustainability-focused revenue growth, revenue figures and percentages exclude OAW due to materiality.

## Our Evolving Risk Profile

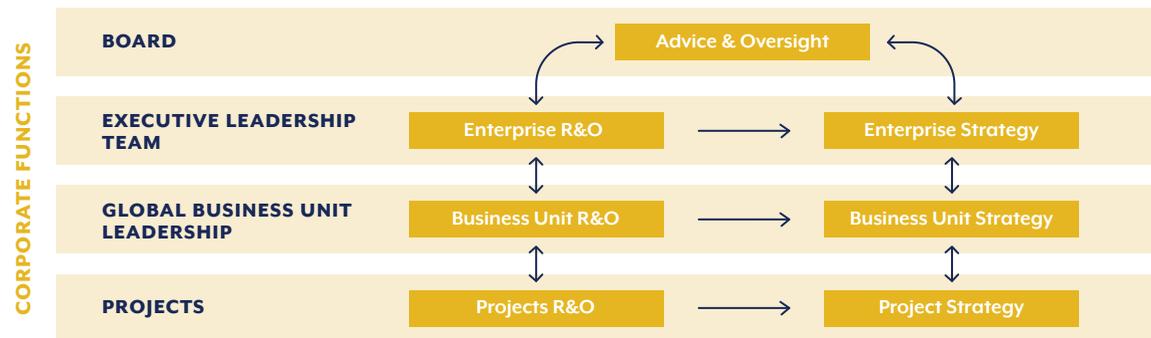
ANTI-CORRUPTION	ENTERPRISE RISK MANAGEMENT	RISK-BASED STRATEGIC DECISIONS	UNAOIL INVESTIGATION	ESG	DIGITALIZATION
<p><b>July 2009</b> KBR engages independent corporate monitor as approved by the Department of Justice (DOJ) and the U.S. Securities and Exchange Commission (SEC).</p> <p><b>January 2010</b> KBR adopts enhanced anti-corruption program.</p> <p><b>February 2012</b> At the conclusion of the three-year monitorship, the monitor certified that our current anti-corruption compliance program was appropriately designed and implemented to ensure future compliance with the Foreign Corrupt Practices Act (FCPA) and other applicable anti-corruption laws.</p> <p><b>July 2014</b> Revised KBR COBC to disallow all facilitating payments to further reduce corruption risk.</p>	<p><b>June 2019</b> Hired chief enterprise risk management (ERM) Officer who, with her team, implemented a formal ERM COSO*-based program.</p> <p><b>February 2020</b> ERM reports are required regularly at the board level.</p> <p><b>Q2 2020</b> Commenced applying ERM outputs to develop and implement strategic risk reduction.</p>	<p><b>March 2020</b> Restructured energy delivery and services businesses into a single, combined group — Energy Solutions.</p> <p><b>June 2020</b></p> <ul style="list-style-type: none"> <li>Energy Solutions combined with technology business to create Technology Solutions.</li> <li>Exit engineering, procurement and construction (EPC) lump-sum work.</li> </ul> <p><b>February 2021</b> Broader Technology Solutions business segment renamed Sustainable Technology Solutions.</p> <p><b>2021</b> Frazer-Nash Consultancy acquired to expand international advisory footprint and Harmonic to enhance technical innovation. Further investment into Mura Technology to expand the plastics circular economy with the <a href="#">Hydro-PRT technology</a>.</p>	<p><b>July 2020</b> The Serious Fraud Office (SFO) informed KBR that the SFO's criminal investigation in relation to KBR no longer focused on the allegations of corruption involving Unaoil, although the investigation remained open to review "a number of other discrete lines of inquiry."</p> <p><b>August 2020</b> DOJ and SEC conclude investigation into KBR over Unaoil. Based on the thorough four-year investigation of the available information, the DOJ closed its inquiry into KBR, and the SEC did not recommend any enforcement action against KBR regarding Unaoil.</p> <p><b>March 2021</b> SFO closes investigation into KBR. Following a thorough four-year investigation of the available evidence, the SFO closed its investigation into KBR stating the "evidence in this case did not meet the evidential test as defined in the Code for Crown Prosecutors."</p>	<p><b>January 2021 Audit:</b> KBR's Sustainability and Internal Audit teams partnered to audit the 2020 Sustainability Report. Reporting controls and processes established for 2021 and future Sustainability Reports.</p> <p><b>Enterprise Risk Management and Sustainability:</b> In 2021, our risk management framework and processes are applied to environmental, social and governance aspects and risks and opportunities are managed accordingly. Please see page 78 for more detail on this process.</p> <p><b>December 2021 Climate-Related Risk Management:</b> KBR establishes a Climate Security working group dedicated to identifying and analyzing our climate-related risks and opportunities.</p>	<p><b>July 2020 - December 2021</b> We have digitalized our anti-corruption compliance processes including our third-party due diligence, business courtesies, and charitable contributions' workflows to improve accuracy, transparency and oversight.</p>

\*Committee of Sponsoring Organizations of the Treadway Commission

### OUR RISK MANAGEMENT SYSTEM

We manage our risk profile via a rigorous, fully integrated, enterprise risk management (ERM) framework based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) guidelines and following the guiding principles of ISO 31000. This framework provides a consistent, auditable mechanism that empowers all employees to identify risks and opportunities while ensuring consistent and reliable data. It is also an effective tool for executive oversight of managing risks.

The framework is facilitated by our risk management officer, who reports to the general counsel. Additionally, the risk management officer reports directly to the board on all enterprise risks and respective action plans at least twice a year and is actively supported by the board and executive leadership team (ELT).



By entrenching ERM principles and practices in our culture, operations and strategic decisions, we can consistently visualize the entire risk landscape, mitigate risks, capitalize on opportunities, and create value and predictable outcomes. The KBR ERM Framework comprises six continual phases:



**IDENTIFICATION**

of threats and opportunities, internal and external, to KBR's current and future business

**ASSESSMENT**

of the likelihood and impact of the identified threats and opportunities

**ANALYSIS**

and aggregation to produce a portfolio view of threats and opportunities

**MITIGATION**

plans developed by the risk owners, each with dedicated mitigation owners who certify progress

**MONITORING**

at the enterprise level, the risk landscape is reported at least quarterly to leadership and bi-annually to the board of directors

**EVALUATION**

of compliance with the KBR ERM Framework across the business

We apply all six phases to all material risks and opportunities, including sustainability-related risks.

## Sustainability Risk Management

This framework is specifically applied to the management of our sustainability risks and opportunities, both operational and strategic in nature. Our ESG subject matter experts engage with stakeholders across our value chain to identify risks and opportunities. Once identified, appropriate owners are assigned to manage these risks within the framework. These owners are accountable for the ongoing management, development, implementation and coordination of action plans across the organization, and they are accountable for either enhancing opportunities or mitigating risks.

Sustainability performance indicators aligned with the sustainability risks and opportunities are used in part for ongoing risk monitoring. Examples of risks and opportunities actively managed by ERM:

KBR’s long-term vision for risk management includes analyzing our company behavior and actions against multiple well-documented and well-understood climate risk scenarios. Please see our response to the Taskforce on Climate-Related Financial Disclosure in [Our Climate Action](#).

Learn more about our Climate Security [here](#).

 <p>Climate change</p>	 <p>Environmental impact</p>	 <p>Health (mental and physical), safety and security of KBR employees and third parties’ personnel and property</p>
 <p>Employer of choice – effective human capital management and development</p>	 <p>Inclusion and diversity</p>	 <p>Ethics and integrity</p>
 <p>Innovative, sustainable solutions</p>	 <p>Human and labor rights violations in our supply chain</p>	 <p>Data protection and our cybersecurity</p>

**RISK GOVERNANCE**

We have elevated the role of enterprise risk, professionalized the function, and embedded it within our culture. Our CEO meets regularly with the head of Risk to ensure we are actively managing identified risks and ensuring they are current.

Responsibility for risk management is distributed among the board as a whole and to individual board committees, supported by management in each case. As part of their aforementioned responsibilities, the board’s involvement in risk oversight includes:

- Review of semiannual risk reports — including strategic, operational, financial and hazard risks — as well as management’s assessment of their likelihood and impact, the perceived trend for each risk, and the measures being taken to mitigate and monitor those risks
- Review of legal and compliance risks, approval of project prospects exceeding a certain amount of expected revenues, as well as merger and acquisition prospects, after deliberating related commercial, legal, and financial risks, agreement terms, and integration processes
- Evaluation of the ERM Framework application, effectiveness and areas of growth, which are reported to the board’s Audit Committee on an annual basis

Our ERM framework enables management to report to the various board committees on specific risks related to their area of oversight, such as the Sustainability and Corporate Responsibility Committee and Cybersecurity Committee, in a consistent manner.

Our executive team convenes for dedicated risk reviews three times per year. The outputs are reported to the board of directors twice per year, and individual business units and projects manage risks and opportunities on an ongoing basis using the ERM Framework to provide real-time, risk-based data.



*The ERM framework enables risk management to become a core business fundamental alongside business strategy decision-making and business operations, all in the context of sustainability.*

**BOARD OF DIRECTORS**

- Reviews semiannual risk reports, including strategic, operational, financial and hazard risks, as well as management’s assessment of their likelihood and impact, the perceived trend for each risk (whether increasing, decreasing or stable), and the measures being taken to monitor and manage those risks and, if appropriate, retire those risks.
- Reviews legal and compliance risks.
- Approves project prospects exceeding a prescribed amount of expected revenues, and all merger and acquisition prospects, after considering related commercial, legal and financial risks, agreement terms and integration process.

**EXECUTIVES VIA KBR’S ENTERPRISE RISK MANAGEMENT FRAMEWORK**

- Guide all business segments in consistently implementing KBR’s ERM Policy and Framework.
- Report periodically to the board on KBR’s changing risk profile, enabling risk-based strategy decisions and improved communications to stakeholders.

**AUDIT COMMITTEE**

- Reviews KBR’s significant financial risk exposures with management, as well as other areas of risk exposure if requested by the board, and reviews management’s actions to monitor and mitigate those exposures.
- Receives periodic reports about potential exposure areas, including litigation, liquidity and capital resources, financial reporting and disclosures, and regulatory and tax risks.
- Assesses in-depth periodic reports from management regarding ethics and compliance issues, as well as findings from our risk assessment and control monitoring activities, such as internal controls testing, internal audits and foreign exchange risk management.
- Conducts private sessions with KBR’s chief financial officer, chief accounting officer, vice president of Internal Audit, and general counsel at each regular meeting, and with the independent auditors at each meeting prior to the release of quarterly and annual results.
- Provides a report to the full board at each regular meeting to ensure the entire board is informed of matters that the Audit Committee determines warrant full board discussion.

**COMPENSATION COMMITTEE**

- Regularly considers whether incentive awards and the related performance goals are aligned with our Code of Business Conduct and don’t encourage undue risk-taking.
- Oversees annual compensation risk assessment and, if appropriate, recommends changes to our compensation program to mitigate potential risks.

**NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**

- Oversees compliance risks related to KBR’s governance structure and policies.
- Reviews succession plans and management development programs for senior executive management to ensure business continuity.

**CYBERSECURITY COMMITTEE**

- Oversees KBR’s information technology systems (e.g., processes, policies, controls and procedures) to:
- identify, assess and manage risks related to cybersecurity and data privacy
  - respond to and manage cybersecurity threats, including cybersecurity incidents
  - comply with legal and regulatory requirements governing data security and protection

**SUSTAINABILITY AND CORPORATE RESPONSIBILITY COMMITTEE**

- Oversees KBR’s activities in managing its major risk exposures within the sustainability, human capital management and corporate responsibility.
- Receives periodic reports from KBR’s Global Sustainability Committee related to these risk exposures and KBR’s efforts to mitigate the potential risks.
- Oversees climate risk and its financial impacts in line with the TCFD.

### Board Risk Management Experience

Risk oversight is an integral part of our board of directors' role, and discussions regarding risks are deliberated throughout the year. [Carlos Sabater](#) joined the KBR Board of Directors in June 2021, bringing significant experience in risk management. A principal duty during his leadership at Deloitte was risk management of their audit practice. He worked specifically with firm clients to address their risk management issues. He also led Deloitte's Risk Management Board Committee. Several other of KBR board members have significant risk management experience.

- Our CEO had direct responsibility for risk management at his prior employer, where he embedded risk management processes across the enterprise at project, country and group level.
- Gen. Lyles' current advisory roles and his prior military service include many risk management experiences, such as: (1) managing the risk of space launches for the military to ensure successful launches of payloads, (2) assessing the risk of every mission (space/aeronautics/science) that NASA is responsible for conducting as Chairman of the NASA Advisory Council, and (3) being responsible for the success and welfare of 82,000 individuals as Commander of Air Force Materiel Command.
- Sir John Manzoni KCB, our newest board member who joined in May 2022, has risk management experience from his prior employers, including: (1) performing detailed quantitative analysis of systems integrity in hydrocarbon systems as the UK moved to a

quantitative risk assessment basis for engineering specifications, (2) performing detailed risk assessments on process safety across all downstream assets to ensure risk minimization in hydrocarbon systems, (3) introducing UK-based quantitative risk assessment into the U.S. and some international operations of a prior employer.

- Lt. Gen. Masiello's military service included many risk management experiences, such as: (1) implementing operational risk management training and personal responsibilities associated with day-to-day work on a major Air Force base and (2) leading and preparing a base as emergency response commander.
- Mr. Moore was responsible for risk of global projects and company-wide risk assessment and mitigation at his prior employer.
- Ms. Pickard was responsible for risk management of major hydrocarbon projects at her prior employer.
- Lt. Gen. Stewart's military service included many risk management experiences, such as: (1) countering threats and risks associated with both U.S. and the reactions of other countries and (2) assessing the risk of disruptive activities in cyberspace and how those actions could escalate into a much broader confrontation.



# Supply Chain Management

With tens of thousands of contractual relationships, our supply chain is critical for delivering our solutions. Our aim is to establish a sustainable future by working with our partners to support a globally aligned ambition to achieve net zero emissions and our Zero Harm agenda. We do this through a rigorous assessments and collaboration that ensures our partners support key social and environmental impact goals and deliver an equitable supply chain.

Our goal is to engage with our global supply chain in the development and delivery of our environmental, social and governance objectives. These are aligned to the 12 principles of Sustainable Procurement in ISO 20400 across the following 7 pillars: organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community involvement and development. Our [Procurement and Supply Chain Management Policy](#), established in September 2021, and its supporting governance framework deliver a business-integrated, market-aware, sustainable, and strategic sourcing function that requires us to comply with the following foundational principles:

- Develop inclusive supplier relationships that promote small business participation, embrace diversity, practice corporate social responsibility, integrate sustainability and promote a transition toward business models that incorporate a low-carbon economy, clean energy, sustainable transport, sustainable agriculture, and commitment to the environment.

- Commit to comply with mindful business practices that uphold governance, corporate social responsibility and fiduciary responsibilities and that prevent insider trading, bribery, discrimination and conflicts of interest through strict adherence to the [KBR Code of Business Conduct](#), [KBR Supplier Code of Conduct](#), [KBR Global Human Rights Policy](#), [Trafficking in Persons Policy](#), the [UK Modern Slavery Act Statement](#) filed by Kellogg Brown & Root Limited and [Australia Modern Slavery Act Statement](#) filed by Kellogg Brown & Root PTY LTD, and the [KBR Anti-Corruption Compliance Program](#).
- Source responsibly and promote environmental responsibility by supporting supply chain participants in making positive and lasting impacts on the people and communities from which they source.
- Minimize potential risks by procuring goods and services from experienced, qualified, responsive, and/or approved vendors and subcontractors who demonstrate the highest levels of ethical integrity, financial health and stability, and who prioritize health and safety.

These points above offer a summary of the supply chain management principles that contribute to our sustainability practices. Please follow this [link](#) for the full policy.

## Supply Chain and Human Rights

Certain subcontractors, including those in high-risk countries, are the focus of enhanced due diligence efforts to mitigate risks related to human rights abuses in our supply chain. Our human rights vulnerabilities are assessed at the board level and form part of our [Enterprise Risk Management process](#).

Additionally, the treatment of foreign, low-skilled employees working for KBR and KBR subcontractors in host countries is an area of focus and is addressed through our Combatting Trafficking in Persons (CTIP) and Modern Slavery Act (MSA) programs.

For risk mitigation in high risk areas and projects, we conduct:

- Restricted party screening on subcontractors and vendors to ensure KBR is doing business with entities that are not flagged for designated human rights abuses or other watchlists/sanctions
- Additional due diligence on certain business partners, including reviewing any derogatory information concerning human rights abuses
- Detailed prequalification checks, due diligence, conduct monitoring, evaluation and compliance in line with the U.S. government's Federal Acquisitions Regulation and Modern Slavery Acts
- Audits and inspections of subcontractors that include selecting interviews and surveys of subcontractor employees, housing inspections and prevailing wage reviews.

Our U.S. Government Solutions business performs the following activities for U.S. government contracts:

- Flows down the CTIP Federal Acquisition Regulation Clause 52.222-50 to all suppliers and subcontractors supporting U.S. federal government contract.
- Provides CTIP general awareness training to on-site subcontractor employees.
- Posts CTIP posters in the subcontract employees' native language.
- For subcontracts equal to or greater than \$550,000, our business requires the subcontractor to submit for review and approval a CTIP compliance plan and provide additional CTIP employee training.
- For subcontracts equal to or greater than \$550,000, our Quality team performs CTIP employee contract reviews and housing inspections on select employee housing provided by the subcontractor. During the inspection, our Quality team ensures housing safety and hygiene complies with country codes and requirements and issues a report for noncompliance.
- Where CTIP violations are exposed, the concerns are elevated to legal team for review, investigation and determination. Depending on the outcome of the investigation, local and federal law enforcement are notified, and corrective actions are taken.

## In 2021, we developed:

- An online Modern Slavery in Supply Chain Training Program to 53 "Tier 1" suppliers in our Government Solutions EMEA business unit. The video was created to raise awareness about identifying and combating modern slavery in the supply chain. The training achieved a success rate of 71% of the initial targeted suppliers completing the training.
- A pilot desktop audit of 34 Government Solutions EMEA suppliers and subcontractors who work with KBR in Tier 1, Tier 2, Tier 2 Watchlist, Tier 3 and special case countries (according to the U.S. Department of State). The pilot consisted of a detailed Modern Slavery Questionnaire designed to:
  - Support the identification of modern slavery risks in the supply chain
  - Foster collaborative efforts to address these risks
  - Improve transparency in the supply chain
- Online training for modern slavery in the supply train, coupled with an ongoing desktop audit pilot. Data is the cornerstone of KBR's human trafficking due diligence. The online training and audit pilot allow us to assess, analyze and understand our data to ensure our supply chain is free from modern slavery and human trafficking. The KBR Modern Slavery Questionnaire specifically collects data from our supply chain on indicators of human trafficking and slavery risk. In doing so, the questionnaire provides actionable data from our supply chain in a standard format enabling collaborative and focused due diligence efforts.

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*Our Government Solutions U.S. business unit upholds the U.S. federal government CTIP by including FAR 52.222-50 CTIP in subcontracts and requiring subcontractors to execute and certify to these requirements. Our subcontractor coordinators play a key role in monitoring and inspecting subcontractor labor and housing arrangements to ensure compliance, improve transparency and mitigate occurrence.*

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## In 2022 onwards, we will:

- Enhance oversight of supply chain and contract with subcontractors, aiming to eradicate cases of workers being abused or exploited and to monitor and reassess risks.
- Revisit our CTIP and MSA subcontract provisions to ensure they represent our expectations and mitigate exposure.
- Continue to educate our project personnel on the CTIP and MSA and our role in prevention.
- Implement a strategic plan for increasing the number of subcontractor CTIP and MSA inspections, including checks of housing, passports and treatment of their employees through random interviews without subcontract management present.
- Extend the Online Training for Modern Slavery in the supply chain as well as desktop and physical audits to other KBR business units in 2023.
- Continue to roll out modern slavery online training program across the organization.
- Continue to review and update processes for appointing subcontractors.
- Conduct internal reviews that ensure systems contain appropriate processes to protect lower-skilled workers engaged overseas.
- Update training materials for employees in high-risk locations for modern slavery and trafficking in people and refer them to the Ethics Hotline for reporting.
- Increase in-person audits of key subcontractors.
- Identify more subcontractors for regular audits (physical and desktop audits).
- Implement key performance indicators to measure progress in tackling human rights violations in the supply chain.

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*We strive to ensure our supply chain partners understand the risks associated with climate change. We accomplish this, in part, through our Climate Disclosure Project Supply Chain membership for a more resilient and prepared supplier network.*

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## 2021 DATA INDEX

ABOUT KBR				
		2019	2020	2021
Number of employees		28,000	29,000	28,000
Revenue		\$5.6B	\$5.8B	\$7.3B
Total global tax paid		-	\$58.0M*	\$187.7M**
Total global salaries paid		-	-	\$2.2B
CEO compensation	Total Awarded Pay	11,300,645	9,864,381	12,024,347
	Total Realized Pay	11,099,000	9,234,950	11,618,267
Awards	Recognitions and One KBR award			

PEOPLE - BELONGING						
Average years employed by KBR	Gender	<12 months	12 – 35 months	3 – 10 years	>10 years	Total
	Male	2,803	4,877	6,653	3,583	17,916
	Female	1,051	1,668	1,881	1,484	6,084
	Other Gender Identity	2	2	2	0	6
	Prefer not to say	4	20	13	4	41
	Total	3,860	6,567	8,549	5,071	24,047

Employee age	Employee Type	Age	2019	2020	2021	
	Board of Directors	Under 30		0	0	0
		30 - 50		0	0	0
		Over 50		8	9	10
	Executive Leadership Team	Under 30		0	0	0
		30 - 50		1	1	1
		Over 50		10	10	11
	KBR Workforce	Under 30		2,910	2,778	2,681
		30 - 39		6,313	6,054	5,476
		40 - 49		6,291	6,319	6,009
		50 - 59		6,007	5,736	5,853
		Over 60		3,712	3,585	4,020
Total			25,233	24,472	24,039	

\*2020 total global tax paid does not include employer portion of payroll taxes.

\*\*2021 total global tax includes employer portion of payroll taxes.

	Race / Ethnicity	2019	2020	2021	2021* (%)
<b>Workforce race and ethnicity</b>	White	-	-	12,381	51.5%
	Asian	-	-	4,453	18.5%
	Black	-	-	3,133	13.0%
	Hispanic or Latino	-	-	1,843	7.7%
	Mixed or Multiracial	-	-	1,448	6.0%
	Other Ethnic Group	-	-	431	1.8%
	Prefer not to answer	-	-	225	0.9%
	Blank	-	-	133	0.6%
	Total	-	-	24,047	100.0%
	<b>Board of Directors race and ethnicity</b>	White	-	-	8
Asian		-	-	0	0.0%
Black		-	-	2	18.2%
Hispanic or Latino		-	-	1	9.1%
Mixed or Multiracial		-	-	0	0.0%
Other Ethnic Group		-	-	0	0.0%
Total		-	-	10**	100.0%
<b>Executive leadership team race and ethnicity</b>	White	-	-	11	91.7%
	Asian	-	-	0	0.0%
	Black	-	-	0	0.0%
	Hispanic or Latino	-	-	1	8.3%
	Mixed or Multiracial	-	-	0	0.0%
	Other Ethnic Group	-	-	0	0.0%
	Total	-	-	12	100.0%

Please meet our board of directors for our [board race and ethnicity information](#).

\* Our HRIS is dynamic. Variations in totals occur relevant to the time and date of data collection. In-progress and late transactions such as hires, terms and onboarding may alter totals.

\*\* One board member identifies as both Hispanic and White.

	<b>EE01 Summary Table<sup>1,2</sup></b>			
	Race / Ethnicity	2019	2020	2021
<b>Employee race and ethnicity</b>	<b>Male</b>			
	White	6,184	6,162	6,852
	Asian	662	635	686
	Black	756	927	940
	Hispanic or Latino	695	915	896
	Two or more races	169	193	214
	Native Hawaiian or Other Pacific Islander	20	27	32
	American Indian or Alaska native	41	59	52
	<b>Female</b>			
	White	2,407	2,476	2,679
	Asian	251	254	291
	Black	493	562	567
	Hispanic or Latino	315	458	421
	Two or more races	92	112	106
	Native Hawaiian or Other Pacific Islander	6	18	16
	American Indian or Alaska native	17	29	15
	<b>Total</b>	<b>12,108</b>	<b>12,827</b>	<b>13,767</b>

1. These statistics are for the U.S. only. Source: EE01

2. Please click on the dates for full [2020](#) and [2021](#) EE01 data including job categories.

Employee gender	Employee Type	Gender	2019	2020	2021	2021 (%)
	Board of Directors	Male		6	6	7
Female			2	3	3	30%
Executive Leadership Team	Male		10	8	9	75%
	Female		1	3	3	25%
Workforce	Male		19,456	18,665	17,894	74.5%
	Female		5,699	5,740	6,066	25.3%
	Prefer Not to Answer		62	56	41	0.17%
	Blank		1	2	6	0.00%
	Other Gender Identity		15	9	0	0.03%
	Total		25,233	24,472	24,007	100.0%

Women employees in workforce, senior management, and executive management	Worker type	2019	2020	2021
	Executive Management	-	-	17
Senior Management	-	-	234	
Workforce	-	-	5,815	
Total	-	-	6,066	

Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency that promotes and improves workplace gender equality and administers the Workplace Gender Equality Act 2012 (Act).

In accordance with the requirements of the Act, KBR Australia lodged its annual public report with the agency on 26 May 2022. The public report includes [Australia Government Workplace Gender Equality Act 2012 Compliance Certificate 2022](#), [Australia Workplace Gender Equality Act 2012 Compliance Questionnaire Report 2022](#), [Workforce Management Statistics Table 2022 Australia](#) and [Workplace Profile Table 2022 Australia](#).

Hires by race and ethnicity		2019	2020	2021
	White	-	-	2,568
Asian	-	-	872	
Black	-	-	819	
Hispanic or Latino	-	-	806	
Mixed or Multiracial	-	-	180	
Other Ethnic Group	-	-	83	
Prefer not to answer	-	-	457	
Blank	-	-	50	
Total	-	-	5,835	
Hires by gender	Male	-	-	4,062
	Female	-	-	1,751
	Other Identity	-	-	2
	Prefer not to answer	-	-	17
	Total	-	-	5,832
Workforce Diversity Policy and management	<a href="#">Inclusion and Diversity Strategy</a>			
Our I&D programs	<a href="#">Our I&amp;D Achievements</a>			
Annual employee turnover (voluntary)	15%	12%	19%	

PEOPLE - GROWING			
	2019	2020	2021
Percentage of eligible employees that receive regular performance appraisals and feedback processes <sup>1</sup>	-	-	97%
Succession planning candidates	-	-	140
Total employee training hours	-	98,578 <sup>3</sup>	93,628 <sup>2</sup>
Average hours of training per employee <sup>3</sup>	-	4	4
Percentage of employees receiving training	100%	100%	100%
Percentage of employees participated in career development training <sup>2</sup>	-	69%	62%
Training and development expenditure	-	\$5.6M	\$5.7M
Educational reimbursement and support	Educational Reimbursement and Support; Educational Institution Partnerships		
Job-specific development training programs	Job-Specific and Technical Skills; Educational Institution Partnerships		
Formal talent pipeline strategy	Formal Talent Pipeline Development Strategy; Educational Institution Partnerships		

1. Eligible employees for performance management cycle include regular, expatriate project, and expatriate non-project employees; this program does not include project and temporary hires, union, affiliate and limited company employees.

2. Online Workday and Percipio training only. 3. Online Workday training only.

Graduate traineeships and apprenticeships	Talent Development Programs; Educational Institution Partnerships
Educational institution partnerships	Educational Institution Partnerships
Employee Inclusion and Diversity training hours	3,086 <sup>3</sup>

PEOPLE - THRIVING			
Non-material pay benefits	Thriving		
Employees eligible for employee stock ownership plan	Employee Stock Purchasing Program		
Our grievance reporting and escalation procedures	Grievance Reporting and Escalation Procedures		
Annual employee engagement	2019	2020	2021
	-	36%	46%

HEALTH, SAFETY AND SECURITY				
		2019	2020	2021
Total recordable incident rate	Global	0.127	0.089	0.108
	Employee	0.115	0.083	0.104
	Contractor	0.097	0.113	0.130
High potential incident rate	Global	0.051	0.020	0.026
	Employee	0.021	0.005	0.009
	Contractor	0.058	0.000	0.000
Fatality incident rate	Type	2019	2020	2021
	Global	0	0	0
	Employee	0	0	0
	Contractor	0	0	0
Lost time incident rate	Global	0.036	0.026	0.024
	Employee	0.029	0.021	0.025
	Contractor	0.048	0.044	0.022
Crisis incidents	Number of crisis incidents	287	175	406
	<a href="#">Promotion of Safe Work Practices</a>			
Health and safety management systems	<a href="#">Health and Safety Management System</a>			
Health and Safety policy and targets	<a href="#">Our Zero Harm Commitment</a> and our <a href="#">HSSE Policy</a> on our approach to HSE for employees and subcontractors			
HSSE audits	<a href="#">Promotion of Safe Work Practices</a>			

	E-learning Security Programs	2019	2020*	2021*
Health and Safety training	Workday Active Shooter	-	525	267
	Security Outside the Office	-	165	79
	Workday Working from Home HSE Awareness	-	12,700	3,481
	Securely (Cyber) Working from Home	-	-	33
	Workplace Security Awareness	-	129	3,260
	COVID Workplace Safety Awareness	-	-	7,902
	KBR Cyber Security Awareness Foundation	-	-	16,076
	COVID-19 Health Security Awareness	-	28,020	754
	COVID-19: Seven Steps to Prevent Spread	-	2,340	1,004
	How to Protect Yourself Against COVID-19	-	1,600	74
Total	-	45,479	32,930	

\*Included within Workday numbers

CYBERSECURITY AND DATA PRIVACY	
<b>Data breach and incident response</b>	<a href="#">Approach to Data Privacy</a> and <a href="#">Data Privacy Policy</a>
<b>Access control and protection of personal / sensitive data</b>	<a href="#">Approach to Data Privacy</a> and <a href="#">Data Privacy Policy</a>
<b>Handling of personal data by third parties</b>	<a href="#">Approach to Data Privacy</a> and <a href="#">Data Privacy Policy</a>
<b>Data collection and retention</b>	<a href="#">Approach to Data Privacy</a> and <a href="#">Data Privacy Policy</a>
<b>Cybersecurity and data privacy audits</b>	<p><a href="#">Our Approach to Cybersecurity</a> Below is a comprehensive list of our 2021 External Cybersecurity Annual Audits:</p> <ul style="list-style-type: none"> <li>U.S. Government Defense Contract Management Agency – Defense Industrial Base Cybersecurity Assessment Center NIST 800-171 External Assessment (Q1 2021)</li> <li>ISO 27001 External Audit – UK (Q2 2021)</li> <li>U.S. Government Defense Contract Audit Agency Accounting and IT Control Audit (Q2 &amp; Q3 2021)</li> <li>Cybersecurity Vulnerability &amp; Penetration Testing External Assessment (Q4 2021)</li> <li>ISO 27001 External Audit (Q4 2021)</li> <li>Cyber Essentials External Assessment (Q2 2021)</li> <li>Cyber Essentials Plus External Assessment (Q3 2021)</li> <li>United Kingdom Ministry of Defense Cyber Defence &amp; Risk Assessment (Q4 2021)</li> </ul>

<b>Our Data Privacy Policy</b>	<p>Below is a comprehensive list of our policies and procedures:</p> <ul style="list-style-type: none"> <li><a href="#">Data Privacy Policy</a></li> <li>Enterprise Information Security Policy</li> <li>Critical Assets Management Policy</li> <li>Insider Threat Policy</li> <li>Information Technology – Acceptable Use Policy</li> <li>Social Media Policy</li> <li>Data/Document Classification and Management of Proprietary Information Procedure</li> <li>Information Technology – Print Device and Usage Policy</li> <li>Clear Screen and Clear Desk Procedure</li> <li>Portable Storage Device Authorization Procedure</li> <li>IT Major Security Incident Response Procedure</li> <li>Disaster Recovery and Backup Procedure</li> <li>Security Access and User Account Management Procedure</li> <li>IT Global Backup Retention Procedure</li> <li>IT Global Password Standard Procedure</li> <li>Acquisition, Delivery and Use of Computer Hardware, Software and Other IT Services Procedure</li> <li>Bring Your Own Device Procedure</li> <li>Invention Disclosures and Patent Applications</li> <li>European Union (EU) – U.S. Privacy Shield Procedure</li> <li>System Security Plan</li> <li>Employee Personal Data Management</li> <li>Export Compliance Manual</li> </ul>
<b>Cybersecurity and data privacy training</b>	Annual cybersecurity awareness training is provided to all employees, new hires and contractors.
<b>Cybersecurity and data privacy certifications</b>	<a href="#">Our Approach to Cybersecurity</a>
<b>Enhancements for the protection of our business information</b>	<a href="#">Enhancements for the Protection of Personal and Business Information</a>

PLANET	
<b>Our sustainability focused revenue</b>	Please see our Sustainability-Focused Revenue for more information
<b>Our investment in clean technology</b>	<p>In 2021, we acquired Frazer Nash Consultancy to expand our international advisory footprint and Harmonic to enhance technical innovation. We also further invested in Mura Technologies to expand the plastics circular economy with the Hydro-PRT technology. Please see:</p> <p><a href="#">KBR Completes Frazer-Nash Consultancy Acquisition</a>  <a href="#">Harmonic finds a new home with KBR</a>  <a href="#">KBR Announces Investment in Mura Technology to Advance the Plastics Circular Economy</a></p>
<b>Our carbon reduction plans, programs and actions</b>	<a href="#">Our Climate Action</a>
<b>Our use of low-carbon emission alternatives</b>	<a href="#">Our Climate Action</a> ; <a href="#">Our Corporate Carbon Footprint</a>
<b>Total energy consumption from non-renewable sources</b>	In 2021, our non-renewable energy consumption was 11,432,115 kWh (41 trillion joules)
<b>Total energy consumption from renewable sources</b>	<p>In 2021, our renewable energy consumption was 55,196,740 kWh (199 trillion joules). This was covered by renewable energy credits or renewable energy sources.*</p> <p><small>*Only UK locations were directly consumed from renewable sources - 3,781,828 kWh (13.6 trillion joules). The remaining consumed were covered by renewable energy credits. Please see <a href="#">Our Climate Action</a> for more information.</small></p>

<b>Total electrical power use / consumption</b>	In 2021, KBR’s total electrical consumption (including those covered by <a href="#">renewable energy certificates</a> ) was 56,961,323 kWh (205 trillion joules).		
<b>Energy intensity ratio</b>	In 2021, our energy intensity ratio was 16 kWh per sq. ft. or 57.6 million joules per sq. ft.		
<b>Our energy efficiency programs</b>	<a href="#">Our Climate Action</a>		
<b>Our environmental management system and certifications</b>	<a href="#">Environmental Stewardship of our Facilities and Projects</a>		
<b>Our Corporate Carbon Footprint (t CO<sub>2</sub>)</b>		<b>2020</b>	<b>2021</b>
	Scope 1	6,514	6,426
	Scope 2	33,014	1,115
	Scope 3	105,075	33,164
	Total	144,604	40,706
	For the full results please see <a href="#">Our Climate Action</a> and <a href="#">Our Corporate Carbon Footprint</a>		

GOVERNANCE	
<b>Our Code of Business Conduct</b>	<a href="#">Code of Business Conduct</a> and <a href="#">Code of Business Conduct policy</a>
<b>Our Anti-Corruption Compliance Program</b>	<a href="#">Anti-Corruption Compliance Program</a> , our anti-bribery measures and <a href="#">Anti-Corruption Compliance Program overview</a>
<b>Our Global Human Rights Policy</b>	<a href="#">Protecting Human Rights</a> ; <a href="#">Global Human Rights Policy</a>
<b>Employee training on ethical standards</b>	All of our employees (both full- and part-time, directors and contract employees) are required to complete compulsory annual ethics training. Please see our <a href="#">Code of Business Conduct</a> and <a href="#">Transparency, Awareness and Oversight</a> sections for more information.
<b>Whistleblower protection</b>	<a href="#">Grievance and Whistleblower Program</a> ; <a href="#">Freedom from Retaliation</a>
<b>Governmental contracts revenue</b>	<a href="#">Enterprise Risk Management</a>
<b>Our board and committees</b>	<a href="#">Our board and board committees</a>
<b>Audits for business integrity</b>	<a href="#">Transparency, Awareness and Oversight and Policies, Procedures and Guidelines for Proper Requisitions, Commitments, Payments and Record Keeping</a>
<b>Our enterprise risk management processes</b>	<a href="#">Enterprise Risk Management</a>
<b>Our sustainability risk management</b>	<a href="#">Sustainability Risk Management</a>

<b>Our climate change risk</b>	<a href="#">Our Climate Action</a>
<b>Our board and risk oversight</b>	<a href="#">Board and Risk Oversight</a>
<b>Our supply chain management*</b>	<p><a href="#">Supply Chain Management</a>, <a href="#">Supplier Code of Conduct</a>, <a href="#">Global Human Rights</a> and <a href="#">Trafficking in Persons</a> policies</p> <ul style="list-style-type: none"> <li>■ Freedom of association</li> <li>■ Collective bargaining</li> <li>■ Working hours, minimum living wages, acceptable living conditions and maximum working hours</li> <li>■ Child labour, forced labour, human trafficking and slavery</li> <li>■ Environmental standards.</li> </ul> <p><i>*For both employees and subcontractors.</i></p>
<b>Our Supplier Code of Conduct</b>	<a href="#">Supplier Code of Conduct</a>
<b>Our supply chain and human rights</b>	<a href="#">Supply Chain and Human Rights</a>
<b>Supply chain subcontractor audits</b>	<a href="#">Supply Chain and Human Rights</a>

## TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

For our TCFD disclosure, please see

**OUR CLIMATE ACTION**

We are committed to providing transparency on our climate change risk management, governance and performance. The Task Force on Climate-related Financial Disclosures (TCFD) has developed voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to stakeholders. For more information on our climate strategy, please see our 2021 CDP response available at [www.CDP.net](http://www.CDP.net).

### GOVERNANCE

See [Our Board](#) in the 2021 Corporate Sustainability Report

### STRATEGY

See [Our Business Strategy](#) in the 2021 Corporate Sustainability Report

### RISK MANAGEMENT

See our [Enterprise Risk Management](#) in the 2021 Corporate Sustainability Report

Our materiality is determined and monitored by our Enterprise Risk Management (ERM) framework and reported to our governance functions at both Board level and Executive Leadership Team (ELT). Our business strategy is informed by our enterprise risk management findings. Our risk management framework is comprised of six stages: 1) Identification, 2) Assessment, 3) Analysis, 4) Mitigation, 5) Monitoring and 6) Evaluation. In understanding the substantive impact of each risk, the assessment is completed using a global scoring matrix for probability, commercial impact, schedule impact, reputational impact, and manageability. Risk analysis based on the assessments establishes the most substantive and provides a basis for prioritizing efforts and allocating resources for managing risks. The specific analysis undertaken of each risk is a strategic internal matter not for widespread publication. However, below is an outline of our climate risks that we have integrated into our multi-disciplinary company-wide risk management process:

Risk	Our Approach
<b>Transitional Risks</b>	<p><b>Threats:</b> International agreements and national, regional and state legislation and regulatory measures or other restrictions on emissions of greenhouse gases could affect our clients. Such legislation or restrictions could increase the costs of projects for us and our clients or, in some cases, prevent a project from going forward, thereby potentially reducing the need for our services that could in turn have a material adverse effect on our operations and financial condition. We cannot predict when or whether any of these various legislative and regulatory proposals may become law or what their effect will be on us and our customers.</p>
<b>Current Regulation</b>	<p><b>Mitigation:</b> We maintain a watching brief across all our sovereign areas of our operations using a number of electronic trackers, search alerts and professional institutional briefings to anticipate and respond to emerging regulation and policy changes related to sustainability, compliance and climate related matters. Active and passive measures are in place to support legal changes. Climate activities by competitors are gathered and analyzed. Relevant developments are highlighted and escalated to the Sustainability Manager within Corporate as a common single source of truth.</p> <p><b>Opportunities:</b> Alternatively, these regulatory measures could also increase market and existing customer demand for our sustainable solutions, such as energy efficiencies, energy transition, decarbonization and climate and sustainability advisory services.</p>

<p><b>Emerging Regulation</b></p>	<p><b>Threats:</b> Continued attention to issues concerning climate change or other environmental matters may result in the imposition of additional environmental regulations that seek to restrict, or otherwise impose limitations or costs upon, the emission of greenhouse gases. International agreements and national, regional and state legislation and regulatory measures or other restrictions on emissions of greenhouse gases could affect our clients. Such legislation or restrictions could increase the costs of projects for us and our clients or, in some cases, prevent a project from going forward, thereby potentially reducing the need for our services that could in turn have a material adverse effect on our operations and financial condition. Additionally, emerging regulations and legislative changes may affect us directly and impose significant operational costs. We cannot predict when or whether any of these various legislative and regulatory proposals may become law or what their effect will be on us and our customers.</p> <p><b>Mitigation:</b> as above</p> <p><b>Opportunities:</b> as above</p>
<p><b>Legal</b></p>	<p><b>Threats:</b> Litigation could be brought about by clients, insurers, investors or shareholders for our potential failure to mitigate climate change and or provide insufficient or inaccurate details on our climate related disclosures.</p> <p><b>Mitigation:</b> Development of robust data collection systems and controls to ensure accurate and auditable climate related disclosures across the value chain.</p>
<p><b>Market and technology</b></p>	<p><b>Threats:</b> Changing customer behavior</p> <p><b>Mitigation:</b> We are addressing market risk by continuing to advance our planned core strategic focus bringing clean tech innovation and solutions to market through our Sustainable Technology and Government Solutions.</p> <p><b>Opportunities:</b> We are supporting and guiding our customers' decarbonization, emission reduction and energy transition objectives with capital from these markets.</p>

<p><b>Reputation</b></p>	<p><b>Threats:</b> Investor and societal expectations with respect to environmental, social and governance matters have been rapidly evolving and increasing. We risk damage to our reputation if we do not act responsibly in key areas including environmental stewardship. A failure to adequately meet stakeholders' expectations may results in loss of business, diluted market valuation, an inability to attract and retain customers and talented personnel, increased negative investors sentiment toward us and/or our customers, and the diversion of investment to other industries, which could have a negative impact on our stock price and our access to and costs of capital.</p>
<p><b>Physical Risks</b></p>	<p><b>Threats:</b> Climate change related events, such as increased frequency and severity of storms, floods, wildfires, droughts, hurricanes, freezing conditions and other natural disasters, may have an immediate impact on our business, financial condition and operations. We are proactively seeking measures to mitigate our business risks associated with climate change, as we recognize that there are innate climate related risks regardless of where and how we conduct our businesses. As such, a potential disruption to our and our customer's businesses from a natural disaster may cause us to experience work stoppages, project delays, financial losses and additional costs to resume operations such as increased insurance costs or loss of coverage, legal liability and reputational damage.</p> <p><b>Mitigation:</b> We currently measure climate and weather-related impacts on our operations by sector and by country. These are rolled up into an overall Health, Safety, Security and Environment (HSSE) dashboard with trend analysis being performed by at least two areas of our business. This provides increased visibility for forecasting potential issues by geography and industry type.</p>

<p><b>Chronic</b></p>	<p><b>Threats:</b> Chronic risks related to longer-term shifts in climate patterns may have a long-term impact on our business, financial condition and operations. We are proactively seeking measures to mitigate our business risks associated with climate change, as we recognize that there are innate climate related risks regardless of where and how we conduct our businesses. As such, a potential disruption to our and our customer's businesses from these changing climate patterns may cause us to experience work stoppages, project delays, financial losses and additional costs to resume operations such as increased insurance costs or loss of coverage, legal liability and reputational damage.</p> <p><b>Mitigation:</b> Chronic physical risks are identified at a project level and by accessing historical data on our HSSE dashboard.</p> <p><b>Opportunities:</b> This is often client driven and we now offer our clients the ability to embed adaptation and resilience into the front end of project design and delivery. See <a href="#">Our Sustainable Solutions</a> section of the 2021 Sustainability and Corporate Responsibility Report.</p>
<p><b>METRICS</b></p>	
<p><b>Metrics used</b></p>	<ul style="list-style-type: none"> <li>■ Please see KBR's <a href="#">Corporate Carbon Footprint</a> as per GHG Protocol – Greenhouse Accounting Standards</li> <li>■ Please see <a href="#">Risk Management table</a> above</li> <li>■ Please see our <a href="#">Scenario Modelling and Analysis for a Robust Strategy</a></li> </ul>
<p><b>Targets</b></p>	<p>Since 2019, we have achieved carbon neutrality by offsetting our reported Scope 1, 2 and 3 (business travel) emissions.</p> <p>We have established emission targets, based on our sustainability metrics:</p> <ul style="list-style-type: none"> <li>■ We have committed to setting science-based emissions reduction targets and developing a net zero roadmap based on the criteria and recommendations of the Science Based Targets Initiative (SBTi)</li> </ul>

<p><b>Targets</b></p>	<ul style="list-style-type: none"> <li>■ <b>Increasing Sustainable Travel:</b> <ul style="list-style-type: none"> <li>■ <b>Commit to reducing business travel by 25% by 2025:</b> <ol style="list-style-type: none"> <li>1. Updating our Travel Policy to reduce extraneous air travel</li> <li>2. Switching to virtual meetings where possible</li> <li>3. Reducing first and business class and using direct flights where possible</li> <li>4. Encouraging staff to use rail travel or other low-carbon methods of transport (public transport, coach, carpool etc.) instead of short-haul flights</li> </ol> </li> <li>■ <b>Encouraging sustainable employee commuting by:</b> <ol style="list-style-type: none"> <li>1. Providing more public transport incentives such as discounts and benefits for rail, bus and carpooling</li> <li>2. Installing more electrical vehicle charging stations to our offices globally</li> <li>3. Educating employees on the importance of green driving</li> </ol> </li> </ul> </li> <li>■ <b>Increasing the use of renewable energy by 100% across global sites by year 2025 by:</b> <ol style="list-style-type: none"> <li>1. Becoming an equity investor in renewable energy projects</li> <li>2. Developing our own microgeneration / decentralized electricity projects such as solar panels or small wind turbines at various office locations</li> <li>3. Entering into long-term power purchase agreements and renewable energy certifications</li> </ol> </li> <li>■ <b>Increasing KBR's green vehicle fleet by 25% by the year 2025 by:</b> <ol style="list-style-type: none"> <li>1. Increasing the ownership / use of electric / hybrid or hydrogen-powered vehicles by ensuring any new vehicle purchases are green</li> <li>2. Installing infrastructure on site to encourage charging of company cars at KBR facilities for better oversight and control on electricity type used and subsequent emission reduction</li> </ol> </li> </ul>
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## VALUE REPORTING FOUNDATION – SUSTAINABLE ACCOUNTING STANDARDS BOARD PRIMARY SECTOR INDEX

Topic	Accounting Metric	Code	Disclosure Information		
SASB - Professional and Commercial Services					
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	<a href="#">Cybersecurity and Data Privacy</a>		
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	<a href="#">Cybersecurity and Data Privacy</a>		
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	There were no data breaches <a href="#">Cybersecurity and Data Privacy Highlights</a>		
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	1) <a href="#">Employee Gender</a> and 2) <a href="#">Employee Race and Ethnicity</a> in our 2021 Data Disclosure section		
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Voluntary Turnover: 19% Involuntary Turnover: Data unavailable		
	Employee engagement as a percentage	SV-PS-330a.3	Employee Engagement: 46% Please see our <a href="#">Annual Employee Engagement Survey</a> for more information		
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Please see our <a href="#">Business Integrity</a> for more information		
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Worker Type	2021	2021 (%)
			Full-time employee	23,411	91.1%
			Part-time employee	626	2.4%
			Full-time contingent worker	1,643	6.4%
			Part-time contingent worker	16	0.1%
			Total	25,696	100.0%
	Employee hours worked, percentage billable	SV-PS-000.B	Employee hours worked (billable): 40,904,242 % employee hours (billable): 80%		

**UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS INDEX**

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
1	 <p>No Poverty</p>	End poverty in all its forms everywhere	I&D HSS Community Outreach Risk Governance Supply Partners	<a href="#">Global Tax Paid</a> <a href="#">Global Salaries Paid</a> <a href="#">Community Outreach</a> <a href="#">Business Integrity</a> <a href="#">Protecting Human Rights</a> <a href="#">Global Human Rights Policy</a>
2	 <p>Zero Hunger</p>	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	I&D Community Outreach Climate Change Efficient Energy	<a href="#">Community Outreach</a> <a href="#">Our Sustainable Solutions</a> <a href="#">Environmental, Social and Sustainability Services</a>
3	 <p>Good Health and Well-Being</p>	Ensure healthy lives and promote well-being for all at all ages	I&D HSS Community Outreach	<a href="#">Community Outreach</a> <a href="#">Thriving</a> <a href="#">Mental Fitness and Well-being</a> <a href="#">Employee Support Program</a> <a href="#">Well-being for our Clients</a> <a href="#">Health, Safety and Security</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a>
4	 <p>Quality Education</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	I&D Community Outreach	<a href="#">Community Outreach</a> <a href="#">Case Study – Project Dignity</a> <a href="#">One Ocean</a> <a href="#">General Workplace Skills</a> <a href="#">Job-specific and Technical Skills</a> <a href="#">Management and Executive Leadership Skills</a> <a href="#">Talent Development Programs</a> and <a href="#">Educational Partnerships</a> <a href="#">Knowledge-Sharing and Innovation</a> <a href="#">Benefits</a> <a href="#">Educational Reimbursement and Support</a>

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
5	 Gender Equality	Achieve gender equality and empower all women and girls	I&D Community Outreach Governance	<a href="#">Community Outreach</a> <a href="#">One Ocean</a> <a href="#">Belonging</a> <a href="#">All In and the Cornerstones</a> <a href="#">Embracing Inclusion Through Employee Resource Groups</a> <a href="#">Growing Benefits</a> <a href="#">Thriving</a> <a href="#">Case Study – Community Outreach and Early Stakeholder Engagement</a> <a href="#">Protecting Human Rights</a>
6	 Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	Climate Change Governance	<a href="#">Environmental, Social and Sustainability Services</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a>
7	 Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable, and modern energy for all	Climate Change Efficient Energy Supply Partners	<a href="#">Our Sustainable Solutions</a> <a href="#">Energy Transition and Decarbonization</a> <a href="#">Renewable Energy</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a>
8	 Decent Work and Economic Growth	Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all	I&D HSS Community Outreach Governance Risk Supply Partners	<a href="#">Global Tax Paid</a> <a href="#">Global Salaries Paid</a> <a href="#">Community Outreach</a> <a href="#">Belonging</a> <a href="#">Thriving</a> <a href="#">Enterprise Risk Management</a> <a href="#">Protecting Human Rights</a> <a href="#">Global Human Rights Policy</a> <a href="#">Supply Chain Management</a>

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
9	 Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	I&D Climate Change Efficient Energy Reuse / Recycle Governance Risk Supply Partners	<a href="#">Growing Educational Partnerships</a> <a href="#">Technical Mastery</a> Knowledge-Sharing and Innovation Cybersecurity and Data Privacy Energy Transition and Decarbonization Our Digital Sustainability Solutions Climate Change Advisory Case Study – Decarbonizing the Built Estate Australia – Sustainable Solutions Case Study – The North Western Program Alliance and Power of the Program
10	 Reduced Inequalities	Reduce inequality within and among countries	I&D HSS Community Outreach Governance Supply Partners	<a href="#">Community Outreach</a> <a href="#">One Ocean</a> <a href="#">Belonging</a> All In and the Cornerstones Embracing Inclusion Through Employee Resource Groups <a href="#">Growing Educational Partnerships</a> <a href="#">Thriving</a> Mental Fitness and Well-being Employee Support Program Well-being for our Clients Health, Safety and Security Case Study – Community Outreach and Early Stakeholder Engagement Climate Change Advisory Business Integrity Protecting Human Rights <a href="#">Global Human Rights Policy</a> Supply Chain Management
11	 Sustainable Cities and Communities	Make cities and human settlements inclusive, safe, resilient, and sustainable	Climate Change Recycle / Reuse Efficient Energy Sustainable Travel Supply Partners Governance	<a href="#">Energy Transition and Decarbonization</a> Australia – Sustainable Solutions Case Study – The North Western Program Alliance and Power of the Program Environmental Stewardship

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
12	 <p>Responsible Consumption and Production</p>	Ensure sustainable consumption and production patterns	Climate Change Recycle / Reuse Sustainable Travel Supply Partners Governance	<a href="#">One Ocean</a> <a href="#">Our Sustainable Solutions</a> <a href="#">Energy Transition and Decarbonization</a> <a href="#">Circular Economy Technologies</a> <a href="#">KBR Energy Management Solution for Energy Optimization</a> <a href="#">Environmental, Social and Sustainability Services</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a> <a href="#">Business Integrity</a> <a href="#">Supply Chain Management</a>
13	 <p>Climate Action</p>	Take urgent action to combat climate change and its impacts	Climate Change Recycle / Reuse Efficient Energy Sustainable Travel Risk Governance Supply Partners	<a href="#">One Ocean</a> <a href="#">Our Sustainable Solutions</a> <a href="#">Case Study – Decarbonizing the Built Estate</a> <a href="#">Climate Change Advisory</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a> <a href="#">Our Board</a> <a href="#">Enterprise Risk Management</a> <a href="#">Supply Chain Management</a>
14	 <p>Life Below Water</p>	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Community outreach Climate Change Sustainable Travel	<a href="#">One Ocean</a> <a href="#">Our Sustainable Solutions</a> <a href="#">Environmental, Social and Sustainability Services</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a>
15	 <p>Life on Land</p>	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Climate Change Reuse / Recycle Sustainable Travel Supply Partners	<a href="#">Our Sustainable Solutions</a> <a href="#">Climate Change Advisory</a> <a href="#">Environmental, Social and Sustainability Services</a> <a href="#">Environmental Stewardship</a> <a href="#">Our Climate Action</a> <a href="#">Supply Chain Management</a>

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
16	Peace, Justice and Strong Institutions 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	I&D Community Outreach Climate Change Governance Supply Partners	<a href="#">Belonging</a> <a href="#">Thriving</a> <a href="#">Annual Employee Engagement Survey</a> <a href="#">Our Board</a> <a href="#">Business Integrity</a> <a href="#">Protecting Human Rights</a> <a href="#">Global Human Rights Policy</a>
17	Partnerships for the Goals 	Strengthen the means of implementation and revitalize the global partnership for sustainable development	I&D Community Outreach Climate Change Reuse / Recycling Sustainable Travel Efficient Energy Supply Partners	<a href="#">UN Global Compact</a> <a href="#">One Ocean</a> <a href="#">Community Outreach</a> <a href="#">Belonging</a> <a href="#">Educational Partnerships</a> <a href="#">Technical Mastery</a> <a href="#">Case Study – Decarbonizing the Built Estate</a> <a href="#">Case Study – The North Western Program Alliance and Power of the Program</a> <a href="#">Our Climate Action</a> <a href="#">Protecting Human Rights</a> <a href="#">Supply Chain Management</a>

## ABBREVIATIONS

<b>AES</b>	Automated energy solutions
<b>AFC</b>	Armed Forces Community
<b>APAC</b>	Asia-Pacific
<b>BBP</b>	Buffalo Bayou Partnership
<b>CCS</b>	Carbon capture and sequestration
<b>CCUS</b>	Carbon capture, utilization and storage
<b>CFA</b>	Chartered Financial Analyst
<b>COBC</b>	Code of Business Conduct
<b>COP</b>	Communication of Progress
<b>CEO</b>	Chief Executive Officer
<b>CISO</b>	Chief Information Security Officer
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>COE</b>	Centers of Excellence
<b>COI</b>	Communities of Interest
<b>COP</b>	Centers of Practice
<b>COSO</b>	Committee of Sponsoring Organizations of the Treadway Commission
<b>CtCC</b>	Courage to Care Conversation
<b>CTIP</b>	Combating Trafficking in Persons
<b>DDI</b>	Development Dimensions, Inc.
<b>DFARS</b>	Defense Federal Acquisition Regulation Supplement

<b>DOJ</b>	Department of Justice
<b>DRP</b>	Dispute Resolution Program
<b>ECITB</b>	Engineering Construction Industry Board
<b>EEA</b>	European Economic Area
<b>ELT</b>	Executive Leadership Team
<b>EMEA</b>	Europe, the Middle East and Africa
<b>EMS</b>	Environmental Management System
<b>EnMS</b>	Energy management solution
<b>ENVID</b>	Environmental impact identification
<b>EPC</b>	Engineering, procurement and construction
<b>ERG</b>	Employee Resource Group
<b>ERM</b>	Enterprise Risk Management
<b>EROS</b>	Earth Resources Observation and Science
<b>ESG</b>	Environmental, Social and Governance
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESPP</b>	Employee Stock Purchasing Program
<b>FAR</b>	Federal Acquisition Regulation
<b>FCPA</b>	Foreign Corrupt Practices Act
<b>FIR</b>	Fatality Incident rate
<b>FLL</b>	Front Line Leaders

<b>GBCA</b>	Green Building Council of Australia
<b>GDPR</b>	General Data Protection Regulation
<b>GHG</b>	Greenhouse gas emissions
<b>GIS</b>	Geographical Information System
<b>GLDP</b>	Global Leadership Development Program
<b>GSN</b>	Global Seismographic Network
<b>HBCU</b>	Historically black colleges and universities
<b>HiPo</b>	High Potential
<b>HiPo IR</b>	High Potential Incident Rate
<b>HRIS</b>	Human Resource Information System
<b>HSERS</b>	Health, Safety and Environment Reporting System
<b>HSS</b>	Health, Safety and Security
<b>HSSE</b>	Health, Safety, Security and Environment
<b>I&amp;D</b>	Inclusion and Diversity
<b>IMechE</b>	Institute of Mechanical Engineers
<b>IMS</b>	Integrated Management System
<b>IoT</b>	Internet of Things
<b>ISC</b>	Infrastructure Sustainability Council
<b>ISO</b>	International Standards Organization
<b>IT</b>	Information Technology

<b>ITAR</b>	International Traffic in Arms Regulation
<b>LGBTQIA+</b>	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual +
<b>LTIR</b>	Lost Time Incident Rate
<b>LXRP</b>	Level Crossing Removal Project
<b>MEP</b>	Manager Excellence Program
<b>MSA</b>	Modern Slavery Act
<b>MSI</b>	Minority Serving Institutions
<b>MTM</b>	Metro Trains Melbourne
<b>NASA</b>	National Aeronautics and Space Administration
<b>NATO</b>	North Atlantic Treaty Organization
<b>NH<sub>3</sub></b>	Ammonia
<b>NIST</b>	National Institute of Standards and Technology
<b>NOAA</b>	National Oceanic and Atmospheric Administration
<b>NWPA</b>	North Western Program Alliance
<b>NWS</b>	National Weather Service
<b>OAW</b>	Operation Allies Welcome
<b>OK NoW</b>	Network of Well-being
<b>OWS</b>	Operation Warp Speed
<b>POTFF</b>	Preservation of the Force and Family program

<b>SASB</b>	Sustainability Accounting Standards Board
<b>SEC</b>	U.S. Securities and Exchange Commission
<b>SDG</b>	Sustainable Development Goal
<b>SFO</b>	Serious Fraud Office
<b>SME</b>	Subject matter expert
<b>SPE</b>	Siccar Point Energy
<b>STEAM</b>	Science, technology, engineering, arts and mathematics
<b>STEM</b>	Science, technology, engineering and mathematics
<b>SOX</b>	The Sarbanes-Oxley Act (2002)
<b>TCFD</b>	Taskforce for Climate-related Financial Disclosures
<b>TRIR</b>	Total recordable incident rate
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>U.S.</b>	United States
<b>USAF</b>	United States Air Force
<b>USGS</b>	United States Geological Society
<b>VRF</b>	Value Reporting Foundation

## Forward Looking Statement

The statements in this report that are not historical statements, including statements regarding future financial performance, are forward-looking statements within the meaning of the federal securities laws. These statements are subject to numerous risks and uncertainties, many of which are beyond the company's control that could cause actual results to differ materially from the results expressed or implied by the statements. These risks and uncertainties include, but are not limited to: the significant adverse impacts on economic and market conditions of the COVID-19 pandemic and the company's ability to respond to the resulting challenges and business disruption; the recent dislocation of the global energy market; the company's ability to manage its liquidity; the outcome of and the publicity surrounding audits and investigations by domestic and foreign government agencies and legislative bodies; potential adverse proceedings by such agencies and potential adverse results and consequences from such proceedings; changes in capital spending by the company's customers; the company's ability to obtain contracts from existing and new customers and perform under those contracts; structural changes in the industries in which the company operates; escalating costs associated with and the performance of fixed-fee projects and the company's ability to control its cost under its contracts; claims negotiations and contract disputes with the company's customers; changes in the demand for or price of oil and/or natural gas; protection of intellectual property rights; compliance with environmental laws; changes in government regulations and regulatory requirements; compliance with laws related to income taxes; unsettled political conditions, war and the effects of terrorism; foreign operations and foreign exchange rates and controls; the development and installation of financial systems; the possibility of cyber and malware attacks; increased competition for employees; the ability to successfully complete and integrate acquisitions; and operations of joint ventures, including joint ventures that are not controlled by the company. The company's most recently filed Annual Report on Form 10-K, any subsequent Form 10-Qs and 8-Ks, and other U.S. Securities and Exchange Commission filings discuss some of the important risk factors that the company has identified that may affect its business, results of operations and financial condition. Except as required by law, the company undertakes no obligation to revise or update publicly any forward-looking statements for any reason.

## Sustainability and Corporate Responsibility Report 2021

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