



2023

**UK Gender Pay Gap
Report, KBR UK Ltd**

Snapshot: 5th April 2023



Over the past seven years, KBR has made great strides toward creating an environment where women feel valued, where they can lead, and where they can thrive. And women are helping lead conversations about areas for improvement across the company, such as gender parity, especially through ASPIRE, our employee-led resource group dedicated to the development of women and the promotion of gender diversity.

Since 2016, the proportion of female representation on the KBR Board of Directors and executive leadership team (ELT) has been on the rise, with current female representation on the board at **30% and **25%** on KBR's ELT.**

The Gender Pay Gap – Definition

Better, Stronger, Together

KBR's culture is built on a commitment to Zero Harm – doing the right thing and making decisions that count for our planet, our communities, our business and, most importantly, our people. We strive for all our employees to feel that they belong at KBR, can connect and grow – all whilst having a sense of purpose.

What is the Gender Pay Gap?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The criteria which we report against are set by the UK government (in addition to base pay, this includes allowances, uplifts and bonus payments). The Gender Pay Gap differs from equal pay. Equal pay is concerned with the pay between men and women who carry out the same jobs, similar jobs or work of equal value. The Gender Pay Gap Report shows the differences on the average pay between men and women by comparing all salaries of all employees regardless of their position in the company. For KBRUKL, the Gender Pay Gap attracts comparisons between men and women on the same grade, but who work across different functions, and who work in different markets, this is a significant, contributing factor to our gender pay gap.



Definition

In this report we set out our KBR UK gender pay gap data. We set out our commitment to reducing the gap and our progress in doing so. The factors in causing the gap remain the same: fewer women than men in leadership positions, and fewer women than men in executive positions which attract higher rates of pay.

The Mean Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women.

The Median Pay Gap

is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

Introduction

As of 5th April 23,
women represented:



30% of our employees in KBR UK Ltd

23% of our leadership

11% of our senior management

**KBR's UK gender pay gap as at
5th April 2023 is 27.3%**

We continue to undertake significant endeavours towards achieving complete parity.



It is essential to our future that everyone - everyone - feels empowered and everyone has the resources and opportunity to realise their full potential

Stuart Bradie President and CEO



KBR delivers science, technology and engineering solutions to governments and companies around the world. Drawing from its rich 100-year history and culture of innovation and mission focus, KBR creates sustainable value by helping clients meet their most pressing challenges today and into the future. As an international enterprise operating in over 40 countries, with a population of 29,000 employees globally, 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.

We believe that all our individual differences and perspectives are valuable. By embracing those differences and working together, we're more innovative, resilient, safer and better prepared to conquer any challenge.

KBR Values

The KBR behaviours are a set of principles that drive our day-to-day business activities. They are the back-bone of our corporate culture and reinforce our mission, vision and values and ensure our motto – **KBR, We Deliver.**



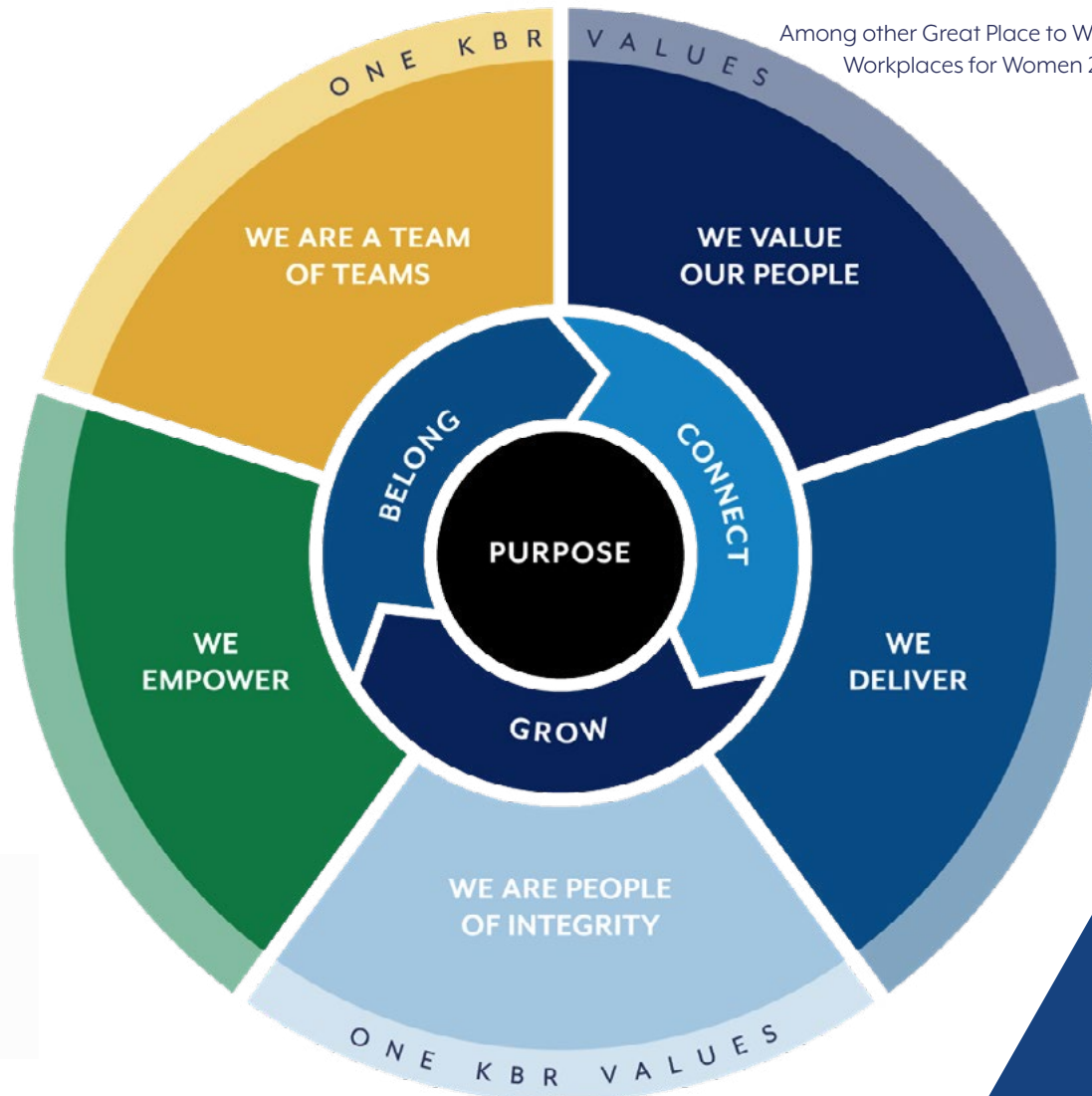
KBR is a great place to work

We aim for an exceptional employee experience.

At the centre of KBR's employee value proposition is our purpose, the compelling work that we do, delivering science, technology and engineering solutions to governments and companies across the globe. Encompassing this is our EVP mantra, Belong Connect and Grow with KBR, all enveloped by our values, the backbone of our culture.

In June 2023 KBR were once again certified as a Great Place to Work with 79% of the workforce considering it so. We have achieved certified status for each year that we have participated in the Great Place to Work scheme.

Among other Great Place to Work accolades, KBR were ranked as number 49 in the Best Workplaces for Women 2023 (Super Large) Working at KBR | Great Place To Work® UK



KBR has appeared in Forbe's list of the World's Top Female-Friendly Companies in 2021 and 2023. KBR also featured in the Great Place to Work's 2023 list of the UK's Best Workplace for Wellbeing and was listed as one of Fortune's World's Most Admired Companies in both 2022 and 2023.

What we are doing to address the gap

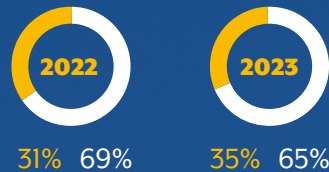
Our employees are the heart of everything we do, and we are dedicated to creating collaborative environments that transcend cultures and geographical boundaries, where all ideas, viewpoints and input are heard, respected and considered. We're also committed to ensuring that every employee feels valued and part of ONE KBR team of team, regardless of race, religion, disability, sex, sexual orientation, or gender identity or expression.

Continued support with embedding the following initiatives

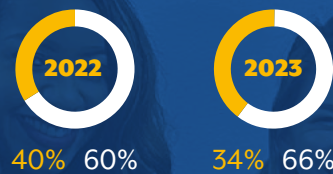
- ▶ Aspire UK Employee Resource Group
- ▶ Women in Science & Engineering WISE Membership
- ▶ Commitment to Women in Nuclear charter
- ▶ Commitment to Women in Defence charter
- ▶ Mentor Programme
- ▶ Regional specific inclusion and diversity plans
- ▶ Data driven decisions-all manager access to I&D dashboard data
- ▶ Enhanced family friendly policies
- ▶ Unconscious bias and leading diversity online courses

KBR UK Ltd – Workday Reports

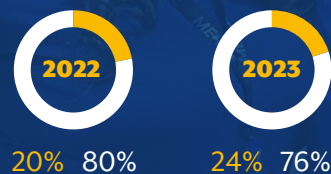
Female Hires



Female Promotions



Female Voluntary Leavers



Men Women

Key Focus areas to reduce the gap

1 Targets (not quotas) – Setting ourselves stretch targets (not quotas) to hire, promote and retain female talent.

2 Inclusion & Diversity action plan – Each part of the business has its own area specific inclusion & Diversity action plan. All the plans focus on the themes of Reputation, Recruitment, Retention, Disability, Training, Mentioning, Working Patterns and Company Culture.

3 Increase transparency within KBR – Increased transparency via pay equity dash-boards and the ability to make informed pay decisions within mid year and annual salary review processes.

4 Objective selection processes – KBR uses a global attraction tool called Phenom with the purpose of attracting diverse talent through modern technology. Social media campaigns showcase our meaningful work, appealing to the intellectual curiosity and the ability to “make a difference” to the world. Shortlisting is based on skills and experience and where practical (such as Graduate recruitment) we undertake “blind” CV selection, removing and content from the CV that could lead to unconscious bias. Where possible we will prioritise qualified female candidates for interview. We always strive to have diverse assessment panels.

5 Supporting development – through “regular check in” conversations. We recognised that backward looking, grade focused annual performance reviews were detrimental to the employee experience. We’ve replaced this with a less formal, regular, check in conversation approach - designed to embed a forward looking, real time coaching culture. and promoting mentor schemes.

6 Family friendly leave – from flexible working patterns to enhanced maternity, KBR understands that gender pay gaps can widen the most after women have children - and that women in British society are often the main care giver for all manners of family support - so being able to support through family friendly polices can help to redress the balance.



Understanding Our Pay Gap

KBR Population

2023 70% Male 30% Female

Men  Women

Mean gender pay gap



2022	2023
29.4%	27.3%

Median gender pay gap



2022	2023
33.9%	33.6%

Mean gender bonus gap



2022	2023
73.2%	54.2%

Median gender bonus gap



2022	2023
71.4%	60.3%

Proportion receiving a bonus



2022	2023
30%	25%

Gender split per quartile

Lower Quartile



48% 52%

Lower Middle Quartile



37% 63%

Upper Middle Quartile



21% 79%

Upper Quartile



14% 86%

Men  Women

In order to elevate and advance KBR's focus on inclusion and diversity (I&D), we formed the Global I&D Committee at the beginning of 2020 that includes cross functional business leaders from across the organisation. The committee reports directly to KBR's CEO and Executive Leadership Team (ELT) and operates alongside the Sustainability Committee. The teams mission is to review assess and ultimately champion new initiatives that support KBR's journey toward increased global diversity and doing so in a way that promotes exclusivity and enhances our company's team-of-teams culture.

20



Declaration

We confirm the information and data reported are accurate as of the snapshot date of 5th April 2023 and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

[kbr.com](https://www.kbr.com)