



**UK Gender
Pay Gap
Report
2021**





KBR's UK gender pay gap is 24.4%

Whilst we have seen steady improvement since 2017, we continue to undertake significant endeavours towards achieving complete parity

INTRODUCTION

Women currently represent



10% of our Regional Leadership Team

7.4% of our Senior management

17.3% of our management roles

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.



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



As an international enterprise operating in over 40 countries, with a population of 36,000 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 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 Our Employees

We trust our employees to be independent decision makers while being held accountable to quality and delivery. We enable our employees to be proactive in their work and adaptive to change.

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, fuels our passion for delivering for our customers, and makes us a better, stronger, more effective and efficient company.

We are ONE KBR

KBR Behaviours

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.

We Value Our People

We Deliver

We are People of Integrity

We Empower Our Employees

We are a Team of Teams

The Gender Pay Gap - Definition

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap is not the same as equal pay. Pay audits are undertaken annually to ensure parity.

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.

At KBR we appreciate the complexities around tackling gender under-representation both internally and externally. We are committed to increasing the number of women we have across all disciplines of the organisation. We are delivering education programmes on unconscious bias and gender neutral recruitment. Cultivating diversity in our workforce is critical for us to achieve our innovation ambitions.

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.



2020 and the first quarter of 2021 have seen great strides towards greater levels of Inclusion and Diversity across KBR.

2020 saw the appointment of KBR's new Chief People Office, Jenni Myles.

Jenni's position on the global Executive Leadership Team has seen Inclusion & Diversity pushed to the forefront of our agendas.

The introduction of an Inclusion & Diversity dashboard is a real game changer for KBR, providing the platform for real time data and discussions in respect of parity. This new tool gives managers responsibility and accountability for I&D in their teams and the chance to truly make a difference.

In 2020 KBR established its maturity as being an organisation that is "Leader-Led" with Inclusion with achievements in respect of initiatives and development of good practises to reduce workforce imbalance.

In 2021, we will progress to an "integrated" phase of maturity, aligning businesses and manage who will take ownership of and responsibility for inclusion and workforce equality.

To assist us achieve this integration, 2021 has already seen increased data capture; the introduction of an Inclusion & Diversity dashboard, alignment and expansion of our Employee Resource Groups (such as Aspire UK - our Gender Parity ERG) and increased resources for education.

Still planned for 2021 is an Employee Survey; increase family friendly policies; and improvements to the management of our talent cycle.

Our goal is that by 2022 KBR will be a magnet for diverse talent and be known for possessing a culture of belonging and equality.



Susana Chambers HR Director

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I'm really excited about the breadth of opportunities that exist for me within KBR and the ability to take my career in a number of different directions.

Leanne Huitson

Chief of Staff, Government Solutions EMEA



The Gender Pay Gap

Key Facts

We are using data to help inform our hiring practices and internal policies so that we can ensure parity and enhance diversity. This improved data-driven focus has aided our understanding of our people practices and has been key to confirming our successful efforts around wage and bonus distribution parity. While we've made tremendous progress across all areas, we are always striving to be better informed and continue to improve. This includes a focus on increasing gender diversity at the leadership level. Since 2016, the proportion of female representation on the KBR Board of Directors and ELT has increased by 23% and 19% respectively, with current female representation on the Board at 33% and 27% on KBR's ELT.



The gender pay gap is not the same as equal pay



Women represent 23% of the UK workforce



Since 2017 the median gender pay gap has decreased by 4.8%



There are more women in Senior Leadership roles than ever before



Since 2017 the mean gender pay gap has decreased by 7.6%



The proportion of women receiving a bonus in 2020 has increased by 2.1% since 2017

KBR is committed to addressing the issue of unconscious bias within the business and delivering gender specific diversity initiatives



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I've always felt that the world was my oyster at KBR, and that I had the support to grow and develop to best meet my potential. Both within my team and wider, I have been able to benefit from the expertise around me to learn. I've had opportunities to undertake training and develop my technical and management skills. Sometimes this is specific advice, sometimes it is to help me think about my own style, and sometimes it's just a sounding board.

Charlotte Watson

Senior Consultant, Transforming Forensics Business Design Lead

Understanding Our Pay Gap



Women



Men

KBR Population

2020

77% Male 23% Female

2021

79% Male 21% Female

Mean Gender Pay Gap



2020 **2019**
24.4% 24.9%

Median Gender Pay Gap



2020 **2019**
27.7% 29.6%

Mean Gender Bonus Gap



2020 **2019**
62.7% 62.4%

Median Gender Bonus Gap



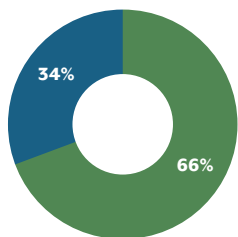
2020 **2019**
82.2% 89.0%

Proportion of Women Receiving a Bonus

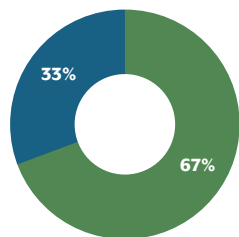


2020 **2019**
15.4% 14.8%

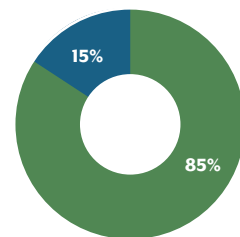
Lower Quartile



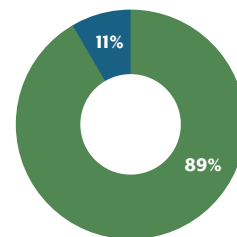
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



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 team's 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 inclusivity and enhances our company's team-of-teams culture.



As a military Spouse with frequent house moves, regular office work at KBR Leatherhead was not achievable for me. KBR supported my transient lifestyle by facilitating flexible autonomous output driven work as part of the business acquisition team. I have been able to continue valid employment irrespective of my husbands' postings and commitments.

Ginnie Dallard
Project Manager



What we are doing to address the gap

As we have "reimagined" our business, we have implemented "agile" working weeks that remove both the barriers associated with primary care givers (in the form of both child and elder care) and the geographical constraints in respect of talent attraction and retention.

KBR have become a signatory of the Women In Nuclear charter. Adding to our existing commitment to Women In Defence.

Our action plans for Inclusion & Diversity are for 80% of our managers and 75% of our employees to have completed Unconscious Bias and related Inclusion training before the end of 2021.

To help with our aspiration for parity, we have introduced Inclusion & Diversity dashboards for all managers. These dashboards provide data whereby managers can monitor the level of diversity within their teams and look at specific areas to address in their own teams.

All our recruitment adverts are screened for gender neutral wording and, whilst not always viable, we aspire to having interview panels that are mixed and diverse. Before any role is advertised, we always consider whether the position could be a flexible working opportunity.

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 the ONE KBR team of team, regardless of race, religion, disability, sex, sexual orientation, or gender identity or expression.

- Introduction and roll out of the KBR values play-book
- Introduction of I&D regional plan
- Introduction of I&D dashboard on Workday
- I&D working group
- ASPIRE UK Employee Resource Group
- Commitment to Women In Defence charter
- Commitment to Women In Nuclear charter
- Women In Science & Engineering (WISE) membership and WISE 10 Steps programme
- Agile Working to increase attraction across a wider array of talent
- Gender neutral checks of all recruitment advert wording
- Unconscious bias and leading diversity online courses

28% of hires between start of April 19 and end of March 20 have been female

35% of hires between start of April 20 and end of March 21 have been female

66% of GS EMEA nominees for the Managers Excellence Program were female

60.9% of promotions between start of April 19 and end of March 20 in the UK were female



Declaration

We confirm the information and data reported are accurate as of the snapshot date of 5th April 2020 and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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