KBR®

ONE TEAM ONE VISION

DELIVERING A SAFER, MORE SECURE AND SUSTAINABLE WORLD

20
22

SUSTAINABILITY AND CORPORATE RESPONSIBILITY REPORT **2022**

WE VALUE OUR PEOPLE   WE DELIVER   WE ARE PEOPLE OF INTEGRITY   WE EMPOWER   WE ARE A TEAM OF TEAMS

Introduction

Chennai, India

| WE VALUE OUR PEOPLE	WE DELIVER	WE ARE PEOPLE OF INTEGRITY	WE EMPOWER	WE ARE A TEAM OF TEAMS

In This Section

ZERO HARM
COURAGE TO CARE

About KBR

KBR Operations   KBR Corporate Headquarters – Houston, Texas

HQ

KBR delivers science, technology and engineering solutions to governments and companies around the world. We employ a diverse workforce of approximately 30,000 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.
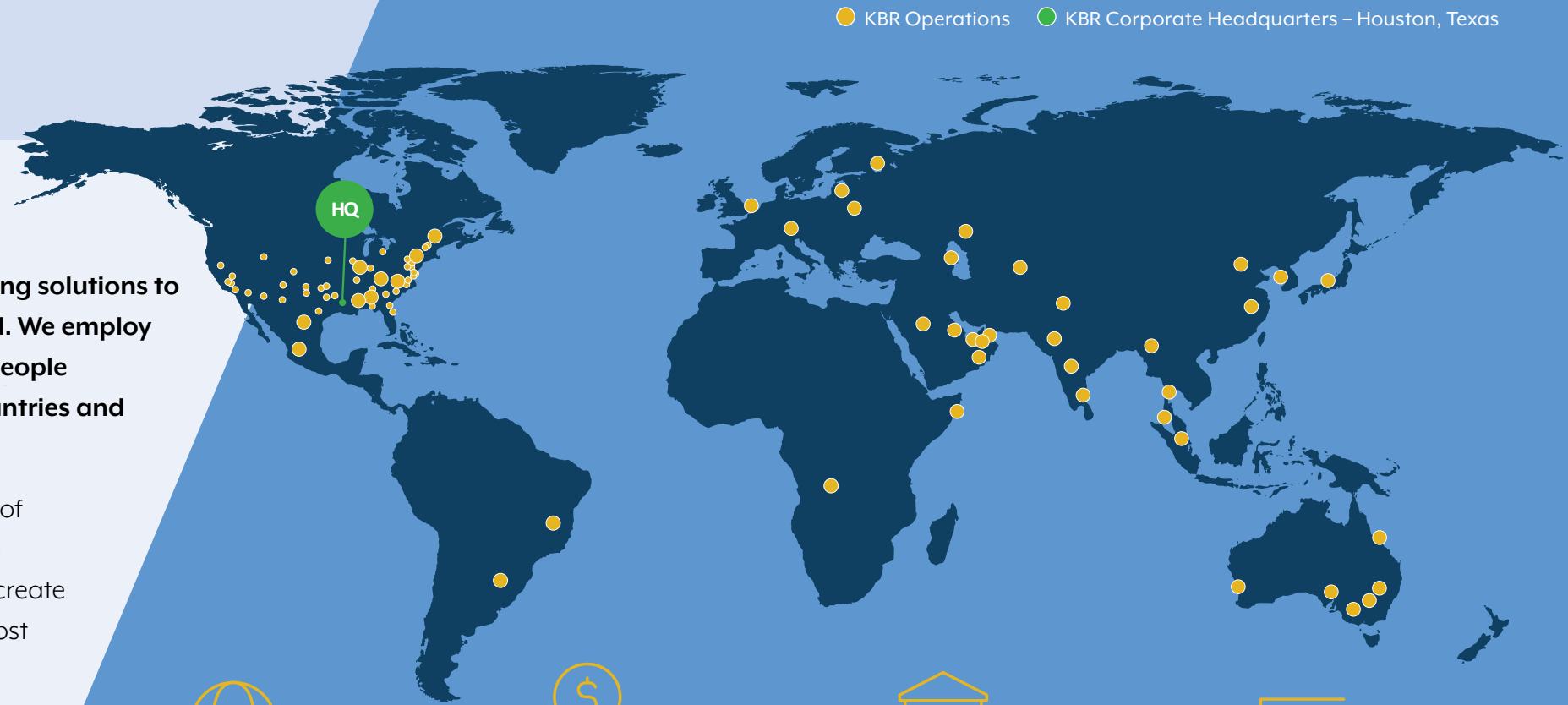
30,000
EMPLOYEES
+ CONTINGENT WORKERS
AS OF DECEMBER 31, 2022

$6.6B
REVENUE
IN 2022

$189M
TOTAL GLOBAL TAX PAID
IN 2022

$2.6B
TOTAL GLOBAL SALARIES PAID
IN 2022

The map above shows our office and project locations at the end of 2022.

Sustainability Highlights 2022

STRONG LEADERSHIP AND GOVERNANCE

9 of 10
INDEPENDENT DIRECTORS
INCLUDING CHAIR

30%
FEMALE BOARD OF DIRECTORS

7 years
AVERAGE DIRECTOR TENURE

25%
FEMALE EXECUTIVE LEADERSHIP

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

ZERO HARM DAYS

91.23%
ZERO HARM ACHIEVED IN 2022
(333 DAYS)

★ Industry Leading

HSS INCIDENT RATE

0.079
TOTAL RECORDABLE INCIDENT RATE
ACROSS THE GLOBE

★ Industry Leading

CARBON NEUTRALITY

4
CONSECUTIVE YEARS OF CARBON NEUTRALITY

★ Industry Leading

KBR'S REVENUE POINTED AT SUSTAINABILITY

34%
REVENUE FOCUSED ON SUSTAINABILITY IN 2022*

$2.2B
ENVIRONMENTAL IMPACT

NET ZERO

COMMITTED TO SCIENCE BASED TARGETS ALIGNED WITH

1.5 °C

AMBITION AND OPERATIONAL ** **NET-ZERO EMISSIONS BY 2030**

*See page 90 for more information on sustainability revenue **Scope 1 and 2, directly controlled operations.*

MSCI ESG RATINGS AAA

CCC | B | BB | BBB | A | AA | AAA

KEY KBR RECOGNITIONS

KEY PARTNERSHIPS

A Message from our Sustainability and Corporate Responsibility Committee

Sustainability — not just as it pertains to the environment but with respect to the total ESG (environmental, social, governance) landscape — has rightfully become an area of critical global focus. As such, the world is experiencing a shift toward ways of doing business that require governments and companies to be better stewards of the earth and its resources for the benefit of all people.

Several years ago, KBR embarked on a journey of transformation spurred by a vision of a more modern, technology-enabled, sustainability-focused company. That vision, presented by KBR's president and CEO Stuart Bradie and fully supported by the board and company leadership, has, despite the challenging world events of the past three years, led to a dynamic cultural shift with people, values and a commitment to ESG at the center.

During that shift, KBR unveiled a new sustainability policy aligned to the UN's Sustainable Development Goals. The company also doubled down on embedding sustainability into both its business practices and solutions portfolio. This included appointment of a corporate sustainability officer, Adam Kramer, and the formation of a dedicated sustainability team who have been tasked with working across KBR to further the company's ESG strategy, drive our net-zero commitments, and report our progress to the world, especially through this report. Adam and his dynamic team have been working with every part of the business to capture the good work we're doing around sustainability, but also to ensure performance indicators are set that encourage continuous improvement.

In just a few short years, KBR has emerged as a company that not only delivers for its customers, but that also delivers on its ESG commitments. KBR has been carbon neutral four years running. The company received a AAA designation in MSCI's 2023 ESG Ratings, the highest rating, given to companies leading their industries in managing the most significant ESG risks and opportunities. KBR was named one of America's Climate Leaders 2023 by USA Today. And we received a gold medal rating from EcoVadis in recognition of our sustainability achievements, ranking KBR among the top 5% of suppliers.

The results of KBR's commitment to being the best possible company to work for — one that cares about and supports its people — have been no less impressive. Last year, KBR became Great Place to Work-Certified™ in several countries around the world thanks to feedback received in the annual global employee satisfaction survey. KBR has also been recognized the past two years as one of Forbes magazine's Top Female-Friendly Companies, a recognition again based on employee and industry insight. And for its quality leadership, innovativeness, commitment to people and ESG performance, KBR has been named to Fortune magazine's list of the World's Most Admired Companies for two years running.

There's a saying around KBR: "We do things that matter." There's usually a follow-on statement that KBR can only do those things because of its amazing people. Throughout this report, you'll see profiles highlighting just a few of these subject matter experts and their work that makes it possible for KBR to address the great challenges of our time while helping customers

achieve their business and ESG objectives — and all while accomplishing its own sustainability goals.

As always, there is more work to do. But KBR is on the path to continual improvement and is mobilizing the entire organization to embrace the journey.

It's an exciting time to be a part of KBR and to help steer it on that journey. I know that my colleagues and I are honored to serve on the board at this unique point in history. However, the past few months have been bittersweet as we've mourned the loss of our colleague, Lt. Gen. Vincent Stewart, U.S. Marine Corps (Ret.), who passed in April 2023. Vince made an immediate positive impact at KBR and on each of us, and he will be deeply missed. He shared the same vision and commitment to sustainability that drives us all. We will endeavor to continue executing our duties on the KBR board with the same integrity and dignity that he exhibited every day.

Ann Pickard
Sustainability and Corporate Responsibility Committee Chair

ENVIRONMENTAL IMPACT   **SOCIAL** IMPACT

RECYCLE/
REUSE

EFFICIENT
ENERGY

SUSTAINABLE
TRAVEL

SUPPLY
PARTNERS

CLIMATE
CHANGE

HEALTH, SAFETY
& SECURITY

GOVERNANCE

INCLUSION &
DIVERSITY

COMMUNITY
ENGAGEMENT

RISK
MANAGEMENT

ZERO 24/7 HARM
COURAGE TO CARE

Our Sustainability Commitment

At KBR, we are uniquely positioned to deliver world-class solutions that help our customers accomplish their business and sustainability objectives, thus contributing to a safer, more secure and sustainable world.

Our sustainability strategy starts with our 10 Sustainability Pillars, which serve as guideposts for our sustainability efforts. Through stakeholder engagement with key groups — including business leaders and corporate teams, investors, our customers, and employees — we have identified additional key topics that enhance our pillars and provide areas of focus where we can make the greatest impact while supporting sustainable growth.

We set performance indicators for each of these topics to monitor year-on-year progress, working towards long-term goals that correspond with and contribute to the United Nations' (UN) Sustainable Development Goals (SDGs) of 2030.

For more detailed mapping of our work to the UN SDGs, please see UN SDG Index on Appendix page XIX.

Additionally, KBR's Code of Business Conduct and other key policies, including our Global Sustainability Policy, Global Human Rights Policy and Global Environmental Policy , guide our business practices and outline our intentions for preserving our planet and advancing society.

Sustainability and Corporate Responsibility Report 2022   **INTRODUCTION**   PEOPLE   PLANET   GOVERNANCE   APPENDIX   8

About KBR / Sustainability Highlights / A Message from Our Sustainability and Corporate Responsibility Committee / **Our Sustainability Commitment** / Our Values and Vision / A Letter from Our CEO / Connecting with Our Communities / KBR One Ocean / Recognition
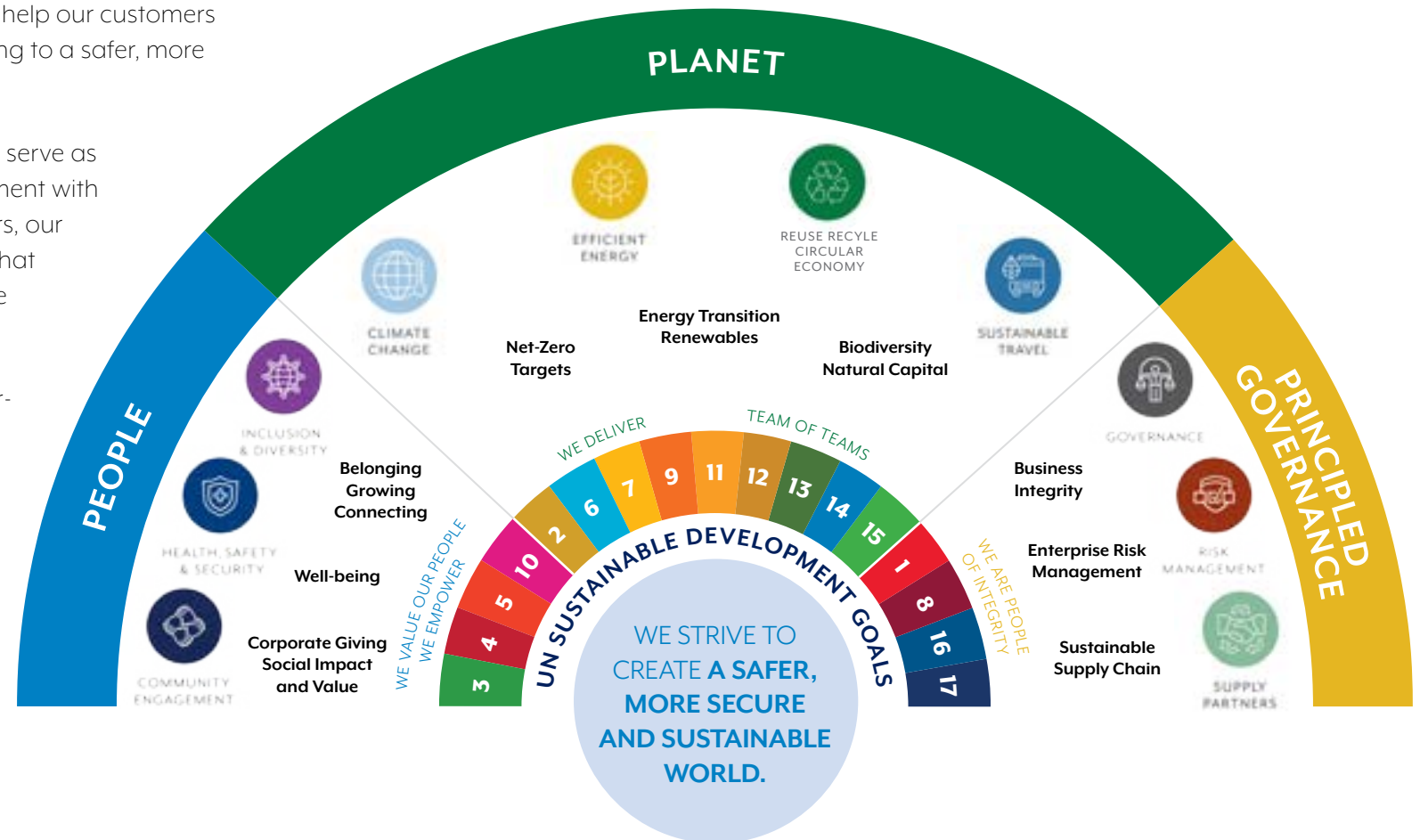
Sustainability Oversight

Our committment to sustainable growth starts from the very top of our organization with the Sustainability and Corporate Responsibility Committee of the KBR Board of Directors. The Global Sustainability Committee, chaired by our CEO, responds to their directives, and our Corporate Sustainability Team works closely with the businesses to help embed sustainability into our operations. (For more information, refer to Sustainability Oversight in the Our Board section.)

Transparency and Accountability

To ensure our sustainability activity is accountable and transparent, we submit standard data to the following organizations and frameworks: Sustainability Accounting Standards Board (SASB/ISSB), Climate Disclosure Project (CDP), Taskforce for Climate-related Financial Disclosure (TCFD), EcoVadis and the Science Based Targets initiative. We are also guided by the Global Reporting Index (GRI) and the World Economic Forum's Stakeholder Capitalism. We are a 1.5°C campaign member and part of the Race to Zero and the Climate Ambition Alliance. As signatories to the UN Global Compact, we are committed to ensuring that our business is firmly aligned with UN SDG principles and that they serve as the benchmark for accomplishing our sustainability goals.

WE SUPPORT
UN GLOBAL COMPACT

UN Global Compact

Since 2020, KBR has been committed to the UN Global Compact corporate responsibility initiative. This 2022 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.
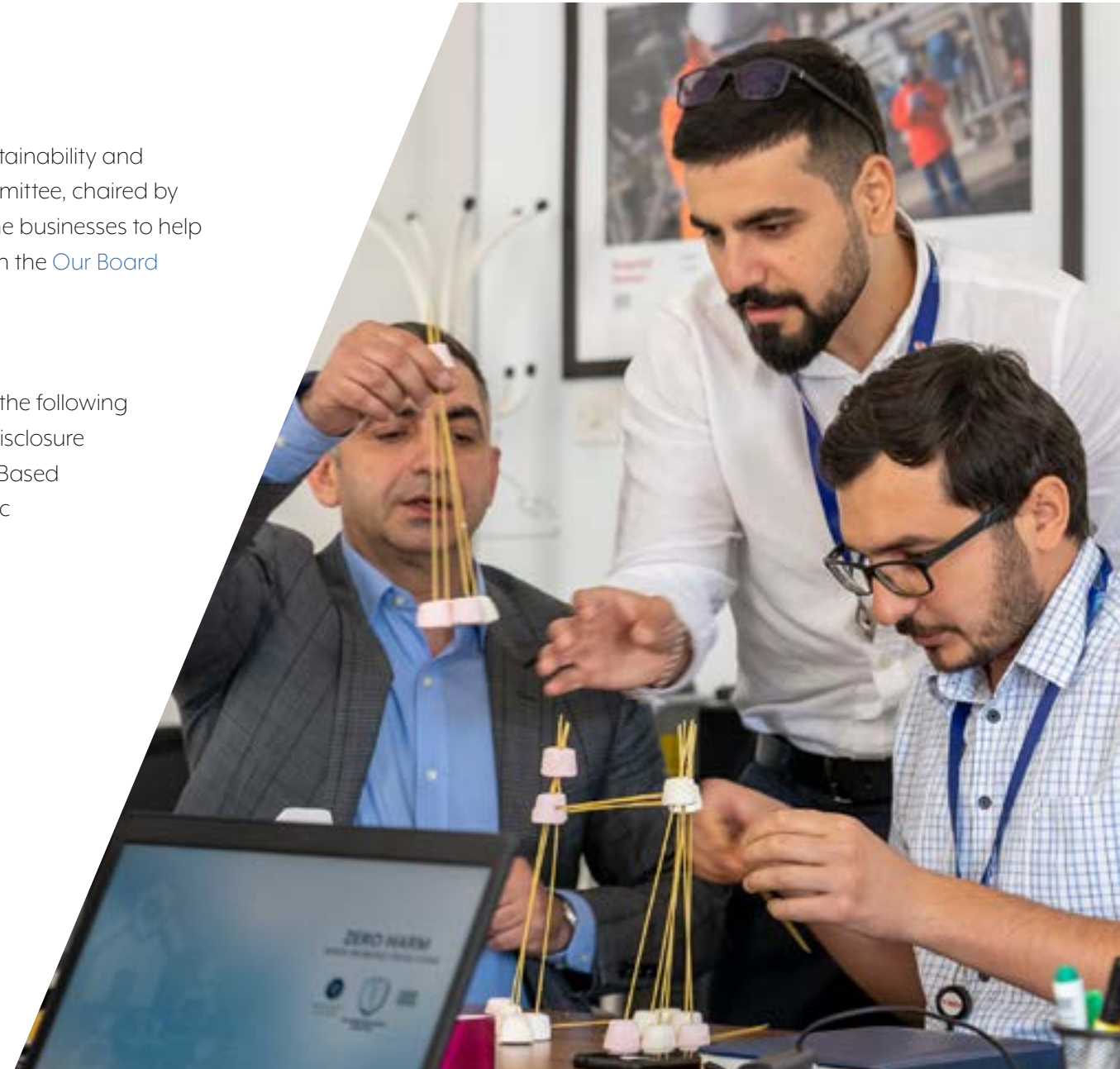
Stakeholder Inclusiveness

We consider the interest of all stakeholder groups and routinely engage with each of them to understand their expectations of KBR as a responsible business.

"

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

Adam Kramer, Corporate Sustainability Officer

Our People

Employee well-being and fostering positive work environments are important to us. We regularly communicate with our employees through various touch points including town halls, surveys and employee conferences to understand employee perspectives on their work conditions. We also engage our employees through trainings and development programs, recognition and rewards and opportunities for career growth. Our organization-wide employee survey, People Perspectives, is conducted annually. In the spirit of transparency, we release a report of the survey's results, and feedback from the survey is used to create both local and global action plans to address employees' concerns.

Our Customers

To gain a comprehensive understanding of the market and trends, we continuously communicate with our customers, collecting feedback and analyzing proposals and inquiries. We also engage with customers by gathering insights on topics important to them and championing industry and cross-industry collaborations.

Our Suppliers and Partners

We have a dedicated Sustainable Supply Chain team that partners with our suppliers to enhance sustainability opportunities and strengthen performance in key areas. Through our supplier platforms, supply code of conduct and suppler assessments, we strive to identify areas to improve environmental impact, good governance, and social diversity, equity and inclusion across the supply chain.

Our Investors and Shareholders

To maintain trust and bolster our strong relationship with our investors and stakeholders, we communicate our financial performance, strategic plans and sustainability initiatives through various means including meetings, annual reports, earnings calls, investor relations events and media posts.

Our Communities

We support and build relationships with our communities through numerous outreach initiatives and projects, such as the KBR One Ocean program. Community engagement helps us to understand community needs and priorities, identify areas where we can collaborate to make a positive impact and create sustainable solutions.

Regulators and Agencies

Through local, national and international regulatory compliance, regular audits, our Code of Business Conduct (COBC), and liaising with regulatory bodies, we ensure we exceed all applicable regulations in the countries in which we operate. We are certified across the organization in ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.

Our Values and Vision

ONE KBR Values

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

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 strive to create a safer, more secure and sustainable world by bringing together the best and brightest to deliver technology and solutions that help our customers accomplish their most critical missions and objectives.

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.

ZERO HARM
COURAGE TO CARE

A Letter from Our CEO

Firstly, I was deeply saddened that Lt. Gen. Vincent Stewart, U.S. Marine Corps (Ret.), a very distinguished member of our board, passed away in April 2023. On behalf of the KBR Board of Directors and all of our employees, we extend our deepest sympathies to Vince's family. I am personally very saddened by Vince's passing. I will always be appreciative of his service and impact to KBR. He joined the board in June 2021, and in the relatively short time he served he was a tremendous support to me and for the company and its vision. To say he was a good fit for KBR is an understatement. He was extremely intelligent, and curious and passionate in his pursuits, which are traits I see every day in our people. He was a tremendous support to the company and me personally.

As I visit our sites across the world, I am always struck by our people's level of curiosity, ingenuity and passion, and how they are doing great things that matter to the rest of the world. It's clear that they believe that the solutions and technologies they deliver really do have the potential to make a positive difference in so many ways.

More and more we are being selected by our customers to provide solutions that not only help them accomplish their business objectives, but also their sustainability goals. World events such as the invasion of Ukraine and the current energy trilemma of sustainability, security and affordability have led to a rapid increase in the desire from our clients to decarbonize and look for alternative sources of energy. As such, we've seen increased demand for our IP and expertise in low-carbon solutions such as blue and green ammonia, hydrogen, carbon sequestration, plastics recycling, green refining, lithium for electric vehicle batteries, and the list goes on.

For example, this year we were chosen to provide proprietary technology and equipment, basic engineering design, and catalyst for a new low-carbon blue ammonia plant designed to accommodate a transition to 100% renewable, carbon-free green ammonia.

With our Hydro-PRT® technology we will help one of our clients in South Korea convert waste plastics

back into raw material feedstocks and help them to achieve total plastic circularity.

And we ourselves are broadening and investing in our technology solutions and expertise to facilitate increased demand. This year, we entered into an agreement to invest an additional £80 million to expand our partnership with Mura Technology. Mura is targeting one million tonnes per year of plastics recycling capacity by 2025, with world-scale facilities being built in the U.S. and Europe. Our investment allows us to take a more active role in helping create a true plastics circular economy.

It's not only technology we invest in. We also grew our family of technical experts with the acquisition of VIMA Group, an innovative, forward-thinking UK company that specializes in digital and sustainable transformation for clients in the defense sector. Their experts include specialists in climate change monitoring and technologies and integrating environmental and sustainability initiatives for government clients.

To further our strong commitment to achieving our own sustainability goals, we appointed a vice president and corporate sustainability officer (CSO), who will work closely with each of our business segments and corporate functions to embed sustainable practices across the company. Crucially, the CSO will also work with our business leaders to coordinate a holistic approach to sustainable growth through the development of a comprehensive sustainability-focused solutions offering across all business segments. This offering will include our innovative, disruptive new technologies; deep process technology domain expertise and IP; digital and energy transition solutions; and our high-end engineering and consulting services.

Critical to our achieving our sustainability commitments are our people. Simply put, without them we can't deliver. That's why we're always striving to make KBR a place where people want to work.

In 2022, we built on our commitment to keeping our people healthy and safe. Once again, it was a year of record-breaking safety improvement across the company, including 333 incident-free days (91%) and a total recordable incident rate of 0.079. 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.

You'll also see in this report a record of the work we've been doing to improve our employee experience. In particular, we've launched several new global programs and people-centered initiatives, and we created more opportunities for people to connect with the business and one another. We care about our people and are committed to doing the work to ensure KBR is a place where everyone can belong, connect and grow. Our aim is to be the global employer of choice, with an inclusive culture and employee experience that are second to none and competitive pay and benefits that make our people feel valued.

One of the ways we're fostering inclusivity is by offering a wide range of employee resource groups (ERGs). 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 also expanded our Armed Forces Community ERG and Pride and Allies, our ERG for members of the LGBTQIA+ community and their allies. We've also sent a strong signal to our employees, and future employees, that KBR is committed to being a fully inclusive workforce by increasing diversity at the board and executive levels.

For our people-centered culture, our strong commitment to social and environmental sustainability, and our innovative solutions, we were once again named to Fortune magazine's list of the World's Most

Admired Companies. And our work toward improving gender parity was recognized again by Forbes with our appearance on the list of the World's Top Female-Friendly Companies.

Finally, this report also 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.

Throughout the 2022 Sustainability and Corporate Responsibility Report, you will read about the incredible work our diverse global team of teams does to pull together and deliver solutions to our customers. In my mind, great companies never stop innovating. They never forget that delivering great solutions to their customers is what builds and sustains relationships. But a great company is really a community of great people working toward the same vision and under a core set of values. One team, One Vision — building a safer, more sustainable world.

Stuart Bradie
President and Chief Executive Officer

ZERO HARM
COURAGE TO CARE

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   APPENDIX   13

About KBR / Sustainability Highlights / A Message from Our Sustainability and Corporate Responsibility Committee / Our Sustainability Commitment / Our Values and Vision / A Letter from Our CEO / **Connecting with Our Communities** / KBR One Ocean / Recognition

Connecting with our Communities

At KBR, giving back to communities has been part of who we are since our founding. We believe in bettering communities locally, nationally and globally, and supporting causes that align with our sustainability focus areas. Our people are at the heart of those efforts, and they are always finding unique and creative ways to bring people together to help make lasting change.

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 International Women's Day in 2021 by proudly signing the Women in Nuclear UK Industry Charter. And in 2022, we reaffiliated with Women in Science and Engineering (WISE), reaffirming our commitment to gender equality.

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.

Our Australian business also reports annually in accordance with the Workplace Gender Equality Act 2012 (Act). Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency that promotes and improves workplace gender equality and administers the Act. In accordance with the requirements of the Act, KBR Australia lodged its annual public report with the agency. The public report can be reviewed here.

Cateran Yomp 2023

Connecting around the World

Charity and Communities:
- Our 16th annual charity golf tournament, organized by our young professionals ERG, IMPACT, raised over $1 million for the Houston Fire Department, Houston Police Department, Buffalo Bayou Partnership, Blue Star Families, St. Jude Children's Research Hospital, Marine Corps Scholarship Foundation, The Chester Pitts Charitable Foundation and The PTSD Foundation of America.
- We held numerous fundraisers for the Royal Air Forces Association, Royal British Legion, Combat Stress, White Ensign Association, Army Benevolent Fund and British Limbless Ex-Servicemen's Association.
- Our team in North Charleston, North Carolina, hosted a virtual food drive providing more than 12,250 meals in partnership with Feeding America.
- Employees across the U.S. took part in virtual bingo to raise money for those affected by the tragedy at Robb Elementary School in Uvalde, Texas.
- Our IMPACT DC team hosted a virtual trivia night in support of the Leukemia and Lymphoma Society.
- Our Houston employees donated approximately 43 shopping carts of toys worth $18,000 to Operation Stocking Stuffer in partnership with the Houston Fire Department.
- In Leatherhead, UK, we teamed up with Smile Sleigh, a charity that supports women and children whose lives have been impacted by domestic abuse, to provide Christmas gifts.

- With the Computer Rehabilitation Charitable Organization, we collected and rehabilitated used computers and distributed them to various social and educational institutions, students and families in need.
- Our National Service Hub (NSH) team located in Swindon, UK dedicated approximately 32 hours every month to The Haven, a local day and night shelter that provides emergency clothing, food, beds, life skills courses and access to support workers for those in need. Our NSH team also helps with a variety of tasks including cooking meals, redecorating rooms and garden work.
- Our employees in Singapore led their second annual food drive to support Food from the Heart, one of Singapore's independent food charities. The team collected approximately 250 cans of fruit, vegetables and other food items, 40 bags of rice, and 40 containers of cooking oil.

Inclusion and Diversity:
- Armed Forces Covenant Gold member
- Women in Science and Engineering member
- Pledges of the CEO Action for Diversity and Inclusion
- Advancing Minorities' Interest in Engineering coalition member (AIME)
- Women in Defense and Women in Nuclear members
- Catalyst member
- Disability:IN member
- The CEO Action Pledge

Physical and Mental Well-being:
- KBR regularly organizes annual blood drives across the organization.
- The Armed Forces Community supported the Army Benevolent Fund and Combat Stress through employee events such as Football Tournaments, Wing Walking and the Med Ball Challenge.

Environmental:
- In a joint partnership with Saudi Aramco and the Sharqia Development Authority, KBR sponsored a campaign with the Ministry of Environment, Water and Agriculture in Al Khobar. Activities included cleaning and planting mangrove trees in the South Corniche area, planting saplings in the Dhahran area, and cleaning Duck Lake in the North Corniche area.
- The Al Khobar IMPACT team organized a park clean-up day for the local community.

For more stories please see our News and Events page at kbr.com.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   APPENDIX   15

About KBR / Sustainability Highlights / A Message from Our Sustainability and Corporate Responsibility Committee / Our Sustainability Commitment / Our Values and Vision / A Letter from Our CEO / **Connecting with Our Communities** / KBR One Ocean / Recognition

KBR STORIES

Rebuilding Together: KBR Helps Community Homeowners

Maryland, USA

House crew two

In April, more than 30 KBR volunteers rolled up their sleeves to support Rebuilding Together, an organization that provides free home repairs to low-income families in Howard County, Maryland. As a part of our commitment to community engagement, KBR employees have been participating with the local Maryland Howard County Rebuilding Together program for 12 years. The organization is committed to improving the lives of the elderly, individuals with disabilities, veterans, and families with children who have worked hard but can no longer afford to keep up with home repairs.

Every year, KBR chooses a homeowner in need and aligns volunteers to perform a variety of tasks, such as making improvements to kitchens, baths, decks, and ceilings, and also performing general repairs and clean-up. This year, KBR took on and completed work on three homes in one day, something that has never been accomplished in the history of this event!

The KBR team is currently planning another event in the Virginia area in August and is looking to expand to other locations where KBR employees and Rebuilding Together affiliates are in close proximity.
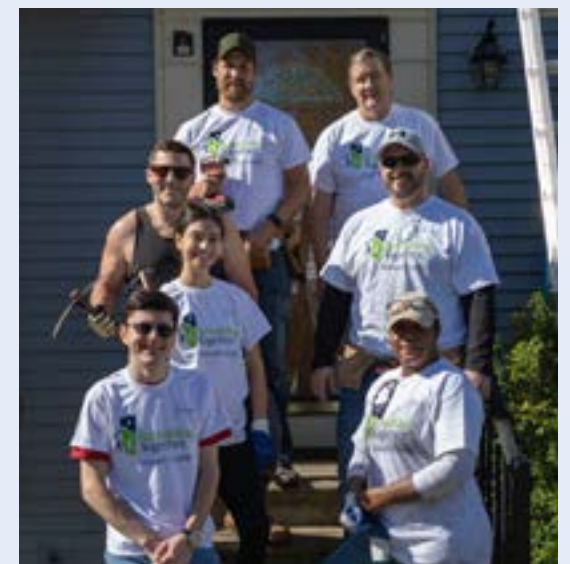
KBR One Ocean

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. After COVID-19, our program was markedly reduced in size. But 2022 was the year we reinvigorated the program and continued to expand across KBR's global footprint.

Committed, passionate KBR employees work with teachers to 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 design, 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

1,568 PEOPLE

People from **6 COUNTRIES**

11 SCHOOLS across the globe

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   APPENDIX   17

About KBR / Sustainability Highlights / A Message from Our Sustainability and Corporate Responsibility Committee / Our Sustainability Commitment / Our Values and Vision / A Letter from Our CEO / Connecting with Our Communities / **KBR One Ocean** / Recognition

ONE OCEAN
#KBROneOcean

KBR 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®
- Aligning ESG goals

KBR STAKEHOLDERS

- Students
- Community
- Clients
- Employees
- Suppliers
- Shareholders
- Governments
- Schools and Education Institutions

KBR STORIES

Singapore KBR One Ocean Team

Notebooks designed by Ocean Warriors, Yuvabharathi International School, Singapore

Utilizing the A in STEAM, the "Ocean Warriors" team in Singapore created KBR One Ocean-themed notebooks using the SCAMPER team brainstorming method. Four designs were created which depicted the prevention of ocean pollution and contamination and the importance of plastics recycling. Students then incorporated the designs in a proposal they developed with eco-friendly material recommendations and a cost analysis.

ZERO HARM
COURAGE TO CARE

KBR Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   APPENDIX   18

About KBR / Sustainability Highlights / A Message from Our Sustainability and Corporate Responsibility Committee / Our Sustainability Commitment / Our Values and Vision / A Letter from Our CEO / Connecting with Our Communities / KBR One Ocean / **Recognition**

Recognition

AMERICA'S CLIMATE LEADERS
USA Today

AAA ESG RATINGS
MSCI

RANKED #460 ON 2022 FORTUNE 500 LIST
Fortune Magazine

BEST MANAGED COMPANIES
Wall Street Journal

MOST HONORED COMPANY
Institutional Investor Awards

GREAT PLACE TO WORK CERTIFIED
Great Place to Work (Australia, India, Singapore, UK, USA and Germany)

CHAMPIONS OF CHANGE – FEMALE LEADERSHIP AWARD
TINA RATAMO

AS BUILT RATING OF 98, INFRASTRUCTURE SUSTAINABILITY COUNCIL
BELL TO MORELAND PROJECT, NWPA

6 STAR GREEN STAR AS BUILT, GREEN BUILDING COUNCIL OF AUSTRALIA
BELL TO MORELAND PROJECT, NWPA

SUPERIOR SUSTAINABILITY AWARD
SOUTH AUSTRALIA WATER'S ZERO COST ENERGY FUTURE PROGRAM

FRAZER-NASH – CONSULTANCY EMPLOYER OF THE YEAR
2022 Maritime Awards

THE WORLD'S TOP FEMALE-FRIENDLY COMPANIES
Forbes

THE WORLD'S MOST ADMIRED COMPANIES
Fortune Magazine

GOLD SUSTAINABILITY RATING
EcoVadis

ROSPA GOLD AWARD
ASPIRE PROJECT

SATORP CONTRACTOR SAFETY AWARD
SATORP PROJECT

SUPER NOVA AWARD
HUMAN EXPLORATION DIVISION AT JOHNSON SPACE CENTER

SADARA CONTRACTOR GOLD AWARD
SADARA MAP WAVE I & II PROJECTS

ERS SILVER RECOGNITION
VIMA Group

LARGE BUSINESS PRIME CONTRACTOR OF THE YEAR
NASA Awards

UNPRECEDENTED HUMANITARIAN EFFORT
ISOA Global Impact Award

40 UNDER 40 BUSINESS AWARD
ELENA STYLIANOU

NUCLEAR INSTITUTE YOUNG GENERATION NETWORK EXCELLENCE AWARD
NICOLA LEE, FRAZER-NASH

GREEN BUILDING COUNCIL OF AUSTRALIA'S FUTURE GREEN LEADER OF THE YEAR
DEV CHANDRARATNE

ENGINEERS AUSTRALIA PROJECT AWARDS
SOUTH AUSTRALIA WATER PROJECT

WASH 100
BYRON BRIGHT

ZERO HARM
COURAGE TO CARE

People

WE VALUE OUR PEOPLE	WE DELIVER	WE ARE PEOPLE OF INTEGRITY	WE EMPOWER	WE ARE A TEAM OF TEAMS

INCLUSION & DIVERSITY

HEALTH, SAFETY & SECURITY

COMMUNITY ENGAGEMENT

In This Section

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Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   20

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

A Purpose-centered Workforce

One Team, One Vision

OUR VISION

We strive to create a safer, more secure and sustainable world by bringing together the best and brightest to deliver technology and solutions that help our customers accomplish their most critical missions and objectives.

Our vision forms the basis of our People Strategy, which focuses on attracting, developing and retaining the talent we need to deliver for our customers and achieve our sustainable growth objectives.

This year we continued with our 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.
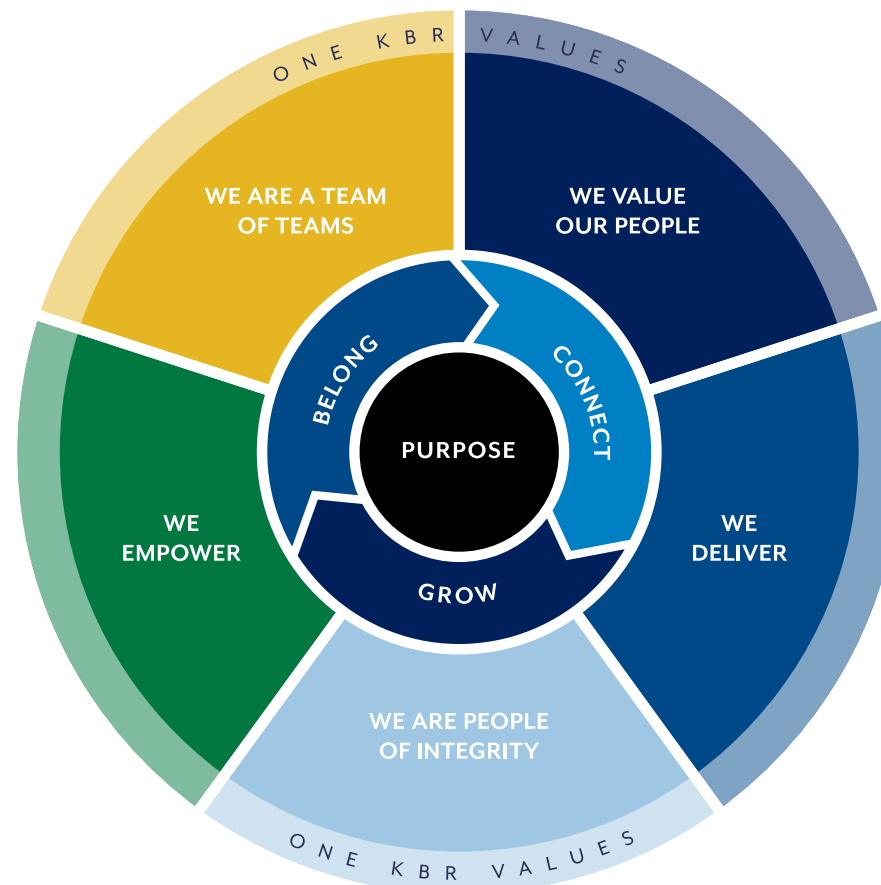
Every day, the people of KBR help solve some of the world's most challenging scientific, technological and engineering problems. From our promising new interns to our world-renowned experts, this diverse team of teams delivers for our customers. So in turn, we put them first."

Jenni Myles, Chief People Officer

Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   21

A Purpose-centered Workforce / **Belonging – Inclusion and Diversity** / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

Belonging

Our Inclusion and Diversity Strategy

Our commitment to inclusion and diversity (I&D) helps foster innovation and creativity and helps our global team of teams perform in an environment where everyone feels they belong. 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.

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.

Equal Employment Opportunity
Our Code of Business Conduct encapsulates our commitments to transparent hiring, promotion, wage practice and equal employment opportunity. This is further reinforced by segment-level procedures 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.

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

- **Targets** – Setting stretch goals for gender and race/ethnicity, with specific focus on driving continual improvements in diverse hiring, promotions and retention
- **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
- **Diverse Leaders** – Developing diverse leaders by hiring and promoting diverse talent into leadership roles while still ensuring we select the best person for the job
- **Training** – Conducting targeted 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.

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OUR I&D ACHIEVEMENTS

ACCOMPLISHMENTS:

- Extended our data capture and monitoring of I&D
- Researched recommendations for diverse hiring and retention, including those with disabilities
- Formalized outreach and partnerships with I&D organizations
- Increased transparency and communication with employees on I&D
- Focused on women in operation leadership and took further action on pay equity
- Increased diverse talent visibility and increased our focus on I&D within our early-careers population
- Developed extended leave options and plans for returners programs
- Launched MERGE, our new I&D employee resource group focused on underrepresented groups
- Extended our education sponsorship programs into more regions
- Reviewed use of an I&D self-assessment toolkit for business units
- Increased our supply chain engagement in relation to I&D

IN PROGRESS:

- Continuing to trends and patterns using anonymized employee demographics
- Incorporating findings and recommendations into our I&D Improvement Plans in 2023 for every business and function
- Including veteran status and sexual identity in data capture
- Continuing to introduce additional flexible working practices, such as part-time and job share opportunities to widen our talent reach even further
- Developing military spouse hiring program initiative
- Researching best practice for internal reporting on I&D progress
- Piloting support for neurodiverse candidates and employees
- Developing toolkits, training and resources to support managers as I&D leaders
- Developing plans for more STEM outreach activities
- Focusing on "Inclusion for All" to engage and gain allyship of all employees

KBR   Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   23

A Purpose-centered Workforce / **Belonging – Inclusion and Diversity** / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

SOME KEY POLICIES AND BENEFITS FOR CREATING AN INCLUSIVE WORKFORCE

A key component of creating an environment where people can achieve their best is providing resources that support them in every phase of life — including parenthood.

This year we developed a new Parental Leave Toolkit, designed in collaboration with recent parents at KBR, to make the entire parental leave experience — before, during and after — go more smoothly for our employees. The toolkit outlines the general guidance that applies to all employees and answers questions they might have. In addition, there are several resources available to employees via the Parental Leave intranet, including:

1. Parental Leave frequently asked questions for managers of employees taking parental leave
2. Quick access to the Global Parents' Network group, a new community for parents and caregivers
3. Learnings and e-trainings, including a track focused on Balancing Family and Work to provide our employees with resources that support them in every phase of life

Flexible Working

The adoption of flexible working practices continues to help us attract and retain the best talent, no matter where in the world people work. In 2022, our major businesses and functions introduced more flexible working practices, such as part-time or job share opportunities. This approach is guided by our Flexible Working policy and allows employees to balance their work priorities, home life, travel and study.

Our flexible schedule allows employees to balance their priorities, with choices including:

• Part-time working
• Compressed or banked hours, or flex time
• Parental leave (UK, U.S. and other covariations)
• Paid time off
• Special leave
• Job sharing

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 where this benefit is available.

KBR Mentoring Programs

A majority of our business areas have developed mentoring programs specifically aimed at groups that may face disadvantages. The programs provide structure and guidance for all employees to develop mentoring relationships to support their individual development and career aspirations.

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.

COMING IN 2023   • Next-Gen Flexible Working   • Sabbatical Leave

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Inclusion and Diversity by the Numbers*

To help us progress in I&D, we review trends and patterns using anonymized employee demographics to ensure we are providing equality of opportunity for all. We plan to expand our data capture further in 2023, encompassing veteran status and sexual identity.

We respect our employees' right to privacy, maintain strict confidentiality for all those who voluntarily disclose, and provide opt-out options for those who prefer not to disclose their personal information.
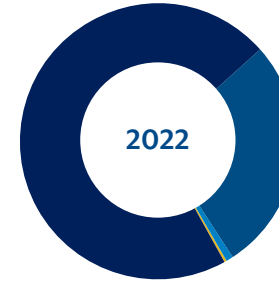
For more details, please refer to I&D statistics in the Appendix page II.
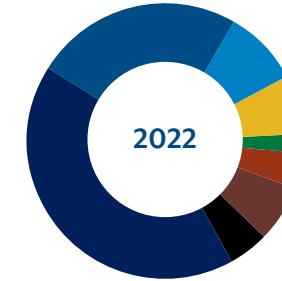Below is an overview of our progress in key areas:
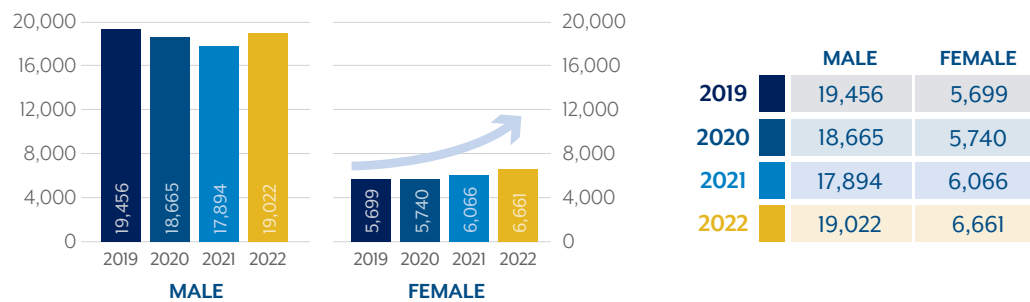
NEW HIRES BY GENDER

2022

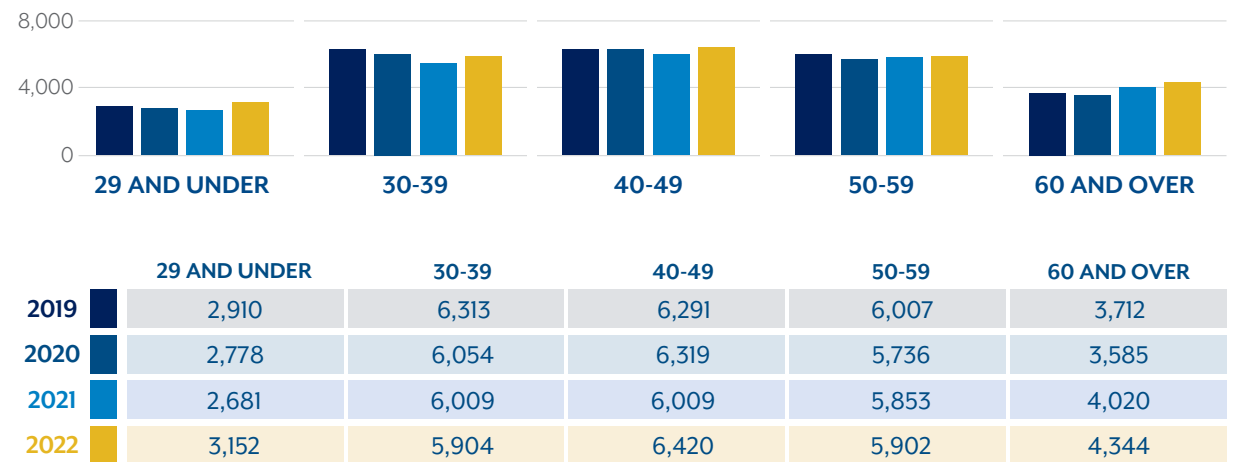- Male **(5,028)**
- Female **(1,916)**
- Prefer Not to Answer **(73)**
- Other Gender Identity **(5)**

NEW HIRES BY RACE AND ETHNICITY

2022

- White **(2,960)**
- Asian **(1,713)**
- Black **(629)**
- Hispanic or Latino **(470)**
- Mixed or Multiracial **(172)**
- Other Ethnic Group **(283)**
- Prefer Not to Answer **(474)**
- Blank **(319)**

EMPLOYEE GENDER

MALE   **FEMALE**

	MALE	FEMALE
2019	19,456	5,699
2020	18,665	5,740
2021	17,894	6,066
2022	19,022	6,661

EMPLOYEE AGE

29 AND UNDER   30-39   40-49   50-59   60 AND OVER

	29 AND UNDER	30-39	40-49	50-59	60 AND OVER
2019	2,910	6,313	6,291	6,007	3,712
2020	2,778	6,054	6,319	5,736	3,585
2021	2,681	6,009	6,009	5,853	4,020
2022	3,152	5,904	6,420	5,902	4,344

*There were approximately 4,000 employees in entities for whom we did not collect this data in 2022. Our Human Resource Information System 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. Refer to Appendix for other gender identification categories

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   25

A Purpose-centered Workforce / **Belonging – Inclusion and Diversity** / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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 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

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Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 26

A Purpose-centered Workforce / **Belonging – Inclusion and Diversity** / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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. We support our ERGs so they may grow and globalize, connecting them across our entire I&D platform and making 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 ERG for Empowerment) 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.

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.

ADAPT

ADAPT (Abled and Disabled Allies Partnering Together) exists to educate and empower individuals with disabilities, their managers, colleagues, and parents or caregivers. ADAPT will advocate for the advancement of individuals with disabilities at KBR through thought leadership, practical solutions, comprehensive resources, and a community of members dedicated to inclusion for persons of all abilities.

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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 27

A Purpose-centered Workforce / **Belonging – Inclusion and Diversity** / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

Connecting

Keeping our employees connected and sharing their stories is fundamental to maintaining an inclusive culture. We maintain communications through multiple channels, and we connect through additional ERGs. Here is a snapshot of some of the ways we share our stories.

Connecting Through

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 (ONE KBR 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.

Communicating Through

IN ORBIT A KBR PODCAST
In Orbit: A KBR Podcast covers 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.

KBR Link
Our quarterly e-publication highlights new KBR initiatives, projects, trends, technologies, Zero Harm stories, events and employee spotlights.

Viva Engage
We have over 100 community groups focusing on a wide range of specialized subjects that support, empower and share knowledge throughout the KBR community.

Manager's Communications Toolkit
Within our fast-paced environment, staying on top of emails and other communications can be challenging. Our managers play an important role in reinforcing key messages and sharing information with their teams. To support them, in 2022 we developed a new Manager's Communication Toolkit.

Town Halls
Each of our business segments hold regular town halls to communicate key developments and take feedback from their teams. We also hold company-wide town halls led by the CEO and key executives.

Growing

Talent Pipeline Development Strategy

Our employees and job applicants are attracted to KBR because of the opportunity to develop personally and reach their full potential. As such, career development is a valuable component of our employee offering. We have a good reputation for providing growth opportunities, and we continued to focus on enhancing these growth prospects in a number of ways throughout 2022.

Our people are capable and ambitious, so in 2022 we produced a new Career Progression Guide to promote best practice in our promotions process and to help employees be informed, prepared and visible for opportunities as they arise.

The talent pipeline strategy is developed in three critical ways: targeted talent acquisition, technical and leadership development, and targeted talent reviews and succession planning, all underpinned by our Global Talent Management Policy. This includes our Talent Review, Performance Management and Succession Planning procedures, which outline 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 allows business leaders and people managers 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 supervisors and junior managers in order to nurture and retain diverse talent from the ground up.

DEVELOPMENT PLAN IMPLEMENTATION

LEADERSHIP COMPETENCIES

PERFORMANCE MANAGEMENT

SUCCESSION PLANNING

TALENT IDENTIFICATION

TALENT CALIBRATION

Performance Management

AGILE PERFORMANCE AND DEVELOPMENT

Last year, we expanded our new agile approach to performance management focused on frequent, forward-looking Check-in conversations between managers and their team members, at minimum on a quarterly basis. The Agile Performance and Development process reduces administrative tasks, creating more time for valuable, meaningful connections to continually align goals and priorities, share coaching and feedback, and discuss development. Our employee survey and general feedback has indicated our people prefer this approach and view it as more inclusive, engaging, agile and supportive of a high-performing culture. In 2023, we are adopting the agile approach across KBR.

100% **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

Our talent calibration dialogue between leaders, business managers and people managers is a group-based talent review that ensures assessments are fairly and impartially considered.

In 2022, we significantly expanded the scope of our talent calibration conversations, covering almost 3,000 KBR employees in this rigorous assessment of performance and potential. As well as providing organization-wide talent trends and data, these conversations led to individual career plans and added rigor to our succession plans. The Nominating and Corporate Governance Committee of the board received regular updates on this process throughout the year, culminating in detailed discussions on updated succession plans for the CEO and executive leadership team.

Leadership and the success of female employees is important to us. Our chief people officer, Jenni Myles, the executive leadership team, and the People function team closely monitor female and underrepresented groups candidate flow, promotion rates and leadership development program participation. Our teams work closely with our ASPIRE ERG and actively advance women and invest in coaching and mentoring.

Successors are identified through our annual succession planning process. The owners and people managers meet to discuss candidates and readiness for each plan on a yearly basis. This year we continued to expand to cover positions as deep into the business as possible below senior executive roles. See below for the breakdown.

In 2022
319
SUCCESSOR CANDIDATES

Covering all
78
EXECUTIVE AND SENIOR LEADERSHIP ROLES

Senior executive:
9 PLANS
30 CANDIDATES

Executive:
69 PLANS
289 CANDIDATES

Nonexecutive:
113
SUCCESSOR CANDIDATES
covering **253** nonexecutive roles

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   APPENDIX   30

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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 the businesses, technical partners and people managers to define training and development needs and to identify resources for learning and development interventions, particularly for job-specific and technical skills training.

Our partnerships and training and development courses are extensive. For a detailed overview of traineeships, apprenticeships, internships, and general training and development programs throughout the organization, please see our list here.

EDUCATIONAL INSTITUTION PARTNERSHIPS

JOB-SPECIFIC AND TECHNICAL SKILLS

TALENT CENTER OF EXCELLENCE

GENERAL WORKPLACE SKILLS

MANAGEMENT AND EXECUTIVE LEADERSHIP SKILLS

TALENT DEVELOPMENT

TALENT DEVELOPMENT

TALENT DEVELOPMENT

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KBR Sustainability and Corporate Responsibility Report 2022 INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 31

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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 institutions to co-design and develop targeted training.

There are over 16 technical competency areas for which we provide ongoing training facilitated by discipline leaders and through strong partnerships with educational organizations. We also develop and design real-time, industry-relevant skills interventions for our joint workforce, in partnership with our customers.

Our business units conduct regular skills analysis and provide specific development within their business areas. Some examples of job-specific skills training and development with our partnerships include:

KBR Analytics and Innovation Academy	Provides innovations through the use of new digital skills to support the overall business and specifically the Project, Program and Portfolio Management (P3M) transformation strategy. Using named digital sponsors, managers, leads and change agents, the academy increases digital awareness and helps enhance employees' skills through digital learning journeys on Percipio, project data analyst apprenticeships, and PowerBI training courses.
CIPD Employment Law Training	Provides employment law training to people managers
Association for Project Management (APM) training	In partnership with APM, KBR supports employees working toward membership accreditation and chartership in project management with a wealth of resources to develop.

IN 2022

We continued to provide technical and professional development, networking and community outreach opportunities through IMPACT, our long-standing ERG for early-career professionals. Initiatives in 2022 included:

- KBR One Ocean, where young employees work with schools and environmental and like-minded organizations to develop creative, practical solutions to ecological challenges facing the world today
- Virtual site visits, such as when graduates and other employees used HoloLens technology to see how their engineering designs come to life on the other side of the planet
- Launch Pad, a newly developed one-stop shop of learning and educational resources to help early-career professionals jumpstart their development journey within KBR

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   32

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

KBR STORIES

University of Southampton, UK

Michael Southall, Elizabeth Segre, Oluwatisefunmi Omale, Thomas Hall, Mohammed Ahmed Fadzli

Our Project Solutions team and electrical specialists sponsored five Master of Engineering Electrical Engineering students on their final year project "Development of the Tool for Power Transmission Export Systems for Offshore Wind Farms." The enthusiastic and brilliant group of young engineers collaborated to create an automated solution for heating, ventilation and air conditioning, as well as high-voltage direct current cable sizing and power transmission to shore. Their work included a study of different solutions for compensation.

KBR STORIES

Summer Hackathon

In the summer of 2022, our Project Solutions team hosted intern students from universities across the UK including University of Durham, Sussex, Southampton, Loughborough and Oxford Universities, studying seven different courses to tackle difficult engineering, mathematics and coding challenges. The results of their work fed into Project Solution's CleanSPEND^{SM} solution for calculating project carbon emissions and carbon reduction. At the end of the summer hackathon, the team presented their findings to our senior management team.

Alexander Blyth, Connor Billings, Alistair Kellaway, Kanu Carr, Muskaan Gupta, Alex Thomas and Joseph Haynes

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 33

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

In 2022, employees and contract employees took part in an average of

4.5 HOURS
OF ONLINE TRAINING

71%
OF OUR GLOBAL WORKFORCE
participated in online career development training

Employees had access to
40,000
LEARNING MODULES
to improve workplace skills on demand

117,973
TOTAL ONLINE TRAINING HOURS

$9.7M
TRAINING AND DEVELOPMENT EXPENDITURE

GENERAL WORKPLACE SKILLS

The training and learning interventions we deploy are systemic and cover universal topics such as health and safety, human rights, information security, and our Code of Business Conduct. 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, every employee has access to the KBR Learning platform 24/7, 365 days a year. The platform offers extensive self-directed learning, book summaries, expert videos and curated journeys with thousands of resources for employees to enhance their skills or learn knew ones, including (but not limited to):

- Technology
- Business Management
- Leadership
- Customer Services
- Project Management
- Health and Safety
- Diversity, Equity and Inclusion
- Sustainability
- Business Analytics
- Emotional Intelligence
- Security
- Sales and Marketing

In addition to KBR Learning, we work with world-class learning and educational institutions such as Development Dimensions, Inc. (DDI), Franklin Covey, Crucial Learning, LRN Catalyst, EmBe, Baker Communications, LHH, Coach Source and many others.

IN 2022

- We curated KBR Learning materials to help our people develop skills of the future, from cloud and cyber to data science and digital engineering. In 2023, we will pilot new skills-mapping and capability development functionality in our learning management system to support ongoing development of technical skills for the future.

- We launched monthly Espresso Sessions, short interactive bursts of learning on key topics, and we are working on plans to offer virtual instructor-led training in core skills for KBR employees around the world.

Climate and Sustainability Academy, Australia

KBR has developed the Climate and Sustainability Academy learning hub designed to build internal foundational knowledge and capabilities in sustainability and climate change. The Academy provides staff with the opportunity to learn foundational sustainability concepts and expand knowledge and understanding through more comprehensive academic studies in sustainability and climate change. The Academy will be used as an education hub for partner organizations to develop their own sustainability capabilities and knowledge.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   34

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

MANAGEMENT AND EXECUTIVE LEADERSHIP SKILLS

Leaders inspire teams, establish the tone and steer the organization to achieve our operational and strategic goals. Supporting leaders' development and performance is therefore critical for our long-term success. The three global management and leadership programs below form part of our comprehensive succession planning and talent pipeline development strategy and cover multiple levels.

We have a range of partnerships with leadership and executive coaching organizations to provide further training and development needs, including leadership strategies and a women's leadership program.

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.

GLOBAL LEADERSHIP DEVELOPMENT PROGRAM

The program is an intensive 12-month program designed to expand the capabilities of future C-suite leaders. As well as developing strategic thinking through research projects, ranging from sustainability investments to digital supply chain solutions, these leaders attend intense learning events focused on executive skills and leading courageously and with integrity.

MANAGER EXCELLENCE PROGRAM

Launched in 2019, this 12-month program targets high-potential, mid-career managers who are candidates for taking on greater leadership responsibilities. It also makes up part of our succession planning. The program includes an online leadership assessment simulation and several classroom sessions on operational execution, coaching performance, inclusion and diversity, and communication. The capstone event is the presentation of a business case to executives.

FRONT-LINE LEADERS PROGRAM

This six-month program increases leaders' capability to develop a highly engaged and empowered workforce and helps participants gain confidence in developing their own teams. The program was developed in conjunction with DDI and aligns with our Manager Excellence Program and Global Leadership Development Program programs. The objective is to equip attendees with a management skill set and a leadership mindset, ensuring consistency across the organization covering multiple levels. The pilot was **completed in 2022**, with the global launch occurring in May 2023.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   35

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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 co-designed 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 more information, click here.

KBR STORIES

CareerTrackers and Nerdu Badji

As part of our Australian Reconciliation Action Plan, we invite interns to participate in CareerTrackers and cadetships through our mentoring partner group, Nerdu Badji. CareerTrackers supports indigenous, socially disadvantaged and vulnerable 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. Nerdu Badji was created to inspire, encourage and empower those from disadvantaged backgrounds to create better life opportunities, with a focus on helping indigenous students.

ZERO HARM
COURAGE TO CARE

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   36

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

KBR STORIES

The Brooke Owens Fellowship

Created to honor the legacy of space industry pioneer and accomplished pilot, Dawn Brooke Owens (1980-2016), the Brooke Owens Fellowship serves both as an inspiration and as a career boost to capable young women and other gender minorities. From 2023, KBR will be joining the fellowship program to provide internships and mentor young women in the space and science industry. Over the course of a 12-week summer, fellows complete meaningful projects, learn valuable skills, and are paid a living wage. They are matched with two senior- or executive-level mentors to provide tailored advice on how to make the most of the fellowship experience — and how to build a career. The course culminates in a summit, and fellows join the Brooke Owens Fellowship network — linking with the program's founders, mentors, host companies, supporters and everyone in the alumnae network.

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 e-learning modules, videos, e-books, audio support tools
- **Technical Leads** – Subject matter experts (SMEs) in key knowledge domains who identify critical needs in skills, competencies, recruitment and development
- **Global Knowledge-sharing and Innovation Communities** – 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 Managers and Learning Coordinators** – Focus on specific training and education needs across the business
- **Talent Development Center of Excellence** – Dedicated to delivering KBR's talent pipeline strategy, including talent calibration, succession and performance processes; targeted assessment, coaching, and learning and development interventions; and global leadership programs, as well as analytics and reporting. Partners with business, technical and 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 Tech Fellows Program recognizes and leverages the capabilities of an elite cadre of technical experts 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, particularly within our sustainable solutions; fuel collaboration across diverse disciplines; and help attract, mentor, and inspire the next generation of talent to join our team of teams.

ZERO HARM
COURAGE TO CARE

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   37

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / **Growing – Talent Development** / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

The KBR Technical Journal

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.

Knowledge-sharing and Innovation

We offer 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, in which 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

COI
COMMUNITY OF INTEREST

· 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

COP
COMMUNITY OF PRACTICE

· 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/ workgroup practitioners only
  · Operate under guidance from executive sponsor

COE
COMMUNITY OF EXCELLENCE

· 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

Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   38

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / **Connecting – Employee Engagement and Well-being** / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

Connecting

Benefits

"

"Our aim is to be the global employer of choice, with a culture and employee experience that are second to none and competitive pay and benefits that make our people feel valued."

Stuart Bradie, KBR President and CEO

To help attract and retain the best and brightest talent, we offer compelling reward packages for diverse populations across the globe. Competitive compensation and a broad range of nonstatutory benefits are an essential component of our employee offering. The reward packages vary by location and could include:

Access to health, medical and wellness services
- Health and medical plans, dental and vision
- Wellness incentive program
- Global wellness program and an extensive employee support program
- Short-term and long-term income protection insurance
- Business travel accident insurance
- Virtual health care and physical therapy

Access to financial well-being resources
- Company-matched retirement/pension packages
- Family benefit coverage (spouse and children included)
- Flexible savings and tax-advantaged accounts
- Life insurance
- Employee extras — discounts globally and cash-back options
- Personal travel benefits
- Commuter benefit accounts
- Employee Stock Purchase Program

Access to educational support
- Education reimbursement covering full-time and part-time employees and contractors
- Tutoring, classes, test prep, and virtual learning for all students and professionals
- Thousands of learning courses, videos and e-books to develop skills

Other benefits
- Leave and time-off programs
- Shared parental leave and competitive maternity and paternity leave packages
- Backup care for children and elders
- Identity protection

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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   39

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / **Connecting – Employee Engagement and Well-being** / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

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. 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, India, Saudi Arabia, the United Arab Emirates, 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.*

EMPLOYEE SUPPORT PROGRAM

Another fundamental source of employee support is through our employee support 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 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 and their family members new skills for easing stress, solving problems, understanding emotions, making better decisions and improving personal resilience.

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

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   40

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / **Connecting – Employee Engagement and Well-being** / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

KBR STORIES

ONE KBR Award

Nurana (second right)

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. This service award includes a variable financial component.

4,105
EMPLOYEES
WERE PRESENTED ONE KBR AWARDS TO RECOGNIZE THEIR ACHIEVEMENTS

In 2022, Nurana Huseynova was presented a ONE KBR Sustainability and Community Award for her outstanding volunteer work. In addition to her refugee camp activities with the United Nations High Commissioner for Refugees, the UN agency mandated to aid refugees, Nurana helped set up a collection for donated goods, contacting the Azerbaijani Society to help those affected by floods in Pakistan. Following the earthquakes in Syria and Turkey in 2023, Nurana contacted the Turkish Embassy in the United Arab Emirates to volunteer her services and collect donations. She organized other donation points with friends in Dubai resulting in more than 40 boxes of donated supplies being collected within 36 hours, of which the Turkish Embassy and the General

Donations for the Pakistan flood disaster

Consulate in Dubai helped distribute. Not only has Nurana helped with global disasters, she, along with fellow KBR employee Maya Babayeva, helped raise funds to buy a young boy a computer to further his education. We are proud to have Nurana as part of our team and commend her on her volunteering efforts.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 41

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / **Connecting – Employee Engagement and Well-being** / Health, Safety and Security / Protecting Human Rights / Cybersecurity and Data Privacy

IN 2022

64% **OF A ELIGIBLE EMPLOYEES**

took part in the annual survey.

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 then 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 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.

ANNUAL EMPLOYEE ENGAGEMENT

Year	
2020	36%
2021	46%
2022	**64%**

ZERO HARM
COURAGE TO CARE
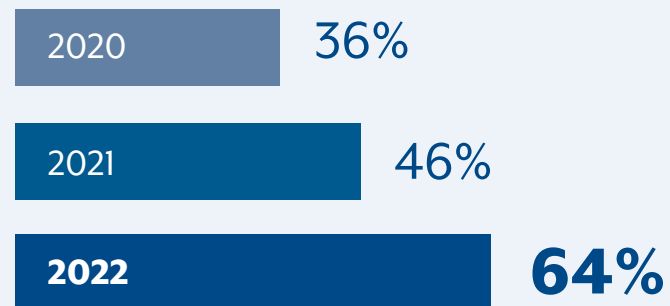
Health, Safety and Security

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. 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.

> "We had a record number of incident-free days in 2022 — an outstanding 91% of the year. Our people recorded 56,316 Courage to Care Conversations and our total recordable incident rate was an industry-leading 0.079. These examples are a testament to the way our people have embraced Zero Harm and made it part of their lives."

Nick Anagnostou, Vice President, HSSE

KBR Global HSS Summary*

	2021	2022
Work Hours	83,072,246	80,880,136
Total Recordable Incident Rate (TRIR)	0.108	0.079
Fatality Incident Rate (FIR)	0.000	0.000
High Potential Incident Rate (HiPo IR)	0.026	0.054
Lost Time Incident Rate (LTIR)	0.024	0.020

2022
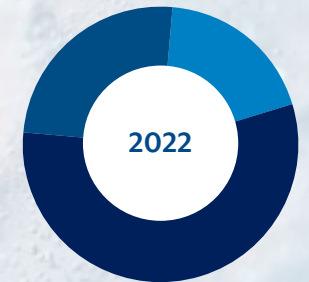
- Medical Case **18 (56.25%)**
- Lost Time Case **8 (25%)**
- Restricted Work Case **6 (18.75%)**

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

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 43

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

Our Zero Harm Commitment

Our commitment to zero workplace incidents remains steadfast. 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.

Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   44

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

Health and Safety Management System

KBR's Transactional HSS Management System is built around six core processes we call the Absolutes, which are non negotiable KBR safety standards that shall be observed at all KBR projects and locations globally. Please click the icons below for details on each of these commitments.

TOTAL SAFETY TASK INSTRUCTIONS

COURAGE TO CARE CONVERSATIONS

MYKEY

SAFETY ENERGY

THE KEYS

INCIDENT INVESTIGATION

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 versus priority-based
- Do the right thing
- Organizational learning
- Visible interdependent behaviors
- Recognize achievements

Together, these form the foundation of KBR's Zero Harm culture. 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.

We are regularly audited by Lloyd's Register, our third-party auditor, that certifies us to the following International Standards Organization (ISO):

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

Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   45

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

Promotion of Safe Work Practices

The Promotion of Safe Work Practices outlines procedures 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 creating health and safety awareness through regular:

- HSS training
- HSS committees
- Safety and Zero Harm messages in meetings
- Toolbox meetings each week
- Poster contests and slogans
- HSS milestone celebrations and similar activities that contribute to heightened awareness

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), 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.

We also have a behavior-based Courage to Care (CtCC) process which is instrumental in developing a continual awareness of unsafe acts through observation, intervention and conversation.

IMPROVE WORK ENVIRONMENT

DATA: CAPTURE, USAGE & PRESTATION

WELL-BEING AMBASSADOR PROGRAM

MENTAL HEALTH AWARD

IMPROVEMENT & EXPANSION

+

TRAINING & SUPPORT

KEYS TO MENTAL FITNESS

GLOBAL CONNECTION

MANAGER TRAINING & SUPPORT

GLOBAL INITIATIVES
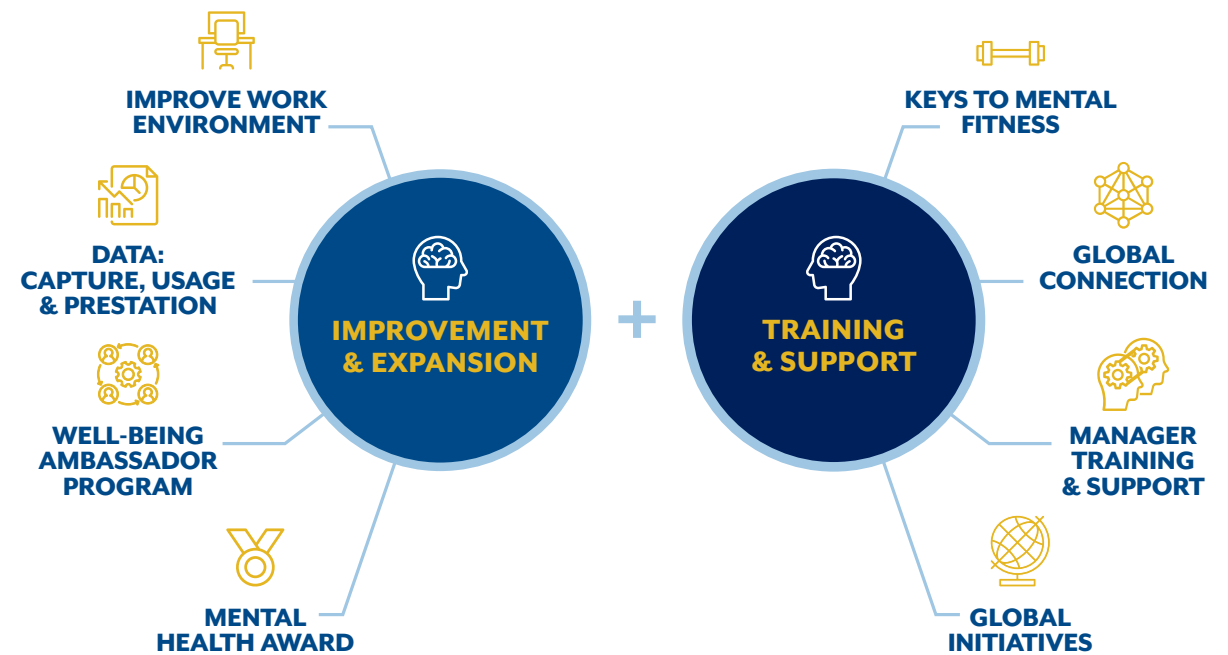
Our Identification, Risk Assessment and Investigation Approach

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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   46

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

80.9M WORK HOURS

0.079 TOTAL RECORDABLE INCIDENT RATE (TRIR)

Incident Reporting System

KBR's in-house global incident reporting system, HSERS, is designed to report all incidents (work-related and non occupational incidents) and is continually being enhanced to support the business. Data is analyzed through interactive dashboard tools for trend analysis. HSERS features 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

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   47

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

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 managers with training to inspire and enable them to proactively improve their own and their team's mental fitness and well-being. In 2020, our People function and HSS teams came together and partnered with our employee support program providers to co-design mental health and well-being training sessions for our managers and deployed it across the globe.

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.

Psychological Safety

In 2022, we launched support resources for Psychological Safety to help create an environment where people feel safe to speak up, and in 2023 we will follow up with new HSSE Keys to support the mental health and well-being of our employees.

124 **TRAINED WELL-BEING AMBASSADORS**

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 48

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

KBR STORIES

Global Mental Health and Well-being Committee Update

Over the past three years, the Global Mental Health and Well-being Committee has been developing and implementing KBR's mental health and well-being strategy, helping ensure that our people have the necessary support and resources they need to thrive.

Their main focus areas of 2022 included:
- Creating a positive and supportive workplace culture
- Providing employees with resources and the confidence to help improve their mental fitness
- Enabling managers to spot early signs of duress and provide support
- Preventing work from having an adverse effect on employees' mental health
- Establishing mechanisms for measuring improvement

Throughout the year, the Well-being Ambassador Program was rolled out to more KBR locations and project sites. More recently, the committee welcomed Sonia Galindo, executive vice president and KBR general counsel, who will help guide the strategy and spearhead initiatives across KBR.

Courage to Care Conversations

Mental Health and Well-being Committee

Employee Support Program – Workplace Options

Well-being Ambassador Program

ZERO HARM 24/7
COURAGE TO CARE
MENTAL HEALTH & WELL-BEING

Training and Awareness

Keys to Mental Fitness

Psychosocial Risks and Hazards

OK Now Employee Resource Group

meQuilibrium (MeQ)

ZERO HARM
COURAGE TO CARE

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 49

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / **Health, Safety and Security** / Protecting Human Rights / Cybersecurity and Data Privacy

Security

We successfully delivered security solutions for our clients and team members throughout 2022. We further leveraged technology by creating the "Lockbox," a virtual quarterly newsletter for 24/7 security awareness and education hosted on KBR's global HSSE Security SharePoint site. The Lockbox provides targeted security information on relevant topics including travel security, cybersecurity, insider threats, workplace security awareness and personal safety.

Througha continued partnership the Federal Bureau of Investigation provided a virtual Insider Threat and Economic Espionage session with the KBR team during KBR's global Zero Harm Day to reinforce our Insider Threat Program.

KBR maintains a robust Crisis Management program, we continued to enhance this program with new technologies that provide a Zero Harm environment for our team and communities. Specifically, we deployed a global "All-Hazards" alert system. This system alerts the team via cell, text and email when a critical weather event or an extreme security situation is near or at their homes or office. The alert provides hazard-specific information and safety advice. Additionally, the system allows the team member to respond if assistance is needed. For incident command, the system provides operational awareness of the impact area for our leadership team that allows for expedient assistance and logistical responses.

Security for Foreign Travel and Expatriates

In 2022, we continued to build on our mature travel security program. KBR now requires all employees traveling to critical or extreme risk countries to have their journey management plans reviewed by HSSE professionals to mitigate risk to the traveler.

The program also maintains a robust 24/7 travel safety advisory system with location-specific monitoring, alerts and emergency communications for all KBR travelers regardless of location. The system includes a smartphone app through International ISOS, our worldwide travel and medical security assistance provider, for emergency communications. for global emergency communications.

In 2022, we maintained 24/7 mental health services for employees through our global employee support program and also leveraged ISOS for enhanced mental health counseling services for travelers throughout the year.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   50

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / **Protecting Human Rights** / Cybersecurity and Data Privacy

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 Code of Business Conduct, 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 annual ethics training, which is mandatory for all employees.
- KBR has adopted a zero-tolerance policy regarding KBR employees, subcontractors, vendors, independent contractors, suppliers, and business partners and their employees who engage in or support modern slavery, trafficking in persons, or the use of forced labor. Please see our Human Rights and Labor Practices section for more details.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   51

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / **Protecting Human Rights** / Cybersecurity and Data Privacy

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 Code of Business Conduct are achieved.

As part of our annual ethics training we include a training section dedicated to Human Rights awareness.

Please refer to our Sustainable Supply Chain section for more details on Human Rights and Labor Practices.

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 protect individuals' data privacy by adhering to core data privacy principles such as lawful collection of personal data, transparency, contract-based protection of personal data sent to third parties, respect for data privacy rights, and accountability.

• 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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 53

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / **Cybersecurity and Data Privacy**

Cybersecurity and Data Privacy Governance

BOARD OVERSIGHT

Our Information Assurance organization, led by our chief information security officer (CISO), has 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.

Established in 2021, the board's Cybersecurity Committee provides oversight of the corporation's systems. The Audit Committee of the KBR Board of Directors is also responsible for reviewing the company's cybersecurity programs and strategy for mitigating cybersecurity risks.

The CISO, general counsel and chief information officer report to the Cybersecurity Committee each quarter and report to the Audit Committee twice a year.

Other responsibilities of the Cybersecurity Committee include:

1 **Identify, assess and manage risks related to cybersecurity.**

2 **Respond to and manage cybersecurity threats, including cybersecurity incident.**

3 **Comply with legal and regulatory requirements governing data security.**

We have four non executive 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.)
- Lt. General Vincent R. Stewart, United States Marine Corps. (Ret.) (deceased on April 28, 2023)

Additionally, Lt. General Stewart joined the KBR Board of Directors in June 2021, contributing his significant cybersecurity experience as Chairman of the Cybersecurity Committee. 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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   54

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / **Cybersecurity and Data Privacy**

Cybersecurity and Data Privacy Governance

POLICIES AND PROCEDURES

- Code of Business Conduct
- Data Privacy Policy
- Enterprise Information Security Policy
- Critical Assets Management Policy
- Insider Threat Policy
- Information Technology – Acceptable Use Policy
- Major Security Incident Response Procedure

Refer to Appendix page VI for additional policies and procedures related to data privacy.

FRAMEWORKS AND CERTIFICATIONS

Protecting the data and privacy of our employees, customers and suppliers is critical to our policy commitments and our overall business success. Our cybersecurity global enterprise control frameworks comply with industry standards and regulatory requirements including:

- International Organization for Standardization
- National Institute of Standards and Technology (NIST)
- Defense Federal Acquisition Regulation Supplement (DFARS)
- International Traffic in Arms Regulations (ITAR)
- UK Cyber Assessment Framework
- Australia's Essential Eight

NIST Cybersecurity Framework (CSF)	Cybersecurity Framework
CMMC	Cybersecurity Maturity Model Certification (NIST 800-171)
ISO/IEC 27001:2013	Information Security Management System
ISO/IEC 20000-1:2018	Service Management System

Since 2018, we have maintained ISO/IEC 27001:2013 and Cyber Essentials and Cyber Essentials Plus certifications through successful internal and external annual audits and recertifications. In 2021, KBR achieved ISO 27001:2013 certification for data centers and KBR locations in the United States. In 2022, our ISO certification scope was expanded to include ISO/IEC 20000-1:2018 certification that included KBR Internal IT Service Management System (SMS) overseeing the planning, managing, and delivery of IT operations and services in support of KBR, Inc. and its associated business units. With an enterprise approach to global operations and cybersecurity, KBR is actively working to expand our ISO certifications coverage to new locations beyond the current U.S. and UK scope.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION **PEOPLE** PLANET GOVERNANCE APPENDIX 55

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / **Cybersecurity and Data Privacy**

Our Approach to Cybersecurity

Training and Awareness

Within our Information Management System (IMS) we have the IT Major Security Incident Response Procedure. This provides organizational and operational structure, processes, and procedures for employees to respond to incidents that may risk the security of IT assets, information resources and business operations.

- 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.
- Since 2017, sponsored email phishing campaigns continue to show notable improvement in end-user cyber awareness year over year. They also provide teachable training moments to improve our users' overall cyber awareness.

- 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.

Audit Verification

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

- Accredited ISO/International Electrotechnical Commission and Cyber Essentials external auditors
- U.S. Government Defense Contract Management Agency – Defense Industrial Base Cybersecurity Assessment Center
- U.S. Government Defense Contract Audit Agency
- United Kingdom Ministry of Defence
- Australian Signals Directorate – Australian Cyber Security Centre

We conduct regular internal audits and self-assessments to validate the effectiveness of our control systems and adherence to internally documented policies and procedures. Suspected areas of noncompliance are thoroughly investigated and documented within our Information Assurance organization. We also engage third parties to conduct external audits and perform cyber penetration testing as defined by our business needs.

All internal and external audits are reported quarterly to the board's Cybersecurity Committee 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 VI.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   56

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / **Cybersecurity and Data Privacy**

IN 2022 WE:

- Adopted independent third-party cybersecurity risk rating services to ensure our cybersecurity and risk management programs are effective, with evidence-based cyber risk monitoring, continuous measuring of security control effectiveness, remediation of gaps and vulnerabilities, and effective assurance.

- Revised our Cybersecurity Incident Response procedures to align with the current cyber threat landscape, while ensuring regulatory reporting compliance requirements were current. 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.

- Improved our information protection and detection capabilities through enhanced security technology and control adoption.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   **PEOPLE**   PLANET   GOVERNANCE   APPENDIX   57

A Purpose-centered Workforce / Belonging – Inclusion and Diversity / Growing – Talent Development / Connecting – Employee Engagement and Well-being / Health, Safety and Security / Protecting Human Rights / **Cybersecurity and Data Privacy**

Our Approach to Data Privacy

We adhere to core data privacy principles and comply with data privacy laws across our global footprint. KBR respects individuals' data privacy rights and empowers individuals to exercise their rights of access, rectification and deletion of their personal data.

To protect personal data, we adhere to best practice organizational measures and require all company employees, contractors and suppliers worldwide who access personal data to comply with the Data Privacy Policy. Additionally, we protect personal data sent to third parties through contract-based obligations in compliance with California, European and other applicable laws. When appropriate, we conduct data protection impact assessments of its data processing.

KBR also adheres to best practice technical measures, including KBR's Enterprise Information Security Policy and IT Acceptable Use Policy, which provide the control framework for ensuring data privacy. Those policies protect data privacy through various measures, 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.

To protect personal and business information, we use monitoring technology. We implement this technology while adhering to data privacy laws and principles to protect monitored users. Our monitoring technology protects user privacy through aggregation of user activity data, with further analysis limited to triggers from rules-based alerts designed to reduce insider threats to personal information 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.

IN 2022 WE:

- Created a customized KBR data privacy training with modules for various jurisdictions, including California, U.S. federal laws, countries covered by the General Data Protection Regulation (GDPR), and the UK.
- Instituted an annual training requirement for employees located in jurisdictions covered by the General Data Protection Regulation and similar laws (EU member states, the UK, Iceland, Liechtenstein, Norway, Switzerland and Kosovo).
- Provided updated, customized training to key employees tasked with handling personal data, including human resources professionals, managers covered by California law, and professionals tasked with entering into contracts with third parties who receive personal data.
- Instituted quarterly meetings of our global Data Governance Committee tasked with further strengthening compliance and educating employees on the scope of data privacy obligations.
- Instituted a Data Privacy Management Program that continuously reviews training, cybersecurity, data mapping, changed legal requirements, contracts with third parties who receive personal data, and cross-border transfer requirements.
- Instituted a global data transfer agreement among KBR's business entities to protect personal data that is transferred across borders.

Planet

WE VALUE OUR PEOPLE	WE DELIVER	WE ARE PEOPLE OF INTEGRITY	WE EMPOWER	WE ARE A TEAM OF TEAMS

In This Section

RECYCLE/ REUSE

EFFICIENT ENERGY

SUSTAINABLE TRAVEL

SUPPLY PARTNERS

CLIMATE CHANGE

ZERO HARM
COURAGE TO CARE

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. The KBR Environmental Management System (EMS) is part of an integrated management system and provides the foundation for compliance with legislation and the delivery of effective environmental management and sustainable development through:

- Policy commitment to compliance and continual improvement
- Identification of legislation and other requirements
- Periodic evaluation of legal compliance
- Staff awareness and training
- Operational controls and emergency preparedness
- Monitoring, audits and management review
- Delivery of environmental / sustainable development improvements

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

KBR's environmental management system integrates with other organizational management systems through the Project Execution Plan (PEP) and Health, Safety and Environmental (HS&E) Plan. These plans include a project specific register of environmental aspects and impacts which is referenced to environmental legislation. This register sets environmental sustainability objectives and targets in order to monitor progress and continual performance improvement. The three key management system documents are the PEP, the project HS&E plan and the project quality plan. These documents describe how we keep people safe and manage our impact on the environment and embed sustainable development principles.

We consider environmental aspects and impacts at the earliest possible stage with clients and key stakeholders in order to:

1. Ensure there is a mutual understanding of our environmental and sustainable development performance requirements beyond legislative compliance. This may include client-specific codes of practice, strategies, objectives and targets.
2. Identify, list and agree on the environmental and sustainable development aspects relevant to the project.
3. Clarify the specification to ensure that the appropriate environmental management and sustainable development approach is taken.

ENVIRONMENTAL AND SOCIAL IMPACTS

Light, Odor, Noise and Visual

Emissions to Air, Land and Water

Protection of Habitat and Biodiversity

Climate Change

Hazardous and Nonhazardous Waste

Energy Consumption and Efficiency

Use of Raw Materials and Natural Resources

IDENTIFY — EVALUATE — ASSESS — DETERMINE — RECORD
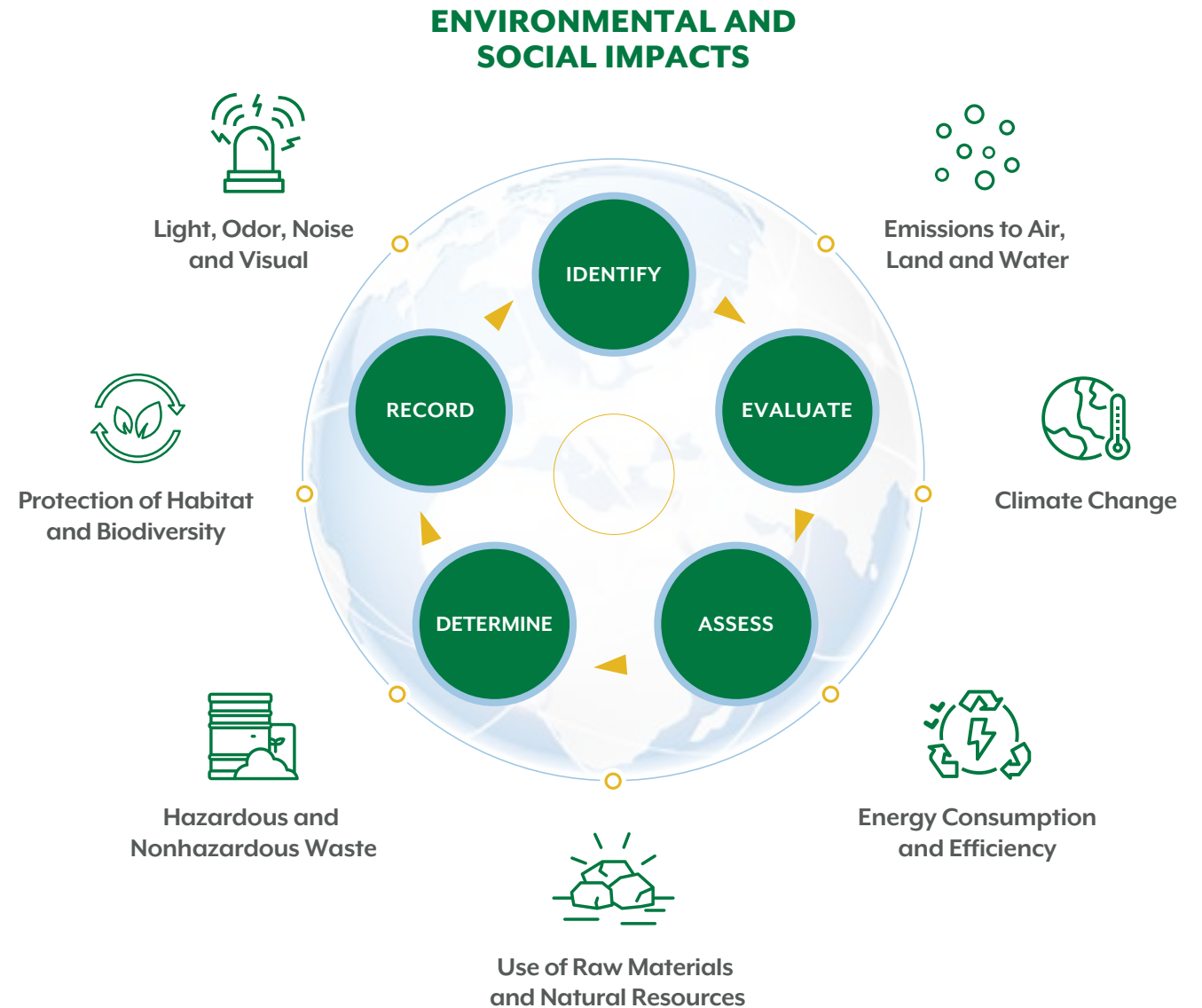
MANAGING ENVIRONMENTAL RISK

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

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.

KBR uses an environmental aspects identification process called ENVID to determine, or re-evaluate the environmental aspects, risks and potential impacts upon the environment of a new or modified design or facility. The ENVID uses a workshop-based approach to identify practicable methods that ensure minimum harm to the environment throughout the life of the project. Use of the term ENVID has the advantage of linking the concept to the Hazard Identification (HAZID) process that is now well established within project safety management practices. The ENVID outputs support other project environmental and sustainability studies, including the final Environmental Statement, delivered after the completion of an Environmental and Social Impact Assessment (ESIA), and usually supporting permit applications.

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.

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.

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.

Please refer to our Climate Action report for more details.

ZERO HARM
COURAGE TO CARE

Our Sustainable Solutions

We partner with companies and governments to design and deliver a more sustainable world and a better tomorrow – one that ensures the well-being of our planet and people.

Sustainability is the ability of a community, organization or infrastructure to sustain and thrive by balancing economic, social and environmental demands. Whether it is helping our customers to meet net-zero carbon emissions or achieve zero waste, KBR is at the forefront of emerging technologies and approaches, advocating for a more ethical society.

Our diverse team of experts works to incorporate positive economic, environmental and social outcomes into the planning and delivery of our projects and partnerships, driving organizational change and community development. By applying a multifocal approach, the team integrates economics, science, technology, engineering and planning solutions to address our customers' needs and demands.

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 and from a wide variety of industries in addressing their sustainability needs and challenges. Our sustainability-focused revenue increased by 13% from 2021 to 2022, accounting for 34% of our total revenue.

Empowering Transition

With sustainability mandates influencing policy and corporate strategies, areas such as energy transition, decarbonization and circularity have become business imperatives for our customers, partners and suppliers.

We combine our leading advisory position with our extensive proprietary technology portfolio and our engineering and technology expertise to support customers in their energy transition journey.

ENERGY AND DECARBONIZATION

We have extensive experience in green ammonia technology and production, as well as carbon capture and storage, and growing capabilities in electrolysis and hydrogen handling and storage.

Ammonia
Green Ammonia and our K-GreeN® technology

Reducing the amount of carbon dioxide (CO_2) 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 needed 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.

Empowering Transition

Annie Jing
Director, Technology – Green
Ammonia and Hydrogen Technology,
Sustainable Technology Solutions

Blue Ammonia and our KBR PurifierPlus™ technology

Blue ammonia (NH_3) is the outcome of a process that sequestrates CO_2 via carbon capture, utilization and storage (CCUS) technology during ammonia production. Using our KBR PurifierPlus technology during blue ammonia production reduces CO_2 per ton of NH_3 and lowers capital and operational expenditure, providing a more reliable process with significant reductions in carbon dioxide.

Ammonia Cracking Technology

Our proprietary ammonia cracking technology, H2ACT℠, breaks down 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.

Ammonia Efficiency Technology

*Ammonia is increasingly viewed as a primary enabler of a renewable **hydrogen energy economy**. Global demand for clean ammonia is projected to grow exponentially based on anticipated use in power generation and marine transport.*

Annie is responsible for managing KBR's Houston clean ammonia and hydrogen process team; developing KBR's green and blue ammonia, syngas and hydrogen technologies; executing feasibility studies for grassroot and revamp projects; general engineering developments; supporting engineering, procurement and construction projects; and advising for plant start-up, troubleshooting and process optimization.

K-BOOST℠

KBR has the know-how to upgrade ammonia plants for more sustainable performance. Engineering solutions like KRES™, PURIFIER™, Ammonia Converter upgrade with high-pressure steam generation to reduce plants' greenhouse gas (GHG) equivalent footprints for meeting environmental standards.

AMMONIA 10,000

Our Ammonia 10,000 technology increases current plants' capacity to 10,000 metric tonnes per day for blue and green ammonia, helping meet the growing global sustainable energy demands.

ZERO HARM
COURAGE TO CARE

KBR STORIES

Yara Engie Hydrogen Project

Western Australia

KBR, on behalf of Australian Renewable Energy Agency (ARENA), was tasked with overseeing and reviewing the current stages of the Yara Engie Hydrogen project, a new renewable hydrogen project in the Pilbara, Western Australia. The project is a joint venture between Yara Pilbara and Engie and aims to establish a new industry value chain by harvesting the abundant renewable power in Western Australia to make renewable hydrogen and ammonia as feedstock for renewable chemical production and as renewable fuel for power generation and shipping. The important project will serve local and export markets, including Japan and broader Asia.

This is the first project of its kind in Australia and it supports KBR's global strategy to provide our customers with sustainable solutions that protect both the planet and our people.

Empowering Transition

Hydrogen Expertise

We are a market leader in green and blue hydrogen thanks to our expertise in industrial process development across our heritage sectors, our megaproject capabilities and our unique liquefied hydrogen solutions.

Pragati Rathore
Technical Advisor and Mechanical Engineer – Technology
Sustainable Technology Solutions

Pragati works closely with our green ammonia, green hydrogen, Hydro-PRT®, ROSE® and olefins proprietary technology. She is also a key member supporting our modular solutions. Pragati was awarded the KaliBeR 2022 award, an innovation competition for Best Innovation in KBR's Proprietary Equipment 101-C, Secondary Reformer Waste Heat Boiler (WHB) for use in KBR's mega ammonia plants.

ZERO HARM
COURAGE TO CARE

Empowering Transition

Carbon Capture, Utilization and Storage

We have been delivering solutions across the carbon capture, utilization and storage supply chain for over 60 years and have successfully developed 10 different processes for CO_2 removal from ammonia synthesis gas.

Acetica[SM]

Acetica is an acetic acid production technology that enables the backward integration of CO_2 from carbon capture to produce high-value chemicals such as vinyl acetate monomer, a key ingredient in sustainable coatings, adhesives and other materials that support a net-zero transition. KBR is the only independent global licensor of acetic acid technology.

Renewable Energy

For more than 40 years, we have supported sustainable development by expanding access to reliable, affordable and renewable 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.

Matteo Di Prisco
Environmental Technical Lead –
Integrated Solutions International
Sustainable Technology Solutions

Matteo is responsible for environmental studies applied to a range of projects, from hydrogen to carbon capture. In his role, Matteo supports environmental reviews, environmental impact identification, environmental management plans, emission reports, energy and greenhouse gas assessments, and air dispersion models, as well as managing our environmental contractors.

ZERO HARM
COURAGE TO CARE

KBR STORIES

Empowering Transition

Just Transition – Economic, Social and Environmental Transformation Through Energy Transition

The coal-fired power stations in South Burnett, Queensland, Australia are scheduled to close in 2035. The closure will result in the loss of 753 direct jobs and a further loss of 545 indirect jobs. Additionally, up to 3,500 people from the regional population may be displaced. KBR was engaged by the regional Queensland and Australian governments to develop a 25-year economic and sustainability road map for the region. The KBR team developed a regional strategy, conducted multidisciplinary studies, and developed a comprehensive plan and roadmap for economic development through infrastructure and a zero-carbon agricultural hub, which will create social opportunity, economic growth and environmental regeneration.

ZERO HARM
COURAGE TO CARE

Empowering Transition

Sustainable Aviation Fuel

We launched PureSAF^{SM} a sustainable aviation fuel technology, in alliance with Swedish Biofuels AB to extend our decarbonization and energy transition portfolio into the aviation sector. The technology is certified to American Society for Testing Materials (ASTM) D7566 and meets all the standards of conventional jet fuel with or without blending and can be produced from a variety of sustainable feedstocks. PureSAF^{SM} is ready to be used in any aircraft and requires no changes to the design of aircraft or fuel infrastructure. The technology for producing PureSAF^{SM} will be instrumental in lowering CO_2 emissions from the aviation sector and helping meet net-zero emission targets by 2030 and beyond.

Dr. Monica Normark
Director of Biofuels – Technology
Sustainable Technology Solutions

Dr. Normark is responsible for the Biofuels business and the sustainable biofuels technology solutions provided under license. These solutions will help our customers lower their carbon footprint by allowing them to produce volumes of renewable fuel and chemicals that will empowering the energy transition, provide energy security, and increase the production of bio-based materials in the long term. Earlier this year, Dr. Normack helped launch PureSAF^{SM}, a technology in alliance with Swedish Biofuels, that enables the production of sustainable aviation fuel, contributing to the decarbonization of the aviation sector.

ZERO HARM
COURAGE TO CARE

Influencing Net Positive Change

NET-ZERO CARBON SOLUTIONS

We offer integrated solutions to help our customers on their net-zero and decarbonization journeys. In addition to setting economically viable, achievable targets aligned with the United Nations' Sustainable Development Goals (SDGs) and Science Based Target Initiative (SBTi), we provide a customizable net-zero solution pathway to help our customers reduce their environmental footprint and drive positive change for our planet. Our net-zero capabilities include:

- Climate change mitigation and adaption
- Decarbonization advisory
- GHG baselining and modeling
- Net-zero advisory services
- Climate security advisory
- Decarbonization program management

NET ZERO SOLUTION PATHWAY

ORGANIZATIONAL STRATEGY AND GOAL	SETTING THE BASELINE	SETTING SCIENCE BASED TARGETS	BUILDING ROADMAP TO NET-ZERO	IMPLEMENTING ROADMAP
01	02	03	04	05
Work with business leaders to create strategies and targets that are organizationally and financially sustainable	Capturing, managing and analyzing baseline data through smart analysis tools	Setting achievable targets through the United Nations STBi	Building the business case for organizational, operational and asset change through design, planning and technology	Managing the implementation of programs and sustainability change management to transition to a sustainable, thriving organisation

Digitalization and Innovation

Our Digital Sustainability Suite helps generate sustainable benefits at any stage of the customer's 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.

KBR INSITE® ENERGY MANAGEMENT SOLUTION

Our energy management solution 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.
- Supports the development and implementation of energy optimization strategies.

END-TO-END DIGITALIZATION SOLUTION FOR GREEN AMMONIA

This 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.

- Enhances process control and automation to maximize renewable energy utilization.
- Provides advanced analytics for real-time decision-making and performance optimization.
- Integrates digital twins to simulate plant operations, enabling scenario planning and process improvements.

ZERO HARM
COURAGE TO CARE

Digitalization and Innovation

DIGITAL CARBON REDUCTION TOOLS

Automation, Engineering and Sustainability Platform

In 2022, we launched our Automation, Engineering and Sustainability platform. A first of its kind, the platform brings together a suite of connected smart solutions — AutoENGINEER^{SM}, KBR CleanSPEND^{SM}, EnerTECH and H2EVOLUTION. Through this platform, our customers can access their existing project, instigate new projects, work across solutions and collaborate with KBR experts.

AutoENGINEER

Our AutoENGINEER solution automates quality engineering to deliver project designs with reduced cost, time and material waste. The tool has expanded to include the autodesign of of electrical charging infrastructure, plastic recycling modules, solar farms, and automated and modular designs for hydrogen electrolysis facilities.

EnerTECH

EnerTECH delivers advanced engineering and mathematical analysis and codification to model solar, wind and battery energy storage systems. The tool identifies optimum location, layout and size for the production and management of green electricity and simulates energy recovery models.

H2EVOLUTION

H2EVOLUTION includes financial, environmental, technical design and decision-making capability to enable our customers to achieve their green hydrogen targets while managing their technical and financial risk profiles.

KBR CleanSPEND^{SM}

CleanSPEND^{SM} provides a carbon-cognizant approach to tackle emissions across an entire project's life cycle by combining proprietary solutions, optimized technical decision-making, reliable supply chain integration, and remedial solutions.

David Cole
Director of Project Solutions –
Integrated Solutions International

David leads Project Solutions, a team responsible for developing unique and innovative solutions. David's team consists of expert engineers, mathematicians, scientists and software developers whose solutions, such as CleanSPEND^{SM}, EnerTECH and H2EVOLUTION, underpin KBR's sustainability aims.

CLIMATE CHANGE

KBR STORIES

Net-zero Pathway for Critical Minerals Mining in Australia

Arafura Nolan's Project

KBR's energy transition experts were engaged to undertake a study to understand current GHG emissions from the Arafura Nolans project and to produce potential pathways to reach net zero by 2050. The team developed an assessment tool that captures all current and future power generation emissions and produces five reduction pathways to achieve net zero. This newly developed tool will assist customers in economically transitioning to renewable energy. This work is critical for building innovative, sustainable infrastructure and economies of the future and will be vital to Australia achieving 43% reductions in emissions by 2030 and net zero by 2050.

KBR STORIES

The Survival Guide for Decarbonization

For most industries, tackling climate action normally involves reducing operational GHG emissions. By quantifying these operational GHG emissions, action plans can be verified, energy efficiency enhanced and value maximized from operations. In recent years, KBR Consulting International has delivered more than 25 design-focused operational carbon accounting studies. In 14 confidential studies, KBR Consulting International's carbon accounting tools have identified more than 1,405,200 tonnes of annual GHG emissions savings and implemented design improvements. Our tools are agile and granular, allowing results to be tailored to specific carbon accounting requirements. They have been used for work packages including concept selection studies, comparing the performance of specific combustion equipment, field life cycle assessments, pinch analysis, energy benchmarking, and capex assessments.

ZERO HARM
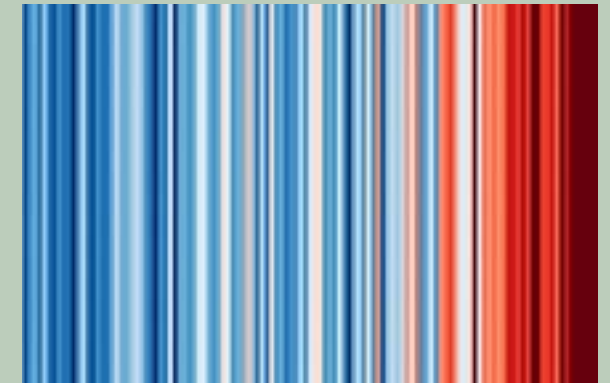
Circular Economy

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

HYDRO-PRT®

Hydro-PRT® is a world-first advanced process developed with Mura Technology Ltd. The technology recycles all forms of plastic waste, which would otherwise be incinerated, sent to landfills or leaked into the environment. The technology uses supercritical steam that breaks plastics back into hydrocarbons and gas. The process gas is recovered to generate the supercritical steam, saving energy and reliance on fossil fuels. Products are used in the manufacturing of new plastics and other materials creating a circular production model.

LITHIUM RECYCLING

KBR Ecoplanning® and Plinke® technologies have multifaceted applications in zero-liquid discharge and circular economy-related processes. Both technologies provide optimized solutions for metals recovery, solution purification, drying and packaging, and water balance and impurities management, contributing to industrial discharge reductions, converting chemicals and saving energy in a cost-effective manner.

- **Analyze:** Systems mapping, material flow analysis, circular maturity assessment, data analysis, benchmark, trends and future risks, and baseline development

- **Advise:** Strategy, circular initiatives roadmap development, performance measurement frameworks, business cases for roadmap, and investments

- **Integrate:** Systems thinking for infrastructure delivery, circular and social procurement, circular concept design for buildings and infrastructure, circular supply chains, and partnerships for net-zero innovation

- **Tools:** Key performance indicators, dashboards measuring and reporting on progress, and frameworks

FEEDSTOCK FLEXIBILITY
Varying mix of waste plastics feeds that can be less dry and dirty than competing technologies

HIGH PRODUCT YIELDS
Using the supercritical steam process reduces char and emissions, increases efficiency and the production of valuable, reusable products

Advantages of Hydro-PRT® over other chemical recycling technologies
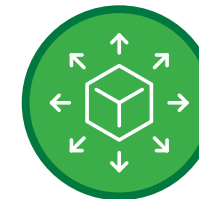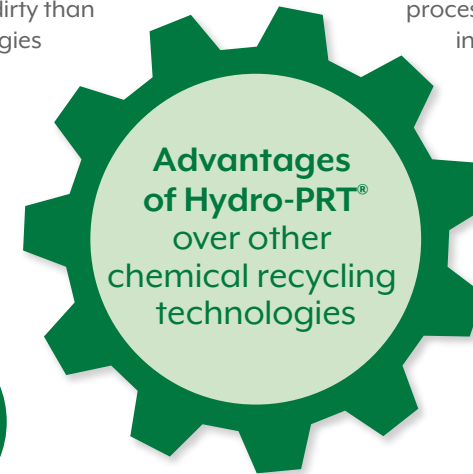
SCALABLE
Ability to address growing stockpiles of waste plastic in a simple engineered design making our technology a key element for a functioning plastics circular economy

PRODUCT STABILITY, QUALITY AND FLEXIBILITY
Wide range of clean, stable products that can be adjusted based on a feedstock and product market variations

ZERO HARM
COURAGE TO CARE

KBR STORIES

Circular Economy Infrastructure and Solution

North West Treatment Hub

KBR is part of a consortium planning and constructing the North West Treatment Hub in Sydney, Australia. Sustainability is a key part of the design challenge to ensure the project meets the growing regional population and client ambitions. Low-carbon design that includes capturing fugitive methane emissions to generate green energy and the use of low-carbon and recycled materials have been included as part of a broader strategy to meet challenging greenhouse targets. Critically, the team has used horizontal directional drilling to avoid impacts on key areas of remnant bushland in the area and to preserve areas of cultural significance to the Traditional Owners of the region.

Ian Tarplee
Environment, Sustainability and Climate Advisory Group Leader – Frazer-Nash Consultancy
Government Solutions International

Ian leads the Environment, Sustainability and Climate Advisory practice at Frazer-Nash Consultancy, part of the KBR team of teams. Ian's team of consultants are responsible for environmental management, carbon accounting, climate risk and sustainability. Together, they're delivering projects for some of the world's leading climate-focused organizations and large engineering companies at the forefront of decarbonizing the UK economy.

CIRCULAR ECONOMY SERVICES

As organizations, governments and value chains become more aware of the disruptive and costly challenges generated by our current economic model, KBR offers a systemic approach and tools to support our customers in putting their sustainability and circular economy strategies into action. We can provide support from the start or at any step in their journey.

Environmental, Social and Sustainable Services

PROTECTING AND ENHANCING OUR ENVIRONMENT

These solutions transform the way governments and businesses impact our environment and communities. To help ensure they make a positive impact, our global 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 assessment, environmental impact assessment, offset plans in line with net gain policy, net gain assessment, 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.

KBR STORIES

Environmental and Sustainability Assessment for Critical Water Infrastructure

Clarrie Hall Dam, NSW

KBR's highly regarded environmental and sustainability teams are preparing the environmental impact statement (EIS) for the raising of Clarrie Hall Dam in New South Wales (NSW). The dam will increase storage capacity to deliver water security to the urban population of multiple towns in the Northern Rivers region of NSW. The KBR team is leading a wide-ranging study, including cultural heritage assessment, aquatic ecology, biodiversity, and climate risk and security. The EIS will ensure that the project identifies and preserves critical environmental features and creates a sustainable pathway for the infrastructure.

KBR STORIES

Wastewater Circular Economy Building Net-zero Development and Trade

KBR was engaged by the South Australian government and regional communities to develop a strategic solution for the treatment and delivery of recycled water from the City of Adelaide to the world-renowned wine regions of the Barossa Valley and Claire Valley. KBR's multidisciplinary team led the strategic analysis, comprehensive business case assessment, and economic analysis that identified solutions for a sustainable and economically viable future for the region. The KBR solution will facilitate the transformation to net-zero agriculture and sustainable production for the future.

Barossa Valley

Environmental, Social and Sustainable Services

LIVEABILITY AND DEVELOPMENT SOLUTIONS
Through our projects with governments and organizations, we build urban and regional development solutions to create smart, sustainable cities and regional communities that are climate-resilient and economically viable. We engage with all stakeholders to drive positive change and to achieve long-term, holistic benefits in the communities where we live, work and play, while also respecting the environment's history and culture.

FRAZER-NASH CONSULTANCY
Frazer-Nash Consultancy provides support to clients in the UK government, private and on-governmental sectors ranging from resilience, decarbonization (Scope 1, 2 and 3 net-zero strategy), supply chain decarbonization, and environmental management and permitting services.

Environmental, Social and Sustainable Services

SUSTAINABLE SOLUTIONS, AUSTRALIA

Over the past year, we have significantly grown our sustainability solutions and now have a range of clients and projects across the full business life cycle, from strategy to consulting through to delivery of sustainability organizational transformation, sustainable infrastructure and economic programs. We have recently expanded our strategic sustainability partnerships with a number of major clients, ensuring we're able to build long-term engagements and downstream opportunities.

Adam Pirlo
National Manager, Sustainable Delivery – Infrastructure Solutions Australia
Government Solutions International

Adam, in his role as the National Manager – of Sustainable Delivery, leads the national sustainability capability business stream in the KBR Infrastructure Solutions Australia business unit. He is responsible for the delivery of sustainability technical leadership and direct-to-market and integrated sustainability works across the market sectors of water, resources, energy, transport, defence infrastructure and buildings, and sustainable solutions.

SUSTAINABLE SOLUTIONS

Developing and delivering infrastructure, government and business solutions that create positive environmental, social and economic impacts to enhance long-term value.

INTEGRATED SUSTAINABILITY SOLUTIONS

We partner with governments and businesses to develop and deliver sustainability strategies, initiatives and capital projects that create community prosperity, organizational benefits and long-term value. We utilize digital platforms and solutions to create efficiency and value.

INTEGRATED SUSTAINABLE DESIGN

We embed sustainability principles and solutions into infrastructure design and development to maximize asset value. We implement strategic sustainability decision-making, government and assessment frameworks that drive sustainable outcomes.

CLIMATE AND DECARBONIZATION SOLUTIONS

We work with businesses and government agencies to assess, plan and manage climate and carbon risks. We build and deliver commercially and economically viable roadmaps to net zero and decarbonization.

01 **02** **03** **04** **05**

LIVABILITY AND DEVELOPMENT SOLUTIONS

We build urban and regional planning solutions to create smart, sustainable cities and communities that are climate-resilient and economically viable. We work with projects to manage risk, compliance and approvals.

ENVIRONMENT SOLUTIONS

We provide project and business environmental assessment, advisory and planning solutions. We work with project and business leaders to deliver positive project and environmental outcomes.

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Suzanne Cathro
Head of Social Value –
Projects and Programmes, EMEA
Government Solutions International

Supporting Global Governments

We partner with governments around the world to provide comprehensive solutions with an emphasis on efficiency and safety. With a portfolio supporting defense, land, airspace, spaceflight services and maritime, our employees handle projects and missions from planning and design to sustainability and maintenance.

GOVERNMENT SUSTAINABILITY ADVISORY SERVICES
Our Advisory Consulting team in KBR Government Solutions has been advising governments on supporting low-carbon solutions, new energy business models, value chain strategies and sustainability roadmaps.

We have developed strategies for government departments in Japan, the United Kingdom, Australia, Singapore, nations in the Middle East, Trinidad and Tobago, and the United States. These partnerships are mirrored by our working relationships and experience with major energy companies, who are key in the transition.

This, combined with our experience operating in remote locations and our excellence in mission control, puts us in a market-leading position in the transition towards greener and cleaner energy.

Suzanne leads KBR's social value efforts, proactively engaging teams across the business to maximize awareness and generation of social value through activities undertaken during project delivery and in the management of our wider business in line with the UK government's policy outcomes. Suzanne develops and enhances the social value strategy and associated initiatives to help ensure we leave a long-lasting legacy across the communities in which we work. This includes establishing collaborative ways of working with our clients, suppliers and all stakeholders to achieve maximum impact for future generations.

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KBR STORIES

Met Office Carbon Baseline Verification

Frazer-Nash Consultancy delivered net-zero consultancy services to the UK Met Office, one of the world's leading climate science-focused organizations. This work entailed providing an independent, experienced and expert view on how the Met Office is approaching its net-zero targets, with a focus on four specific requirements:

- Baseline review of the Met Office's Scope 1, 2 and 3 carbon baseline
- Scope 3 emissions reductions and identification of emission hotspots in the supply chain
- Review pathway to net-zero by 2030 in line with the SBTi
- Assessment and advice on selecting duly assessed offsetting schemes

Our support has ensured environmental and sustainability principles are driven throughout the organization, aligning them to their environmental goals and created a clear roadmap to achieve their net-zero ambitions.

UK Ministry of Defence

In partnership with Elbit Systems UK at Affinity Flying Services, we conducted a series of battery-powered flight tests of the Velis Electro zero-emissions aircraft. We assessed the feasibility of environmentally friendly alternatives to current military aircraft and tested the impact of pilot training capability. KBR is committed to aiding the UK Ministry of Defence's green transformation and net-zero ambitions.

Velis Electro zero-emissions aircraft

Supporting Global Governments

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), federal-civilian agencies, the U.S. Department of Defense, and commercial customers for more than 60 years, supporting their mission to expand frontiers in air and space and 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, spacecraft and satellite development, mission-oriented software development, ground control, space communications, launch systems, spacewalks and more.

Other U.S. Scientific Agencies

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, our scientists are changing how humankind learns about our planet and protects 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, U.S. Geological Society, the National Weather Service and NASA.

Earth Resource Observation and Science Center

KBR is integral to the work performed at the United States Geological Survey's Earth Resources Observation and Science (EROS) Center. We support the center's study of land change and production of land change products, which are 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. While supporting the acquisition, archival, processing and distribution of remote-sensing data from satellites, which aids first responders, intelligence, agriculture, academia and research communities.

Lily Weiss-Lora
Senior Technical Advisor, Architectural –
Science and Space
Government Solutions U.S.

Lily, in her role as senior project manager and as a part of the Architectural and Engineering Service Department (AESD), is responsible for planning, design and construction support of facilities for multiple government agencies such as NASA, NOAA, U.S. Air Force, U.S. Navy and KBR internal projects. She is a Leadership in Energy and Environmental Design (LEED) Accredited Professional in Building Design and Construction and a United States Green Business Council (USGBC) project administrator for LEED certification.

Lily embraces environmental stewardship incorporating sustainability principles as a standard practice by designing for reliability and efficiency of building operations to respond appropriately to climate change. She is actively involved in sustainability initiatives as a member of the USGBC and fully engaged in educating and implementing sustainability practices within her team.

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Our Climate Action

At KBR, we identify and acknowledge the immediate need for comprehensive action to address the impacts of climate change. We have established a Net Zero Project team and Climate Risk working group to support our journey to net-zero by developing a 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:

- Our Corporate Carbon Footprint
- Net-Zero Project
- TCFD Index
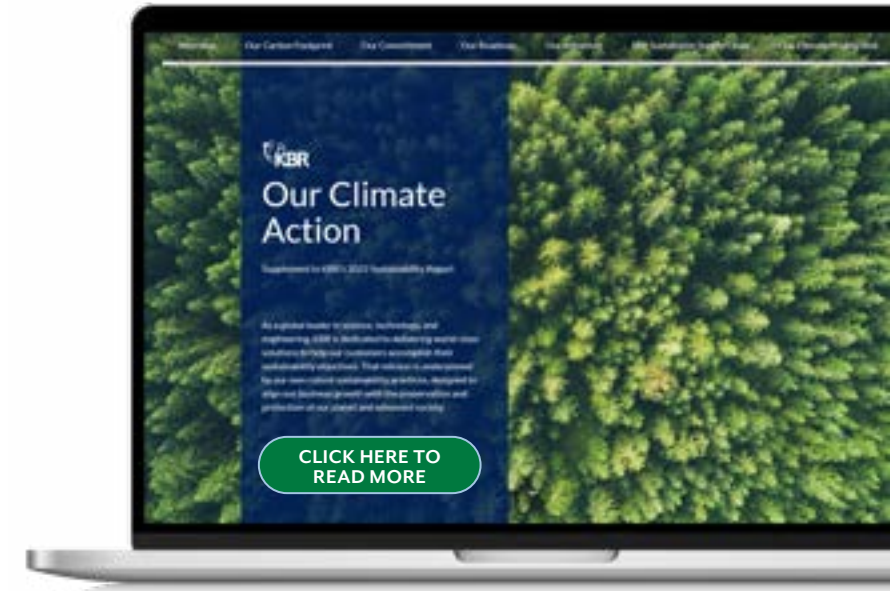
	2020		**2021**		**2022**		**DIFFERENCE**	
	kg CO$_2$ (in '000s)	% Share	kg CO$_2$ (in '000s)	% Share	kg CO$_2$ (in '000s)	% Share	kg CO$_2$ (in '000s)	% Share
Scope 1[*]	6,514	5%	6,426	16%	8,602	16%	2,087	**32%**
Scope 2[**] (Market Based)	33,014	23%	1,115	3%	1,353	2%	(31,661)	**-96%**
Scope 3[***]	105,075	73%	33,164	81%	44,976	82%	(60,099)	**-57%**
Overall	144,604	100%	40,706	100%	54,931	100%	(89,672)	**-62%**
Scope 2[**] (Location-based)	32,056		26,367		20,704		(11,352)	**-35%**

*Scope 1 emissions have increased due to improved primary and secondary data quality. **Location-based emissions reflect the average emissions intensity of the grids where the energy is consumed, using grid-average emission factors. Market-based emissions reflect the emissions from the electricity that companies have chosen to purchase, of ten through contracts or renewable energy certificates (RECs). ***Scope 3 emissions referenced above relate to business travel and upstream emissions for fuel- and energy-related activities, the latter of which were calculated based on factors specific to indirect energy emissions and losses.*
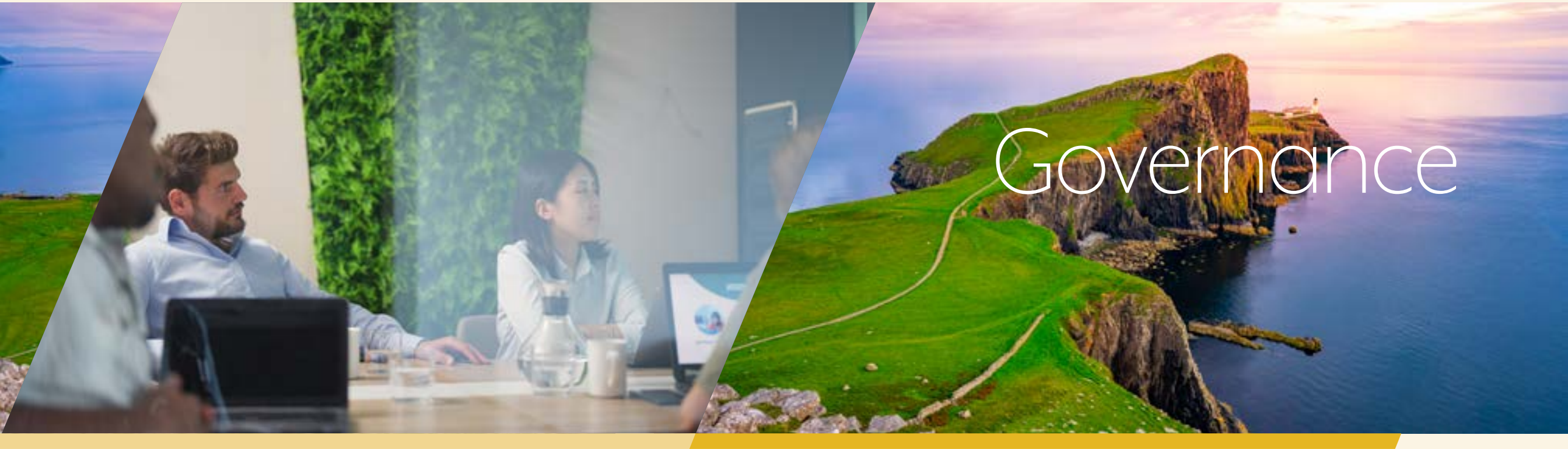
Governance

WE VALUE OUR PEOPLE	WE DELIVER	WE ARE PEOPLE OF INTEGRITY	WE EMPOWER	WE ARE A TEAM OF TEAMS

GOVERNANCE

RISK MANAGEMENT

SUPPLY PARTNERS

In This Section

ZERO HARM
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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

BOARD COMMITTEE CHARTERS

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

- Sustainability and Corporate Responsibility Committee
- Cybersecurity Committee
- Audit Committee
- Compensation Committee
- Nominating and Corporate Governance Committee

BOARD OF DIRECTORS (including CEO)

- Sustainability & Corporate Responsibility Committee
- Cybersecurity Committee
- Audit Committee
- Compensation Committee
- Nominating & Corporate Governance Committee

Global Sustainability Committee

Corporate Sustainability Team

Corporate + Business

Enterprise Risk Management
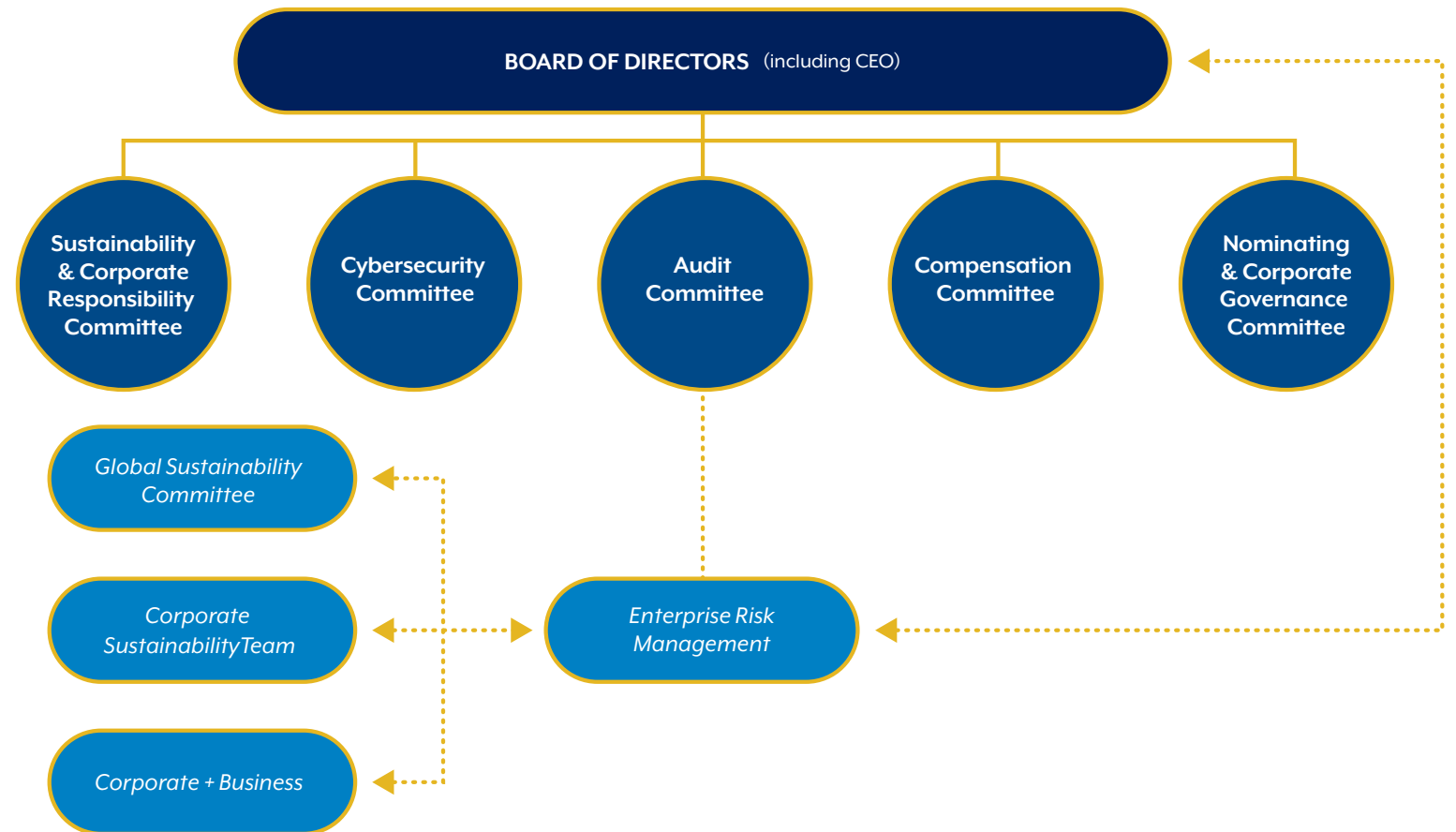
Sustainability and Board Oversight

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 environmental, social and governance (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
- Protecting Human Rights
- Sustainable Supply Chain
- 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	CLIMATE CHANGE	RISK MANAGE-MENT / 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 / Government	✓	✓		✓		0			56	M	UK	White
Lynn Dugle	Government / Space / Technology		✓	✓	✓	✓	3	✓		63	F	U.S.	White
Lester Lyles	Government / Space	✓	✓	✓		✓	0	✓	✓	76	M	U.S.	African American
Wendy Masiello	Government / Technology	✓	✓	✓		✓	0	✓	✓	64	F	U.S.	White
Jack Moore	Energy		✓		✓		2	✓		69	M	U.S.	White
Ann Pickard	Energy Engineering / Technology	✓	✓	✓		✓	2	✓		67	F	U.S.	White
Carlos Sabater	Technology		✓			✓	2	✓		64	M	U.S.	White + Hispanic
John Manzoni	Energy Engineering / Government	✓	✓		✓	✓	2	✓		63	M	UK	White
Vincent Stewart (deceased April 2023)	Government / Technology	✓	✓	✓		✓	1	✓	✓	64	M	U.S.	African American

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 Code of Business Conduct 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 Code of Business Conduct 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 code is the foundation for our robust Anti-Corruption Compliance Program, which also includes detailed procedures and guidance.

Our Code of Business Conduct 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, our intranet and website, and ethics hotline posters throughout our offices. Through our Supplier Code of Conduct, we require all suppliers and subcontractors to comply with our Code of Business Conduct. International business partners must agree to abide by KBR's Code of Business Conduct or the equivalent for international business relationships (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 government officials and other 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.

Following the conclusion of a corporate monitorship from 2009 to 2012, the monitor certified that KBR's Anti-Corruption Compliance Program was appropriately designed and implemented to ensure future compliance with the FCPA and other applicable anti-corruption laws.
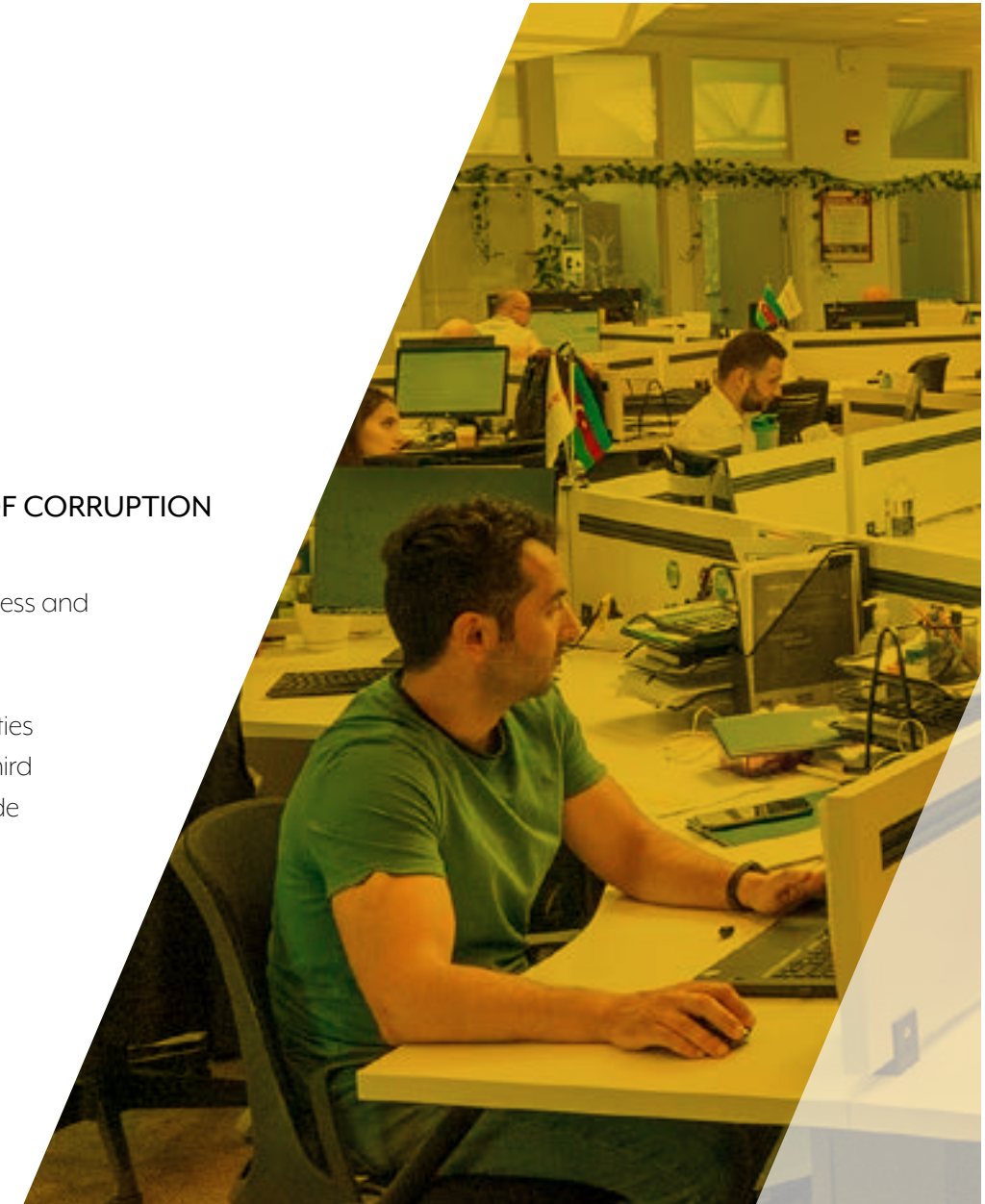
Transparency, Awareness and Oversight

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 our anti-corruption compliance program. The chief compliance officer, who reports to the general counsel, has responsibility for implementing and managing our Business Integrity team, and oversees the ethics and compliance program, and the anti-corruption and trade compliance programs. The chief compliance officer reports at least quarterly to the Audit Committee on any significant business integrity 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 Code of Business Conduct.

In 2022, the annual 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 code and that they will comply with its provisions. A substantial portion of the workforce is required to complete separate Combating Trafficking In Persons (CTIP) training, when 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 complete our Annual Conflicts of Interest Certification to ensure 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;
  • Government and commercial operations,
  • Financial controls and the Sarbanes-Oxley Act of 2002 (SOX) compliance,
  • IT systems and cybersecurity,
  • Anti-corruption compliance
  • 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 Code of Business Conduct 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.

Using a risk-based approach, our internal audit department works with compliance to design audits to evaluate anti-corruption compliance across the KBR portfolio and also with select third parties. Audit scope typically includes procedures to identify or detect transactions or practices inconsistent with KBR's Code of Business Conduct.

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.

Allegations of employee misconduct involving corruption and fraud, as well as misconduct allegations involving employees with a role in internal controls over financial reporting, are reported to the Audit Committee at board level. The Business Integrity team assesses risks by analyzing misconduct trends and outcomes as part of an annual report to the board and include metrics on number of reports, types of allegations and the outcomes. We also actively monitor and audit our internal compliance with our Code of Business Conduct 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 Code of Business Conduct 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
2	Director of Business Integrity via mail at P.O. Box 2464, Houston, TX 77252-2464, U.S.
3	Director of Business Integrity via email at fhoukbrcode@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 team
9	Dedicated mail and email addresses for the KBR Board of Directors

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All allegations of possible violations of the Code of Business Conduct, 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 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, which allows employees to ask ethics questions or ask for guidance anonymously.

For human resource disputes, employees can also access the 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, for good faith reporting of suspected misconduct or violations of the Code of Business Conduct. Reporters are not expected to know all the facts before reporting; reporters should feel free to ask questions and report any issue that causes concern without fear of reprisal. Reports that are false or malicious, however, are not considered good faith reporting.

The CEO has reiterated on the ethics hotline reporting page that:

"

I am wholeheartedly committed to promoting an environment where employees will report their concerns without any fear of retaliation ..."

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 with 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 seek to add value beyond the professional services we provide. As responsible corporate citizens and neighbors in communities around the world, we recognize the importance of adding value to these societies and economies through the tax we pay. In 2022, our global tax contribution was $189M.

In accordance with our Code of Business Conduct, we pay the right amount of tax at the right time in the countries in which we have operations.

$189M
TOTAL GLOBAL TAX PAID
IN 2022

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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 of bringing clean, low-emission innovations and solutions to market through both our Sustainable Technology Solutions and Government Solutions businesses. We remain steadfast in our commitment to fully optimizing our climate-related opportunities by supporting our customers' decarbonization, emission reduction and energy transition objectives.

From 2021 to 2022, the dollar amount of our sustainability focused revenue increased by 13%

*

Sustainability-focused Revenue

66%
General

2022

21%
Energy transition and decarbonization

13%
Earth, climate and space science research
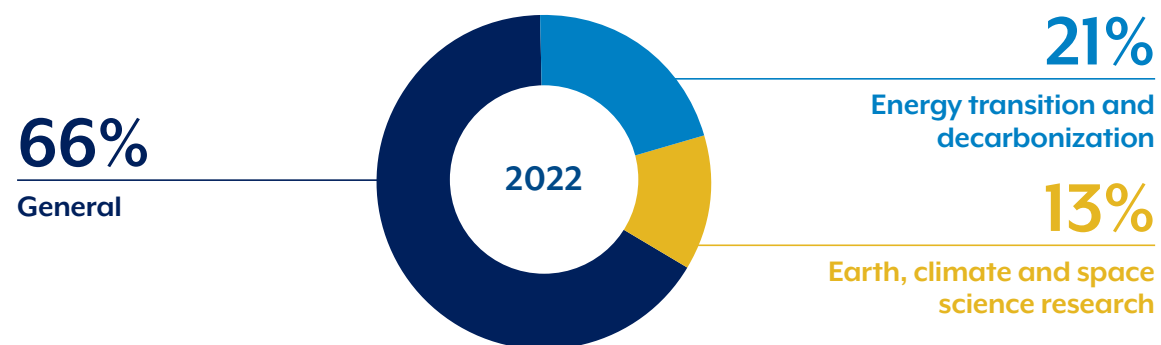
SUSTAINABILITY-FOCUSED REVENUE GROWTH	2021	2022
Energy transition and decarbonization Alternative energy, energy efficiency, pollution control, CCUS, conservation	1,086M	1,363M
Earth, climate and space science research	900M	882M
Basic needs	*	*
Total Sustainability-linked Revenue	1,986M	2,245M
Sustainability-linked as a % of Revenue	34%	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 OWS and OAW due to materiality.

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Our Evolving Risk Profile

ANTI-CORRUPTION	ENTERPRISE RISK MANAGEMENT	RISK-BASED STRATEGIC DECISIONS	UNAOIL INVESTIGATION	SUSTAINABILITY

July 2009
KBR engages independent corporate monitor as approved by the Department of Justice (DOJ) and the U.S. Securities and Exchange Commission (SEC).

January 2010
KBR adopts enhanced anti-corruption program.

February 2012
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.

July 2014
Revised Code of Business Conduct to disallow all facilitating payments to further reduce corruption risk.

July 2020 - December 2021
Digitalized our anti-corruption compliance processes.**

2022
Revision and updates of the Code of Business Conduct completed in April 2023.

June 2019
Hired chief enterprise risk management (ERM) officer who, with her team, implemented a formal ERM COSO*-based program.

February 2020
ERM reports are required regularly at the board level.

April 2020
Commenced applying ERM outputs to develop and implement strategic risk reduction.

2022
Expansion of the ERM team into business units and applying risk management consistently from project to enterprise

2023
KBR is actively tracking and assessing potential impacts, both threats and opportunities, of AI to the business

March 2020
Restructured energy delivery and services businesses into a single, combined group — Energy Solutions.

2021
- Energy Solutions combined with technology business to create Technology Solutions.
- Reduction of engineering, procurement and construction (EPC) lump-sum work.
- Broader Techology Solutions business segment renamed Sustainable Technology Solutions.

2021
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 Hydro-PRT® technology.

2022
Acquisition of VIMA Group to expand expertise in digital and sustainable

July 2020
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."

August 2020
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.

March 2021
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."

January 2021 Audit:
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.

2021
Risk management framework and processes are applied to environmental, social and governance aspects, and risks and opportunities are managed accordingly. Please see page 98 for more detail on this process.

December 2021
Climate-Related Risk Management: KBR establishes a Climate Risk working group dedicated to identifying and analyzing our climate-related risks and opportunities on the organization's businesses, strategy and financial planning.

December 2022
Invested in an automated ESG reporting system to centralize data collection from our key sustainability topics across the business and improve processes and controls for all sustainability-related disclosures.

2022
See our Sustainable Solutions for climate change opportunities.

OUR RISK MANAGEMENT SYSTEM

We manage our risk profile via a rigorous, fully integrated enterprise risk management (ERM) framework based on the 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).
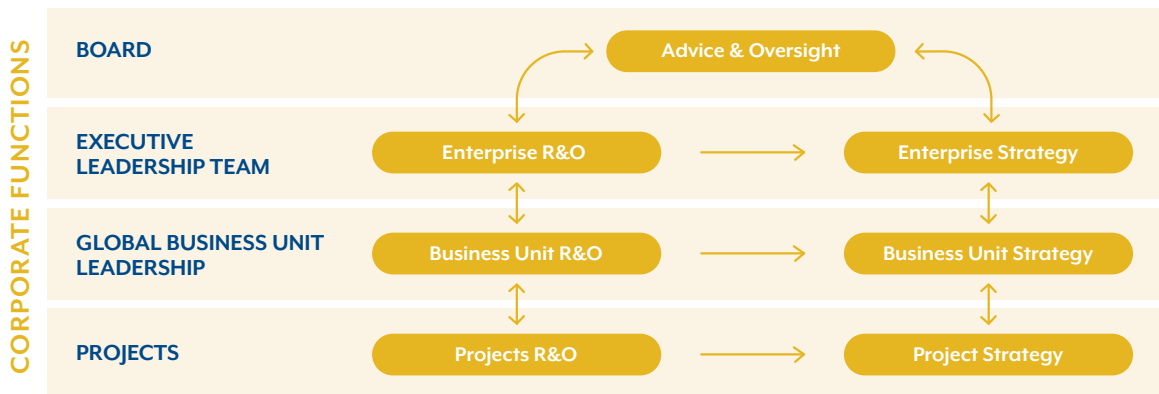
By entrenching ERM principles and practices in our culture, operations and strategic decisions, we can consistently visualize the entire risk landscape, mitigate risks, capitalize on opportunities, and create value and predictable outcomes.

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.

CORPORATE FUNCTIONS

BOARD		Advice & Oversight	
EXECUTIVE LEADERSHIP TEAM	Enterprise R&O	→	Enterprise Strategy
GLOBAL BUSINESS UNIT LEADERSHIP	Business Unit R&O	→	Business Unit Strategy
PROJECTS	Projects R&O	→	Project Strategy

Sustainability Risk Management

The framework is specifically applied to the management of our sustainability risks and opportunities, both operational and strategic in nature. Our sustainability SMEs 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 within the ERM framework:

To enhance our work in climate risk, we have assembled a Climate Risk working group to work synchronously with the Enterprise Risk Management team to identify and manage climate risks for each business component. See our Climate Action report for more details.

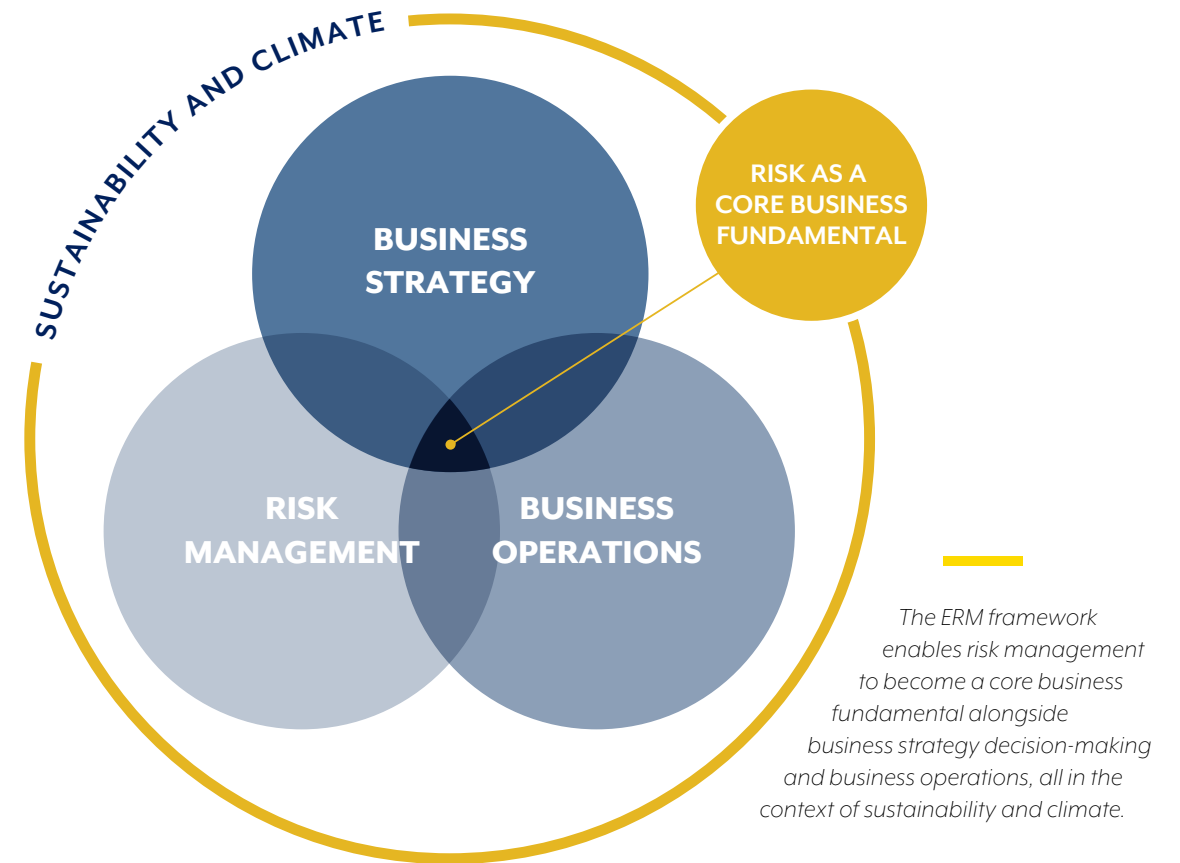|		
Climate change	Environmental impact	Health, safety and security for employees, customers and communities
Talent development and benefits – being an employer of choice	Inclusion and diversity progress	Ethics and integrity
Innovative, sustainable solutions	Human and labor rights protection in workforce and supply chain	Data protection and our cybersecurity

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 prescribed 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.

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 and climate.

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.

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 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 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 conducing 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 (deceased April 2023) military service included many risk management experiences, such as: (1) countering threats and risks associated with both the 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.

Sustainable Supply Chain

With tens of thousands of contractual relationships, developing and supporting a globally sustainable supply chain is critical for delivering our solutions and services. Our aim is to promote a sustainable future by working with our partners to support an aligned ambition, achieve net-zero emissions and sustainability though Zero Harm. We do this through rigorous assessments and collaboration to ensure our partners support key social and environmental impact goals and an equitable supply chain.

Our goal is to engage with our global supply chain in the development and delivery of our ESG objectives. These are aligned to the 12 principles of sustainable procurement across the following seven core subjects as set out in ISO 20400:2017 international best practice guidance for sustainable procurement:

• Organizational governance
• Human rights
• Labor practices
• The environment
• Fair operating practices
• Consumer rights
• Community involvement and development

Based on this best practice guidance, we have established 42 key performance indicators (KPIs) to enable review and management of sustainability requirements.

Emma Page
Sustainable Supply Chain Manager
Corporate Procurement, Global

Emma works across all business units to address sustainability topics including human and labor rights, climate, and fair operating practices aligned to sustainable procurement guidance provided by ISO 20400. Emma's work involves both strategic policy making and delivery across KBR's global operational procurement activities. The role requires deployment of guidance, tools and training internally to procurement teams, and externally to the suppliers, benchmarking supply chain sustainability and tracking performance of KBR's own procurement practices.

Our Sustainable Procurement Targets

ORGANIZATIONAL GOVERNANCE

- Top leadership sponsorship
- Legal conformity
- Adoption of recognized management systems (e.g., HSS, Quality, Environment)
- Risk management approach
- Audit to assess performance
- Supplier/vendor code of conduct

HUMAN RIGHTS

- Identify, prevent, analyze potential for negative impacts on human rights
- Take action to avoid complicity in respect to human rights issues
- Process for resolving grievance
- Process to avoid discrimination of vulnerable groups
- Establish rights of supply chain, migrant workers and communication in their native language
- Take action to improve performance/assist supply chain to improve performance

LABOR PRACTICES

- Ensure supplies and contractors, labor issues are addressed
- Ensure decent work conditions, fair wages, limits to working time
- Provide regular employment
- Ensure health, well-being, safety and occupational health are maintained
- Address issues of human trafficking, modern slavery and forced and/or child labor
- Ensure adequate provision of skills training

ENVIRONMENT

- Prevention of pollution
- Climate mitigation and adaption
- Sustainable resource use (e.g., waste management, minimization of water use)
- Sustainable travel/ transportation for employees commuting and business travel
- Protection of biodiversity/restoration of natural habitats and/or built environments
- Recognize/adopt UN Sustainable Development Goals

FAIR OPERATING PRACTICES

- Address minimum living wages and working hours
- Prevent and fight corruption (anti-bribery and corruption training/policy)
- Prohibit manipulation, intimidation, coercive, harassment and abusive behavior
- Promote ethical conduct and embed anti-competitive behavior
- Avoid discrimination including age, gender and ethnic origin across all aspects of employment
- Address freedom of association and collective bargaining

CONSUMER ISSUES

- Embed fair marketing, fair contractual practices
- Ensure suppliers' goods or services will protect consumers' health and safety
- Stimulate the design of products and packaging so that they can be easily used, reused, repaired or recycled
- Have clearly defined complaint mechanisms
- Provide cybersecurity, consumer data protection and privacy to safeguard consumer rights
- Contribute to the education of consumers

COMMUNITY ENGAGEMENT & DEVELOPMENT

- Contribute to community involvement, in respect to cultural, social and political rights
- Promote, support and educate communities
- Employment creation within local communities (e.g., businesses owned by ethnic minorities, women, LGBTQ individuals, disadvantaged persons or veterans, as well as HUBZone, small and medium-sized businesses)
- Promote or provide access to technology
- Improve local and social investment (access to basic requirements – food, essential goods)
- Seek to eliminate the negative health impacts of products and services

ZERO HARM
COURAGE TO CARE

SUSTAINABLE SUPPLY CHAIN

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:

1. 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.

2. 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.

3. 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.

4. 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.

SUSTAINABLE PROCUREMENT

- Accountability
- Analysis of all costs
- Ethical behavior
- ORGANIZATIONAL GOVERNANCE
- COMMUNITY DEVELOPMENT
- Innovative solutions
- Transparency
- HUMAN RIGHTS
- CONSUMER ISSUES
- Continual improvement
- Focus on sustainable alternatives
- Respect for stakeholder interests
- LABOR PRACTICES
- OPERATING FAIRLY
- Integration
- Full and fair opportunity
- THE ENVIRONMENT
- Respect human rights
- Respect law and international behaviors

In addition to our Procurement and Supply Chain Policy, we introduced a Sustainable Supply Chain Charter, with a phased program of action designed to drive change and build awareness of sustainable procurement. One of our executive leaders sponsors this charter to oversee and monitor its delivery and participate in strategic decisions.

Our suppliers sign and adopt the KBR Supplier Code of Conduct as part of their onboarding, and we audit them against this in accordance with their statement of work. Audits are scheduled based on the risk level assigned to their service type, value of spend and, type of purchase, and occurs for every purchase order created.

In 2022, 1,958 new suppliers were onboarded and 4,160 supplier evaluations took place.

Our procurement team completes the KBR Code of Business Conduct training annually, with additional training on specialist sustainable procurement topics regularly introduced to maintain awareness and help the team stay up to date with changing regulations and best practice.

Our Procurement Correct Action Team meet regularly to assess and address issues of supplier low performance. Issues related to health and safety, environmental management, information security and other non-conformities associated with our ISO certifications or codes of conduct are monitored and reported by this team. Tracking of audit statistics forms part of our reporting and management approach for continual improvement, and management of nonconformance may result in supplier performance review by the Procurement Correct Action Team.

News, updates and information about supplier performance are regularly communicated internally across all procurement departments in KBR, and internal training on the Supplier Code of Conduct is updated annually to so that all employees are aware of the requirements.

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.

HUMAN RIGHTS AND LABOR PRACTICES

Human rights are a key concern for all businesses. At KBR, specific 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 board level as part of KBR Enterprise Risk Management Process.

The treatment of foreign, low-skilled employees working for KBR and KBR subcontractors in host countries is an area of focus addressed through our Combating 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 contracts.
- 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 non-compliance.
- Where CTIP violations are exposed, the concerns are elevated to the 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.

The following actions are replicated across our Government Solutions International businesses, businesses where combating trafficking in persons activities is tied to our Code of Business Conduct, the Supplier Code of Conduct and to client contracts:

• General modern slavery awareness training conducted for on-site subcontractor employees.
• Where modern slavery 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.

Modern Slavery in the Supply Chain
To further mitigate risks of modern slavery in the supply chain of our Government Solutions International businesses, we have:

• Developed a Modern Slavery in Supply Chain Training Program in our Government Solutions International business. The training achieved a success rate of 71% of the initial targeted suppliers completing the training.
• Established desktop audits for suppliers and subcontractors who work 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
• In 2022, we commenced extending this program to our Sustainable Technology Solutions businesses.

The online training and audit of suppliers allows us to assess, analyze and understand the supply chain management of modern slavery and human trafficking challenges. Indicators from the audits and surveys of suppliers enables collaboration and focused due diligence oversight in areas of potential concern.

ENVIRONMENT

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

Supply chain environmental management and climate action is a key consideration in procurement for KBR within our projects and for our customers. With numerous environmental requirements and growing regulation across a global portfolio, KBR seeks to incorporate environmental protection across all relevant procurement activities.

In addition, management of resources (waste, water and natural resources) as well as protection of biodiversity, energy management and sustainable travel are identified as key reporting requirements. When working on our projects and programs, all suppliers must follow our environmental management system, including legal compliance, environmental protection and controls. See Environmental Stewardship for more information.

Supplier Carbon Net-zero Survey Results

During 2022, KBR launched supply chain carbon reporting with 500 of its key suppliers via CDP in order to support capture of target reduction programs and to identify achievements and areas of support required across the KBR supply chain. Supply chain reporting also contributes to our Science Based Targets and baseline carbon reporting plan.

- 116 suppliers responded (18.6%), with 60% confirming that they measured their carbon footprint, and a further 26% identified they had plans to measure their carbon footprint in the next 12 months.
- 77% responded that they did not report their carbon footprint, 33% reported their carbon footprint either for GHG Scope 1 & 2, or GHG Scope 1, 2 and 3.
- 27% outlined they had a strategy, objectives, targets and a delivery plan in place, with a further 40% confirming they had plans in development.

We continue to ensure our supply chain partners understand the risks associated with climate change, accomplished in part through our CDP Supply Chain membership for a more resilient and prepared supplier network.

To assess the maturity of supply chain on carbon net-zero action, sustainability requirements and targets, KBR Sustainable Supply Team conducted a pilot survey in 2022 across 624 of KBR's key suppliers. The findings showed that sustainability across our supply chain is already developing in a broad range of industries and countries.

Through our Supplier Code of Conduct we require all suppliers and subcontractors to comply with our Code of Business Conduct. International business partners must agree to abide by KBR's Code of Business Conduct or the equivalent (in the event their code is substantially similar). See Business Integrity for more details

FAIR OPERATING PRACTICES, CONSUMER ISSUES AND COMMUNITY ENGAGEMENT

In our contracts and supplier reviews, we promote ethical conduct as well as address requirements related to bribery, corruption and discrimination. We have a clearly defined complaint mechanism to enable suppliers to raise concerns and take consumer protection and cyber security very seriously. Our KBR Ethics Hotline enables suppliers and employees to ask questions, report an incident and review progress of complaints made.

Delivering the highest-quality solutions requires our suppliers to abide by a higher set of standards and regulations.

2023 and beyond

From 2023, the Sustainable Supply Chain team will drive and deliver a program of supply chain sustainability action. Sustainable supply chain targets established in 2022 for both short- and long-term ambitions will focus on embedding the commitments of the Sustainable Supply Chain Charter, as described below:

- **Training** is provided to all procurement and supply chain leads in the seven core subjects of sustainable procurement.
- **Development** of processes and procedures will increase clarity on sustainability requirements in our contracts, with minimum weighting included for specific contracts to communicate the importance of sustainable procurement to our supply chain.
- **Benchmarking** our suppliers will help identify like-minded supplier organizations that set a high standard of sustainability.

- **Measuring and monitoring** via the rollout of annual surveys and communication of sustainability issues, as well as working with EcoVadis, IS.NET and CDP to engage the supply chain, will enhance quality and coverage of supplier sustainability reporting.
- **Development** of supplier incentivization schemes will allow us to monitor supply chain sustainability in key areas and recognize sustainability best practice across the value chain from the sourcing of products, to end of life treatment and disposal.
- **Setting** targets beyond ISO 20400 compliance will enable a robust assessment of the supply chain in alignment with the following SDGs:

Please see Appendix for our full set of sustainable supply chain targets.

Appendix

WE VALUE OUR PEOPLE	WE DELIVER	WE ARE PEOPLE OF INTEGRITY	WE EMPOWER	WE ARE A TEAM OF TEAMS

In This Section

ZERO HARM
COURAGE TO CARE

2022 DATA INDEX

ABOUT KBR

		2020	2021	2022
Number of employees		29,000	28,000	30,000
Revenue		$5.8B	$7.3B	$6.6B
Total global tax paid		$58.0M**	$187.7M	$189.0M
Total global salaries paid		-	$2.2B	$2.6B
CEO compensation	Total Awarded Pay	9,864,381	12,024,347	12,617,035
	Total Realized Pay	9,234,950	11,618,267	15,027,720
Awards	Recognitions and ONE KBR award			

PEOPLE – BELONGING

	Gender	<12 months	12 – 35 months	3 – 10 years	>10 years	Total
Average years employed by KBR	Male	4,241	3,911	7,341	3,547	19,040
	Female	1,588	1,434	2,181	1,459	6,662
	Other Gender Identity	3	0	0	0	3
	Prefer Not to Say	2	2	6	0	10
	Total	5,834	5,347	9,528	5,006	25,715*

Employee Type	Age	2020	2021	2022
Employee age				
Board of Directors	Under 30	0	0	0
	30 - 50	0	0	0
	Over 50	9	10	10
Executive Leadership Team	Under 30	0	0	0
	30 - 50	1	1	1
	Over 50	10	11	7
KBR Workforce	Under 30	2,778	2,681	3,152
	30 - 39	6,054	5,476	5,904
	40 - 49	6,319	6,009	6,420
	50 - 59	5,736	5,853	5,902
	Over 60	3,585	4,020	4,344
	Total	24,472	24,039	25,722*

*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.

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

KBR Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   III

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / UN SDG Index / Abbreviations

	Race/Ethnicity	2020	2021	2022	2022 (%)
Workforce race and ethnicity*	White	-	12,381	12,931	50.2%
	Asian	-	4,453	5,342	20.7%
	Black	-	3,133	1,925	7.5%
	Hispanic or Latino	-	1,843	1,531	5.9%
	Mixed or Multiracial	-	1,448	487	1.9%
	Other Ethnic Group	-	431	425	1.6%
	Prefer not to answer	-	225	1,460	5.7%
	Blank	-	133	1,664	6.5%
	Total	-	24,047	25,765	100.0%
Board of Directors race and ethnicity	White	-	8	8	72.0%
	Asian	-	0	0	0.0%
	Black	-	2	2	18.0%
	Hispanic or Latino**	-	1	1	0.9%
	Mixed or Multiracial	-	0	0	0.0%
	Other Ethnic Group	-	0	0	0.0%
	Total**	-	11	11	100.0%
Executive leadership team race and ethnicity	White	-	11	7	87.5%
	Asian	-	0	0	0.0%
	Black	-	0	0	0.0%
	Hispanic or Latino	-	1	1	12.5%
	Mixed or Multiracial	-	0	0	0.0%
	Other Ethnic Group	-	0	0	0.0%
	Total	-	12	8	100.0%

Employee race and ethnicity EE01 information

The 2022 EEO-1 Component 1 Data Collection is tentatively scheduled to open in mid-July 2023. Updates regarding the 2022 EEO-1 Component 1 Data Collection, including the opening date, will be posted to www.eeocdata.org/eeo1 as they become available.

Please click on the dates for full 2020 and 2021 EE01 data including job categories.

These statistics are for U.S. only.

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.

Employee gender	Employee Type	Gender	2020	2021	2022	2022 (%)
	Board of Directors	Male	6	7	7	70.0%
		Female	3	3	3	30.0%
	Executive Leadership Team	Male	8	9	6	75.0%
		Female	3	3	2	25.0%
	Workforce	Male	18,665	17,894	19,022	73.8%
		Female	5,740	6,066	6,661	25.8%
		Prefer Not to Answer	56	41	33	0.13%
		Blank	2	6	57	0.22%
		Other Gender Identity	9	0	10	0.04%
		Total	24,472	24,007	25,783	100.0%

	Worker type	2020	2021	2022
Women employees in workforce, senior management, and executive management	Executive Management	-	17	24*
	Senior Management	-	234	300
	Workforce	-	5,815	6,661
	Total	-	6,066	6,985

		2020	2021	2022
Hires by race and ethnicity	White	-	2,568	2,960
	Asian	-	872	1,713
	Black	-	819	629
	Hispanic or Latino	-	806	470
	Mixed or Multiracial	-	180	172
	Other Ethnic Group	-	83	283
	Prefer Not to Answer	-	457	474
	Blank	-	50	319
	Total	-	5,835	7,020
Hires by gender	Male	-	4,062	5,028
	Female	-	1,751	1,916
	Other Identity	-	2	5
	Prefer Not to Answer	-	17	73
	Total	-	5,832	7,022
Workforce Diversity Policy and management	Inclusion and Diversity Strategy			
Our I&D programs	Our I&D Achievements			
Annual employee turnover (voluntary)		12%	19%	17%

*24 female executive management out of 103 executive management roles
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.

PEOPLE – GROWING

	2020	2021	2022
Percentage of eligible employees that receive regular performance appraisals and feedback processes*	-	97%	100%
Succession planning candidates	-	140	319
Total employee training hours	98,578***	93,628**	117,973**
Average hours of training per employee***	4	4	4.5
Percentage of employees receiving training	100%	100%	100%
Percentage of employees participated in career development training**	69%	62%	71%
Training and development expenditure	$5.6M	$5.7M	$9.7M
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	Talent Pipeline Development Strategy; Educational Institution Partnerships		

Graduate traineeships and apprenticeships	Our Talent Development Matrix; Educational Institution Partnerships
Educational institution partnerships	Educational Institution Partnerships
Employee Inclusion and Diversity training hours	1,064

PEOPLE – THRIVING

Non-material pay benefits	Connecting		
Employees eligible for employee stock ownership plan	Employee Stock Purchasing Program		
Our grievance reporting and escalation procedures	Grievance, Ethics Reporting and Whistleblower Program		
	2020	2021	2022
Annual employee engagement	36%	46%	64%

*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.
** Online Workday and Percipio training only.
*** Online Workday training only.

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KBR Sustainability and Corporate Responsibility Report 2022

INTRODUCTION PEOPLE PLANET GOVERNANCE **APPENDIX** VI

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / UN SDG Index / Abbreviations

HEALTH, SAFETY AND SECURITY

	Type	2020	2021	2022
Total recordable incident rate	Global	0.089	0.108	0.079
	Employee	0.083	0.104	0.076
	Contractor	0.113	0.130	0.095
High potential incident rate	Global	0.020	0.026	0.054
	Employee	0.005	0.009	0.016
	Contractor	0.000	0.000	0.021
Fatality incident rate	Global	0	0	0
	Employee	0	0	0
	Contractor	0	0	0
Lost time incident rate	Global	0.026	0.024	0.020
	Employee	0.021	0.025	0.026
	Contractor	0.044	0.022	0.000
Crisis incidents	Number of crisis incidents	287	175	426
	Promotion of Safe Work Practices			
Health and safety management systems	Health and Safety Management System			
Health and Safety policy and targets	Our Zero Harm Commitment and our HSSE Policy on our approach to HSSE for employees and subcontractors			
HSSE audits	Promotion of Safe Work Practices			

CYBERSECURITY AND DATA PRIVACY

Data breach and incident response	Cybersecurity and Data Privacy and Data Privacy Policy
Access control and protection of personal/sensitive data	Cybersecurity and Data Privacy and Data Privacy Policy
Handling of personal data by third parties	Cybersecurity and Data Privacy and Data Privacy Policy
Data collection and retention	Cybersecurity and Data Privacy and Data Privacy Policy
Cybersecurity and data privacy audits	Our Approach to Cybersecurity Below is a comprehensive list of our 2022 External Cybersecurity Annual Audits: ▪ U.S. Government Defense Contract Management Agency – Defense Industrial Base Cybersecurity Assessment Center NIST 800-171 External Assessment (Q1 2022) ▪ ISO 27001 External Audit – UK (Q2 2022) ▪ U.S. Government Defense Contract Audit Agency Accounting and IT Control Audit (Q2 & Q3 2022) ▪ Cybersecurity Vulnerability & Penetration Testing External Assessment (Q4 2022) ▪ ISO 27001 External Audit (Q4 2022) ▪ Cyber Essentials External Assessment (Q2 2022) ▪ Cyber Essentials Plus External Assessment (Q3 2022) ▪ United Kingdom Ministry of Defense Cyber Defence & Risk Assessment (Q4 2022)

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Our Data Privacy Policy	Below is a comprehensive list of our policies and procedures: ▪ Data Privacy Policy ▪ Enterprise Information Security Policy ▪ Critical Assets Management Policy ▪ Insider Threat Policy ▪ Information Technology – Acceptable Use Policy ▪ Social Media Policy ▪ Data/Document Classification and Management of Proprietary Information Procedure ▪ Information Technology – Print Device and Usage Policy ▪ Clear Screen and Clear Desk Procedure ▪ Portable Storage Device Authorization Procedure ▪ IT Major Security Incident Response Procedure ▪ Disaster Recovery and Backup Procedure ▪ Security Access and User Account Management Procedure ▪ IT Global Backup Retention Procedure ▪ IT Global Password Standard Procedure ▪ Acquisition, Delivery and Use of Computer Hardware, Software and Other IT Services Procedure ▪ Bring Your Own Device Procedure ▪ Invention Disclosures and Patent Applications ▪ European Union (EU) – U.S. Privacy Shield Procedure ▪ System Security Plan ▪ Employee Personal Data Management ▪ Export Compliance Manual

Cybersecurity and data privacy training	Annual cybersecurity awareness training is provided to all employees, new hires and contractors.
Cybersecurity and data privacy certifications	Our Approach to Cybersecurity
Enhancements for the protection of our business information	Our Approach to Data Privacy
In 2022, there were:	▪ No significant cybersecurity matters of concern from outside parties, to include regulatory bodies ▪ No significant identified impacts to company or customer confidential business information or personally identifiable information nor business impacts or reportable material incidents relating to cybersecurity data breaches, leaks, thefts or losses ▪ No significant law enforcement requests for user information ▪ No significant monetary losses due to legal proceedings based on user data privacy

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COURAGE TO CARE

KBR Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   VIII

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / UN SDG Index / Abbreviations

PLANET

Our sustainability-focused revenue	Please see our Sustainability-focused Revenue for more information
Our investment in clean technology	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: KBR Completes Frazer-Nash Consultancy Acquisition Harmonic finds a new home with KBR KBR Announces Investment in Mura Technology to Advance the Plastics Circular Economy
Our carbon reduction plans, programs and actions	Our Climate Action
Our use of low-carbon emission alternatives	Our Climate Action
Total energy consumption from non renewable sources	Electricity: 2,023,148 kwh Heating: 24,866,336 kwh
Total energy consumption from renewable sources*	Electricity: 43,541,248 kwh Heating: 2,180, 175 kwh

Total electrical power use/ consumption	45,564,396 kwh
Energy intensity ratio	11.46 kwh/sqft
Our energy efficiency programs	Our Climate Action
Our environmental management system and certifications	Environmental Stewardship of our Facilities and Projects
Total waste collected**	113.5 tonnes
Total waste recovered**	100%

Corporate carbon footprint (kg CO$_2$ (in '000s))***		2020	2021	2022
	Scope 1	6,514	6,426	8,601
	Scope 2	33,014	1,115	1,353
	Scope 3	105,075	33,164	44,976
	Total	**144,604**	**40,706**	**54,931**

For the full results please see Our Climate Action and Our Corporate Carbon Footprint

* Electricity consumption for the USA is via RECs; Australia, Saudi Arabia and UAE via I-Recs; and two UK facilities via green energy. One UK facility consumes renewable biogas. Please see Our Climate Action for more information.
** UK Headquarters only
*** Pre-pandemic data from 2019 was used to establish the Scope 3 (business travel) baseline to account for reduced travel during the 2020 Covid-19 pandemic. Please see Our Climate Action and Our Corporate Carbon Footprint for full resuts.

GOVERNANCE

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

Our climate change risk	Our Climate Action
Our board and risk oversight	Board and Risk Oversight
Our supply chain management*	Supply Chain Management, Supplier Code of Conduct, Global Human Rights and Trafficking in Persons policies ■ Freedom of association ■ Collective bargaining ■ Working hours, minimum living wages, acceptable living conditions and maximum working hours ■ Child labor, forced labor, human trafficking and slavery ■ Environmental standards. *For both employees and subcontractors.*
Our Supplier Code of Conduct	Supplier Code of Conduct
Our supply chain and human rights	Sustainable Supply Chain
Supply chain subcontractor audits	Sustainable Supply Chain

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COURAGE TO CARE

SUSTAINABLE SUPPLY CHAIN TARGETS – PLANNED ACTIONS 2022-2023 AND BEYOND

From 2023, a sustainable supply chain team will drive and develop supply chain sustainability. Please see below for sustainable supply chain targets.

CATEGORY	SUSTAINABLE SUPPLY CHAIN TARGET/MEASUREMENT	DUE DATE
Internal/KBR focused targets		
KBR training	100% of KBR Supply Chain Managers/Procurement leads trained in Sustainable Supply Chain delivery	By end 2023
KBR contracts	25% of KBR contracts applying a sustainability weighting (up to 25%)[1]	By end 2025
	Minimum sustainability performance threshold required for all contracts/tender with 25% weighting, reviewed in annual contract reviews and on contract renewal	By end 2026
Supply chain-focused targets		
Supplier benchmarking	Supplier Benchmarking · Top 5% of suppliers by spend / significance (from 2022 baseline) benchmarked by KBR tools	By end 2023
	Top 50% of suppliers by spend / significance (from 2022 baseline) benchmarked by KBR tools	By end 2027
	75% suppliers by spend/significance (from 2022 baseline) benchmarked by KBR tools	By end 2035
Long-term ambitions		
Supplier contract measurement and reporting	Track the number of suppliers incentivizing their supply chain to deliver sustainable goods/services	From 2027
	Top 10% of suppliers by spend/significance, provide training and set a minimum sustainability rating across their suppliers	By end 2030
	Top 50% of suppliers by spend/significance, provide training and set a minimum sustainability rating across their suppliers	By end 2035

TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT

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.

GOVERNANCE

See Our Board in the 2022 Corporate Sustainability Report

STRATEGY

See Our Business Strategy in the 2022 Corporate Sustainability Report

RISK MANAGEMENT

See our Enterprise Risk Management in the 2022 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 comprises 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, with each business segment in a series of workshops, establishes the most substantive risks and opportunities and provides a basis for prioritizing efforts and allocating resources for managing risks. Each risk is assigned a risk owner and an action plan with an assigned risk management plan owner. The specific analysis undertaken of each risk is a strategic internal matter not for widespread publication. However, the next few pages show is an outline of our climate risks that we have Integrated into our multidisciplinary, company-wide risk management process:

Risk	Our Approach
Transitional Risks	
Current Regulation	**Threats**: 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. **Mitigation**: 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. **Opportunities**: 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.

Emerging Regulation	**Threats**: 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. **Mitigation**: As above **Opportunities**: As above	**Reputation**	**Threats**: 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.
		Physical Risks	
Legal	**Threats**: 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. **Mitigation**: Development of robust data collection systems and controls to ensure accurate and auditable climate-related disclosures across the value chain.	**Acute Physical**	**Threats**: 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. **Mitigation**: 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.
Market and Technology	**Threats**: Changing customer behavior **Mitigation**: 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. **Opportunities**: We are supporting and guiding our customers' decarbonization, emission reduction and energy transition objectives with capital from these markets.		

ZERO HARM
COURAGE TO CARE

Chronic	**Threats**: 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. **Mitigation**: Chronic physical risks are identified at a project level and by accessing historical data on our HSSE dashboard. **Opportunities**: 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 Our Sustainable Solutions section of the 2022 Sustainability and Corporate Responsibility Report.

METRICS

Metrics Used	▪ Please see our Our Corporate Carbon Footprint as per GHG Protocol – Greenhouse Accounting Standards ▪ Please see Risk Management table above
Targets	We have made a commitment to the Science Based Targets initiative and are working to develop a comprehensive corporate carbon footprint and net-zero roadmap to support that commitment. In advance of submitting and having our target approved, we have set an interim Scope 1, 2, and Business Travel net-zero target. With this target, we are committing to reducing our Scope 1 and 2 emissions by 90% by 2030, from a 2020 baseline. We plan to screen and calculate our value chain emissions to set long-term net-zero targets as part of this commitment. Our overall ambition is to take steps to reduce emissions to be in line with the Paris Agreement goals of limiting the increase of global average temperatures to 1.5°C degrees.

Targets	To see our initiatives for meeting our operational emission reduction targets, please see our Climate Action report. Since 2019, we have achieved carbon neutrality by offsetting our reported Scope 1, 2 and scope 3 category 6. business travel emissions from 2019 -2021 and in 2022 we added category 3. Fuel - and energy related activities.

ZERO HARM
COURAGE TO CARE

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	Cybersecurity and Data Privacy
	Description of policies and practices relating to collection, usage and retention of customer information	SV-PS-230a.2	Cybersecurity and Data Privacy
	(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 significant data breaches
Workforce Diversity and Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	1) Employee Gender and 2) Employee Race and Ethnicity in our 2022 Data Disclosure section
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Voluntary Turnover: 17% Involuntary Turnover: Data unavailable
	Employee engagement as a percentage	SV-PS-330a.3	Employee Engagement: 64% Please see our Annual Employee Engagement Survey for more information
Professional Integrity	Description of approach for ensuring professional integrity	SV-PS-510a.1	Please see our Business Integrity for more information

Topic	Accounting Metric	Code	Worker Type	2022	2022 (%)
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Full-time employee	24,544	95.0%
			Part-time employee	1,239	4.80%
			Full-time contingent worker	20.64	0.08%
			Part-time contingent worker	0.80%	0.00%
			Total	25,804.44*	100%
	Employee hours worked, percentage billable	SV-PS-000.B	The company monitors all hours worked by employees. We do not report total number of employee hours worked or percentage billable as that is KBR confidential information.		

* There were approximately 4,000 employees in entities for whom we did not collect this data in 2022. 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.

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XV

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / **Global Reporting Initiative Disclosures** / UN SDG Index / Abbreviations

GLOBAL REPORTING INITIATIVE DISCLOSURES INDEX

Principled Governance

Topic	GRI Standard	Disclosure	Disclosure Information
Organizational Profile	102-1	Name of the organization	KBR, Inc.
	102-2	Activities, brands, products and services	About KBR and Our Sustainable Solutions
	102-3	Location of headquarters	Houston, Texas
	102-4	Location of operations	10-k Report, page 39
	102-5	Ownership and legal form	KBR Inc. (NYSE: KBR) is a publicly traded, incorporated company existing under the laws of the State of Delaware
	102-6	Markets served	About KBR
	102-7	Scale of the organization	10-k Report, page 8-10
	102-8	Information on employees and other workers	About KBR, Belonging and Health, Safety and Security
	102-9	Supply chain	Sustainable Supply Chain
	102-10	Significant changes to the organization and its supply chain	KBR had no significant changes in its supply chain in 2022
	102-11	Precautionary principle or approach	Our Sustainability Commitment
	102-12	External initiatives	KBR expressly supports the United Nations Declaration of Human Rights (UDHR), also known as the UN Human Rights Charter. We have committed to contribute to global progress and intend to use the UN Sustainable Development Goals (SDGs) to guide our efforts in future years. We are a member of the UN Global Compact)
	102-13	Memberships of associations	Connecting with our Communities

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-14	Statement from senior decision-maker	A Letter from our CEO
	102-15	Key impacts, risks and opportunities	10-k Report, page 22-38
	102-16	Values, principles, standards and norms of behavior	Our Values and Vision
	102-17	Mechanisms for advice and concerns about ethics	Business Integrity. Any violation of the law or the Code of Business Conduct can be reported either directly or anonymously through the confidential KBR Ethics Hotline and Reporting system at Ethics Point. The hotline is available 24/7. In addition, an investors' hotline is available to enable stockholders to call with concerns.
	102-18	Governance structure	Our Board
	102-19	Delegating authority	2023 Proxy Report, page 12-13
	102-20	Executive-level responsibility for economic, environmental and social topics	Our Board
	102-21	Consulting stakeholders on economic, environmental and social topics	Stakeholder Inclusiveness and 2023 Proxy Report, page 35
	102-22	Composition of the highest governance body and its committee	Our Board and Sustainability and Board Oversight
	102-23	Chair of the highest governance body	General Lester. L Lyles, USAF (Ret.), Chairman of the Board

ZERO HARM
COURAGE TO CARE

Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XVI

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / **Global Reporting Initiative Disclosures** / UN SDG Index / Abbreviations

GLOBAL REPORTING INITIATIVE DISCLOSURES INDEX

Principled Governance

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-24	Nominating and selecting the highest governance body	Our Board and 2023 Proxy Report, page 18
	102.-25	Conflicts of interest	2023 Proxy Report
	102-26	Role of highest governance body in setting purpose, values and strategy	Our Board
	102-27	Collective knowledge of highest governance body	Meet our Board of Directors
	102-28	Evaluating the highest governance body's performance	2023 Proxy Report
	102-29	Identifying and managing economic, environmental and social impacts	Our Sustainability Commitment
	102-30	Effectiveness of risk management processes	Enterprise Risk Management and 10-k Report, page 22-38
	102-31	Review of economic, environmental and social topics	Our Board
	102-32	Highest governance body's role in sustainability reporting	Our Board
	102-33	Communicating critical concerns	Our Ethics Hotline
	102-34	Nature and total number of critical concerns	10-k Report
	102-35	Remuneration polices	2023 Proxy Report, page 58

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-36	Process for determining remuneration	2023 Proxy Report, page 55-73
	102-37	Stakeholders' involvement in remuneration	2023 Proxy Report, page 55-73
	102-38	Annual total compensation ratio	2023 Proxy Report, page 87
	102-39	Percentage increase in annual total compensation ratio	2023 Proxy Report, page 87
	102-40	List of stakeholder groups	Stakeholder Inclusiveness, 2023 Proxy Report (page 35)
	102-41	Collective bargaining agreements	Global Human Rights Policy
	102-42	Identifying and selecting stakeholders	Stakeholder Inclusiveness
	102-43	Approach to stakeholder engagement	Stakeholder Inclusiveness
	102-44	Key topics and concerns raised	Stakeholder Inclusiveness
	102-45	Entities included in the consolidated financial statements	10-k Report and 2023 Proxy Report
	102-46	Defining report content and topic boundaries	About KBR and Our Sustainability Commitment
	102-47	List of material topics	Our Sustainability Commitment
	102-48	Restatements of information	In 2022, we are using the GRI™ Core Option

GLOBAL REPORTING INITIATIVE DISCLOSURES INDEX

Principled Governance

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-49	Changes in reporting	In 2022, we are using the GRI™ Core Option
	102-50	Reporting period	January 1, 2022 to December 31, 2022
	102-51	Date of most recent report	2021
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	If you have any questions on this report, please email us at Investors@kbr.com
	102-54	Claims of reporting in accordance with the GRI Standards	GRI™ Core Option
	102-55	GRI content index	About KBR
	102-56	External assurance	Our Climate Action. The financial data cited in our 2023 Proxy Report and 10-k Report was third-party verified
	103-1	Explanation of the material topic and its boundaries	Our Sustainability Commitment
	103-2	The management approach and its components	Our Sustainability Commitment
	102-3	Evaluation of the management approach	Our Sustainability Commitment. Our Integrated Management System (IMS) requires a review and evaluation of all KBR policies, procedures, manuals and guidelines at least annually by the executive team.
	201-1	Direct economic value generated and distributed	About KBR and 2022 Key Sustainability Data
	201-3	Defined benefit plan obligations and other retirement plans	Benefits

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	202-2	Changes in reporting	In 2022, we are using the GRI™ Core Option
	202-4	Reporting period	January 1, 2022 to December 31, 2022
	203-1	Date of most recent report	2021
	204-1	Reporting cycle	Annual
	205-1	Contact point for questions regarding the report	If you have any questions on this report, please email us at Investors@kbr.com
	205-2	Claims of reporting in accordance with the GRI Standards	GRI™ Core Option
	205-3	GRI content index	About KBR

KBR Sustainability and Corporate Responsibility Report 2022   INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XVIII

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / **Global Reporting Initiative Disclosures** / UN SDG Index / Abbreviations

GLOBAL REPORTING INITIATIVE DISCLOSURES INDEX

Planet

Topic	GRI Standard	Disclosure	Disclosure Information
	302-1	Energy consumption within the organization	2022 Key Sustainability Disclosures – Planet
	302-3	Energy intensity	2022 Key Sustainability Disclosures – Planet
	302-4	Reduction of energy consumption	2022 Key Sustainability Disclosures – Planet
	305	Emissions	2022 Key Sustainability Disclosures – Planet
	306	Waste	2022 Key Sustainability Disclosures – Planet
	307	Environmental compliance	2022 Key Sustainability Disclosures – Planet
	308	Supplier environmental assessment	Sustainable Supply Chain

Social

Topic	GRI Standard	Disclosure	Disclosure Information
	401	Employment	About KBR
	402	Labor/management relations	Inclusion and diversity by the numbers and 2022 Key Sustainability Disclosures – People
	403	Occupational health and security	Health, Safety and Security
	404	Training and education	Growing
	405	Diverse and equal opportunity	Belonging
	406	Non discrimination	Belonging, Code of Business Conduct and Global Human Rights policy
	407	Freedom of association and collective bargaining	Global Human Rights policy
	408	Child labor	Global Human Rights policy
	409	Forced or compulsory labor	Global Human Rights policy
	412	Human rights assessment	Protecting Human Rights and Sustainable Supply Chain
	413	Local communities	Connecting with our Communities
	414	Supplier social assessment	Sustainable Supply Chain
	416	Client health and safety	Health, Safety and Security
	418	Client privacy	Cybersecurity and Data Privacy
	419	Socioeconomic compliance	Please refer to 10-K. No other significant fines and non-monetary sanctions were incurred

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS INDEX

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
1	No Poverty	End poverty in all its forms everywhere	I&D HSS Community Outreach Risk Governance Supply Partners	Global Tax Paid Global Salaries Paid Connecting with our Communities Business Integrity Protecting Human Rights Global Human Rights Policy
2	Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	I&D Community Outreach Climate Change Efficient Energy	Connecting with our Communities Our Sustainable Solutions Environmental Stewardship of Our Facilities and Projects
3	Good Health and Well-Being	Ensure healthy lives and promote well-being for all at all ages	I&D HSS Community Outreach	Connecting with our Communities Connecting Mental Fitness and Well-being Employee Support Program Health, Safety and Security KBR Stories – Global Mental Health and Well-being Committee Update
4	Quality Education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	I&D Community Outreach	Connecting with our Communities KBR Stories – Singapore KBR One Ocean Team One Ocean General Workplace Skills Job-specific and Technical Skills Management and Executive Leadership Skills Talent Development Programs Knowledge-sharing and Innovation Benefits Educational Reimbursement and Support

KBR — Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XX

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / **UN SDG Index** / Abbreviations

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	Connecting with Our Communities One Ocean Belonging All in and Cornerstones Embracing Inclusion Through Employee Resource Groups Growing Benefits Connecting Protecting Human Rights
6	Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	Climate Change Governance	Environmental, Social and Sustainability Services Environmental Stewardship Our Climate Action KBR Stories – Environmental and Sustainability Assessment for Critical Water Infrastructure KBR Stories – Wastewater Circular Economy One Ocean
7	Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable, and modern energy for all	Climate Change Efficient Energy Supply Partners	Our Sustainable Solutions Empowering Transition Renewable Energy Environmental Stewardship Our Climate Action KBR Stories – Yara Engie Hydrogen Project KBR Stories – UK Ministry of Defence KBR Stories – Environmental and Sustainability Assessment for Critical Water Infrastructure KBR Stories – Survival Guide to Decarbonization
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	Global Tax Paid Global Salaries Paid Connecting with our Communities Belonging Connecting Enterprise Risk Management Protecting Human Rights Global Human Rights Policy Sustainable Supply Chain Management KBR Stories – Just Transition

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KBR Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XXI

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / **UN SDG Index** / Abbreviations

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	Growing Educational Partnerships Technical Mastery Knowledge-sharing and Innovation Cybersecurity and Data Privacy Empowering Transition Digitalization and Innovation Influencing Net Positive Change KBR Stories – North West Treatment Hub Sustainable Solutions, Australia KBR Stories – Wastewater Circular Economy
10	Reduced Inequalities	Reduce inequality within and among countries	I&D HSS Community Outreach Governance Supply Partners	Connecting with Our Communities One Ocean Belonging All In and the Cornerstones Embracing Inclusion Through Employee Resource Groups Growing Educational Partnerships Connecting Mental Fitness and Well-being Employee Support Program Health, Safety and Security KBR Stories – Just Transition Influencing Net Positive Change Business Integrity Protecting Human Rights Global Human Rights Policy Sustainable Supply Chain Management Our Sustainable Solutions
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	Empowering Transition Sustainable Solutions, Australia Environmental Stewardship Livability and Development Solutions Frazer-Nash Consultancy

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
12	Responsible Consumption and Production	Ensure sustainable consumption and production patterns	Climate Change Recycle/Reuse Sustainable Travel Supply Partners Governance	One Ocean Our Sustainable Solutions Empowering Transition Circular Economy Digitalization and Innovation Environmental, Social and Sustainability Services Environmental Stewardship Our Climate Action KBR Stories – North West Treatment Hub Business Integrity Sustainable Supply Chain Management
13	Climate Action	Take urgent action to combat climate change and its impacts	Climate Change Recycle/Reuse Efficient Energy Sustainable Travel Risk Governance Supply Partners	One Ocean Our Sustainable Solutions KBR Stories – Yara Engie Hydrogen Project Influencing Net Positive Change KBR Stories – Just Transition Sustainable Aviation Fuel Digitalization and Innovation KBR Stories – Net-zero pathway for Critical Minerals Mining KBR Stories – The Survival Guide for Decarbonization KBR Stories – North West Treatment Hub KBR Stories – Wastewater Circular Economy Supporting Global Governments Environmental Stewardship Our Climate Action Our Board Enterprise Risk Management Sustainable Supply Chain Management
14	Life Below Water	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Community outreach Climate Change Sustainable Travel	One Ocean Our Sustainable Solutions Environmental, Social and Sustainability Services Environmental Stewardship Our Climate Action

KBR Sustainability and Corporate Responsibility Report 2022

INTRODUCTION   PEOPLE   PLANET   GOVERNANCE   **APPENDIX**   XXIII

2022 Data Index / TCFD Index / VRF SASB Primary Sector Index / Global Reporting Initiative Disclosures / **UN SDG Index** / Abbreviations

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
15	Life on Land	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	Our Sustainable Solutions Influencing Net Positive Change Environmental, Social and Sustainability Services Environmental Stewardship Our Climate Action Sustainable Supply Chain Management
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	Belonging Connecting Annual Employee Engagement Survey Our Board Business Integrity Protecting Human Rights Global Human Rights Policy
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	UN Global Compact One Ocean Connecting with Our Communities Belonging Educational Partnerships Technical Mastery Sustainable Aviation Fuel KBR Stories – UK Ministry of Defence Our Climate Action Protecting Human Rights Supply Chain Management

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ABBREVIATIONS

AFC	Armed Forces Community	**CSF**	Cybersecurity Framework	**ESG**	Environmental, Social and Governance
AMIE	Advancing Minorities' Interest in Engineering	**CSO**	Corporate Sustainability Officer	**ESPP**	Employee Stock Purchasing Program
APAC	Asia-Pacific	**CTIP**	Combating Trafficking in Persons	**EU**	European Union
APM	Association for Project Management	**DDI**	Development Dimensions, Inc.	**FAR**	Federal Acquisition Regulation
ARENA	Australian Renewable Energy Agency	**DFARS**	Defense Federal Acquisition Regulation Supplement	**FAQ**	Frequently Asked Questions
CAPEX	Capital Expenditure	**DOJ**	Department of Justice	**FCPA**	Foreign Corrupt Practices Act
CDP	Carbon Disclosure Project	**DRP**	Dispute Resolution Program	**FIR**	Fatality Incident rate
COBC	Code of Business Conduct	**EIS**	Environmental Impact Statement	**GDPR**	General Data Protection Regulation
CEO	Chief Executive Officer	**ELT**	Executive Leadership Team	**GHG**	Greenhouse gas emissions
CISO	Chief Information Security Officer	**EMEA**	Europe, the Middle East and Africa	**GLDP**	Global Leadership Development Program
CMMC	Cybersecurity Maturity Model Certification	**EMS**	Environmental Management System	**GRI**	Global Reporting Index
CO$_2$	Carbon dioxide	**ENVID**	Environmental impact identification	**HBCU**	Historically black colleges and universities
COE	Centers of Excellence	**EPC**	Engineering, procurement and construction	**HiPo**	High Potential
COI	Communities of Interest	**ERG**	Employee Resource Group	**HiPo IR**	High Potential Incident Rate
COP	Communities of Practice	**ERM**	Enterprise Risk Management	**HRIS**	Human Resource Information System
COSO	Committee of Sponsoring Organizations of the Treadway Commission	**EROS**	Earth Resources Observation and Science	**HSERS**	Health, Safety and Environment Reporting System

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HSS	Health, Safety and Security	**NASA**	National Aeronautics and Space Administration	**SFO**	Serious Fraud Office
HSSE	Health, Safety, Security and Environment	**NH₃**	Ammonia	**SME**	Subject matter expert
I&D	Inclusion and Diversity	**NIST**	National Institute of Standards and Technology	**STEAM**	Science, technology, engineering, arts and mathematics
IMS	Integrated Management System	**NSH**	National Service Hub	**STEM**	Science, technology, engineering and mathematics
IP	Intellectual Property	**NWS**	National Weather Service	**SMS**	Service Management System
ISO	International Standards Organization	**OAW**	Operation Allies Welcome	**SOX**	The Sarbanes-Oxley Act (2002)
IT	Information Technology	**OK NoW**	Network of Well-being	**TCFD**	Taskforce for Climate-related Financial Disclosures
ITAR	International Traffic in Arms Regulation	**OWS**	Operation Warp Speed	**TRIR**	Total recordable incident rate
LEED	Leadership in Energy and Environmental Design	**P3M**	Project, Program and Portfolio Management	**UK**	United Kingdom
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual +	**PEP**	Project Execution Plan	**UN**	United Nations
LTIR	Lost Time Incident Rate	**SAF**	Sustainable Aviation Fuel	**U.S.**	United States
MEP	Manager Excellence Program	**SASB/ISSB**	Sustainability Accounting Standards Board	**USAF**	United States Air Force
MERGE	Minority Employee Resource Group	**SBTi**	Science Based Target Initiative	**USGBC**	United States Green Building Council
MSA	Modern Slavery Act	**SCAMPER**	Substitute, Combine, Adapt, Modify, Eliminate and Reverse	**VRF**	Value Reporting Foundation
MSI	Minority Serving Institutions	**SEC**	U.S. Securities and Exchange Commission	**WHB**	Waste Heat Boiler
MTM	Metro Trains Melbourne	**SDG**	Sustainable Development Goal		

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Forward-looking Statement

The statements in this press release 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.

Contents

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