



A sustainable future begins now.



Kellogg Brown & Root Limited
Carbon Reduction Plan

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01

COMMITMENT TO ACHIEVING NET ZERO

**KBR IS COMMITTED TO
ACHIEVING NET ZERO
EMISSIONS BY 2050.**

02. BASELINE EMISSIONS FOOTPRINT

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

02

Additional details relating to the Baseline Emissions calculations:

- Our carbon emissions are calculated using an operational control approach, as described in the GHG Protocol. Therefore, only the following KBR UK sites are considered: Leatherhead (office) and Swindon (office and warehouse).
- The following Kellogg Brown and Root Limited subsidiary has their own PPN 06/21 compliant Carbon Reduction Plans and is excluded from all data reported in this Kellogg Brown and Root Limited Carbon Reduction Plan:



**Frazer Nash
Consultancy Limited
(Subsidiary of Kellogg
Brown & Root Limited)**

[https://www.fnc.co.uk/
media/5jwaowq/carbon-reduction-
plan-2025.pdf](https://www.fnc.co.uk/media/5jwaowq/carbon-reduction-plan-2025.pdf)



**We have estimated emissions associated
with the following activities.**

- employees working from home
- hotel stays
- employee commuting



**We have reported both
location and market-
based scope 1 and 2
emissions to demonstrate
our procurement of
certified renewable
energy.**





03

03. CURRENT EMISSIONS REPORTING

Baseline year emissions 2023

Emissions: Total (metric tonnes of carbon dioxide equivalent (tCO2e)):

Scope 1	Location based		732
	Market based*		387
Scope 2	Location based		742
	Market based**		0
Scope 3 (including sources)	Category 4	Upstream Transportation and Distribution	176
	Category 5	Waste generated in operations	5
	Category 6	Business Travel	5,210
	Category 7	Employee commuting	1,077
	Category 7	Employee Working from Home	274
	Category 9	Downstream Transportation and Distribution	KBR is a services organisation and does not sell or transport products
	Total		6,742
Total Emissions (location based)			8,216

* Purchase of Renewable Energy Guarantees of Origin (REGOs).
** Purchase of Renewable Gas Guarantees of Origin (RGGOs).

Reporting Year: 2024

Emissions: Total (metric tonnes of carbon dioxide equivalent (tCO2e))

Scope 1		Location based	569
Scope 2		Location based	765
		Market based*	0
Scope 3 (including sources)	Category 4	Upstream Transportation and Distribution	22
	Category 5	Waste generated in operations	1
	Category 6	Business Travel	4,749
	Category 7	Employee commuting & working from Home	1,454
	Category 9	Downstream Transportation and Distribution	KBR is a services organisation and does not sell or transport products
	Total		6,226
Total Emissions (location based)			7,560

* Purchase of Renewable Energy Guarantees of Origin (REGOs).

04



04. EMISSIONS REDUCTION TARGETS

In order to continue our progress to achieving net zero, we have adopted the following carbon reduction targets.

Near-Term

- Reduce absolute scope 1 & 2 GHG emissions 90% by 2034 from a 2023 base year.*
- Reduce absolute scope 3 GHG emissions 42% by 2034 from a 2023 base year.

Long-Term

- Maintain a minimum of 90% absolute scope 1 & 2 GHG emissions reductions from 2030 through 2050 from a 2023 base year.*
- Reduce absolute scope 3 GHG emissions 90% by 2050 from a 2023 base year.

Overall Net-Zero

- Reach net-zero greenhouse gas emissions across the value chain by 2050.

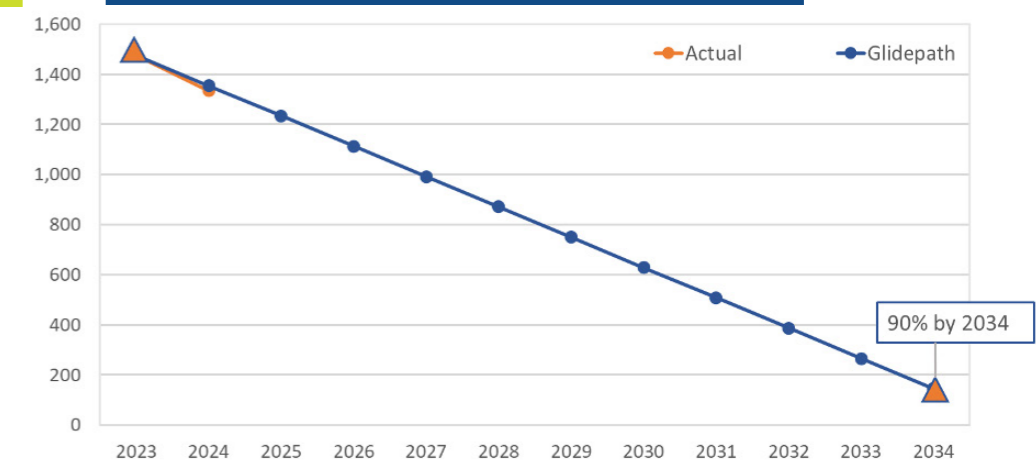
*The target boundary includes land-related emissions and removals from bioenergy feedstocks.

We project that carbon emissions will decrease over the next five years to 6,739 tCO₂e by 2029. This is a reduction of 22.9%.

Progress against targets

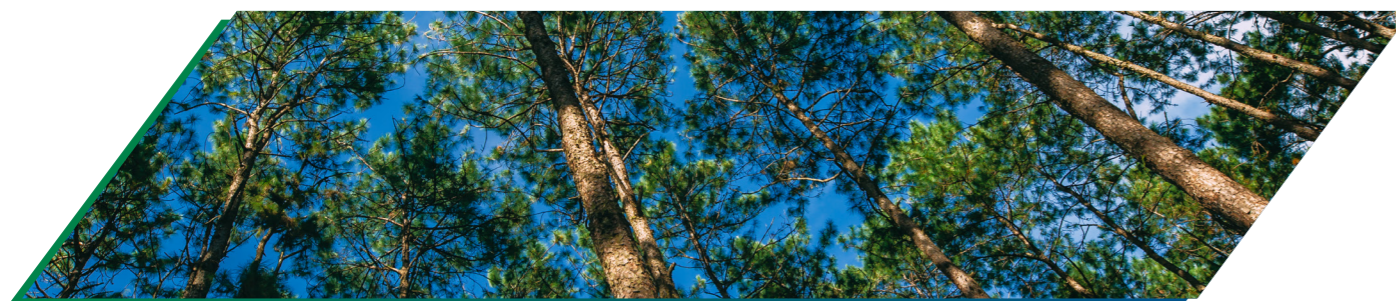
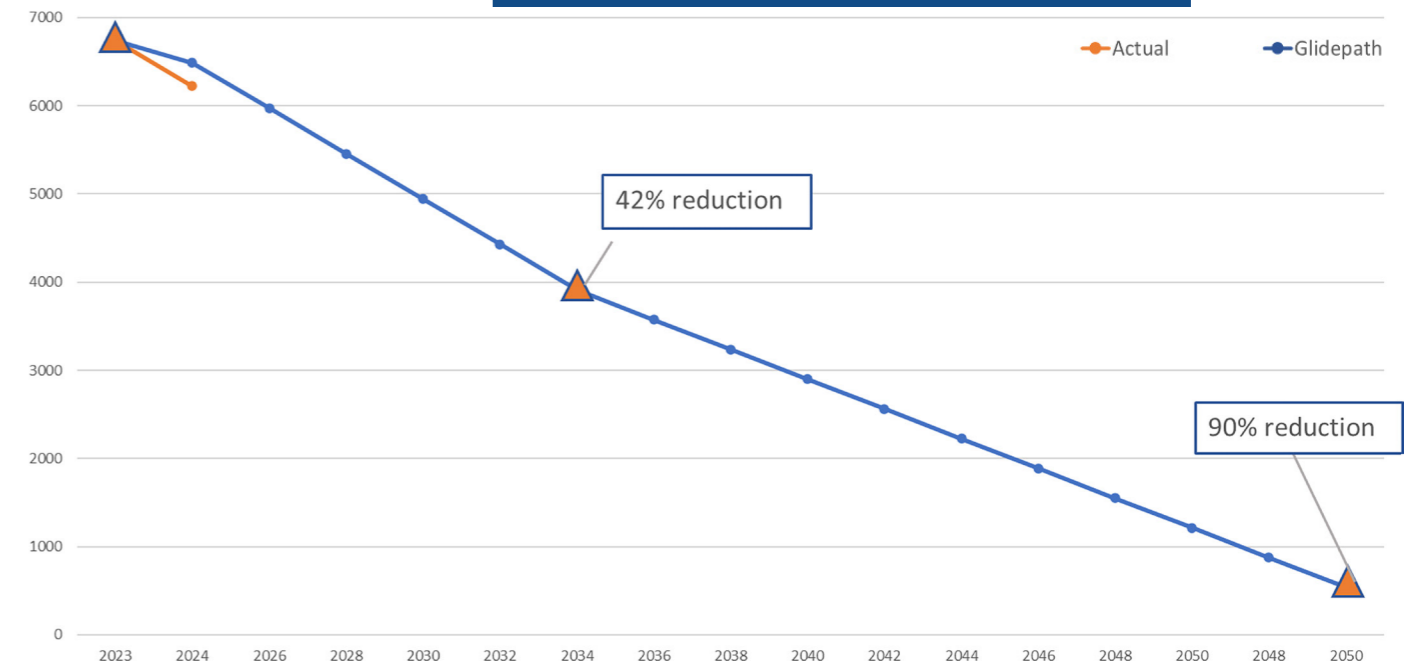
Overall progress against our Scope 1 and scope 2 science-based target is shown in Figure 1 below. In 2024 we reduced our combined Scope 1 and 2 emissions by 10%, ahead of our SBTi near-term trajectory.

Glidepath of Scope 1 & 2 vs Actual Emissions



Progress against our Scope 3 target is shown in Figure 2 below. This reflects a decrease in the measured 5 scope 3 categories of 8% since the 2023 baseline. The decrease in our Scope 3 emissions reflects reductions in transportation and distribution emissions and a reduction in business travel emissions. There has been an increase in employee emissions associated with commuting.

Glidepath of Scope 3 vs Actual Emissions



05. CARBON REDUCTION PROJECTS

Completed Carbon Reduction

The following environmental management measures and projects have been completed or implemented since the 2023 baseline. The carbon emission reduction achieved by these schemes equate to 656 tCO₂e, a 8% reduction against the 2023 baseline and the measures will be in effect when performing the contract.

We are a Business Ambition for 1.5°C campaign member, part of the UN-backed Race to Zero campaign and a member of the Climate Ambition Alliance, confirming our commitment to the most ambitious carbon reduction pathways. In June 2022 we committed to setting science-based targets. We submitted our near-term and long-term Net Zero targets to the SBTi for approval in July 2024. Our targets were validated and approved in January 2025.

- Reduction of employee commuting GHG emissions enabled by our agile working policy
- Modernisation and electrification of company vehicle fleet.
- Installation of LED lighting in our Leatherhead office.
- Possession of Renewable Energy Guarantees of Origin (REGOs) at our Leatherhead office and Swindon site.
- Assurance of Zero waste to landfill in Leatherhead office and Swindon site.
- Introduction of KBR global sustainability pillars.
- Continuation of maintaining and continually improving our environmental management system, which is externally certified to the ISO 14001:2015 standard.
- Continuation of KBRs flagship environmental sustainability initiative, One Ocean, whereby KBR volunteers run regular after-school and lunchtime clubs to teach students about climate change, environmental systems, circular economies, and green careers. One Ocean allows us to link environmental stewardship with education and support our local communities.
- Provision of cycle bikes at our Swindon site for employee travel.
- Continuation of KBR Inc. offsetting Scope 1, 2 and Scope 3 (business travel only) GHG emissions via Gold Standard certified offsets.
- Continuation of KBR Inc. voluntarily reporting to Carbon Disclosure Project (CDP), Morgan Stanley Capital Index (MSCI), ISS, Sustainalytics and EcoVadis ratings agencies.
- Implementation of KBR executive compensation program, associated with the achievement and progress of KBRs sustainability goals including carbon net zero.
- Introduction of an electric car salary sacrifice scheme.
- Introduction of project sustainability pledges to support GHG emissions reduction at each project level.
- Introduction of a Global initiative for mandatory personal sustainability pledges to support at an individual, leadership level.
- Introduction of change champions at our Swindon office who work to create and deliver initiatives to support KBRs sustainability pillars. For example, the 'switch me off' campaign relating to energy efficiency and a local litter picking day.

05

- Publication of our Global Environmental and Sustainability Policies embedding our Net Zero strategy.

- <https://www.kbr.com/en/document/3276>
- <https://www.kbr.com/en/document/3271>

- Recruitment of KBR Mission Technology Solutions, Defence Nuclear Technology Solutions (UK) Division Sustainability Manager, Will Clothier (January 2022) and Graduate Environmental Specialist, Jess Potts (January 2024).
- Accounting of KBR Defence Nuclear Technology Solutions Division's GHG emissions associated with their activities on client-based projects.
- Implementation of bespoke carbon reduction plans with specific actions for each project.
- Launch of our supply chain net zero maturity assessment.
- Launch of KBR Sustainable Supply Chain Charter.
 - <https://www.kbr.com/en/document/4456>
- Utilisation of the CDP Supply Chain service to track the GHG emissions for 500 of our key Supply Chain partners.
- Utilisation of EcoVadis supply chain services and a KBR sustainability questionnaire to track GHG emissions and the environmental performance for our top 35% (by spend and by 2025) of suppliers globally, as well as strategic and critical suppliers.
- Operation of a coach that meets the latest emissions standards and operates between Leatherhead Railway Station and KBR Leatherhead Offices to enable easier switching to public transport for employees and visitors.
- Installation of Electric Vehicles chargers at our Swindon and Leatherhead Offices.
- Implementation of new global environmental reporting system, Greenstone, by Cority to support our GHG emissions reporting and carbon reduction action tracking.
- Estimation of GHG emissions savings associated with our solution compared to the current solution, where existing data is available when tendering for new work.

Future carbon reduction

In the future we hope to implement further measures such as:

- Continuing to track and monitor supply chain GHG emissions.
- Incentivising suppliers to reduce GHG emissions.
- Developing and using Net Zero related contract clauses.
- Continuing to maintain and continually improve our environmental management system, which is externally certified to the ISO 14001:2015 standard.
- Updating our travel policy to incorporate requirements of the Global Environmental and Sustainability Policies.
- Installing onsite solar (photo voltaic) panels at our Swindon facility.
- Expanding environmental awareness within our workforce by implementing an environmental behavioural change programme.
- Continuing to estimate the GHG emissions savings associated with our solution compared to the current solution, where existing data is available, when tendering for new work.



06

DECLARATION AND SIGN OFF

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:

Paul O'Shaughnessy
KBR Vice President

Date: 11th September 2025

1. <https://ghgprotocol.org/corporate-standard>
2. <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>
3. <https://ghgprotocol.org/>