



## **KBR UAE’s Carbon Reduction Plan – Public Report**

Leading with Purpose and Innovation

### **KBR Services, LLC and Kellogg Brown & Root International, Inc. UAE Branch Operations**

**Legal basis:** UAE Federal Decree-Law No. (11) of 2024 on the Reduction of Climate Change Effects (the Decree-Law) Article (4) Climate Change Mitigation

**Baseline Year:** 2025; Plan Period: 2025–2034

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## **1 Introduction**

This Carbon Reduction Plan (‘CRP’) has been prepared by KBR’s UAE branches, comprising KBR Services, LLC and Kellogg Brown & Root International, Inc. (‘referred to in this report collectively as ‘KBR UAE’) to support compliance readiness with UAE Federal Decree-Law No. (11) of 2024 on the Reduction of Climate Change Effects (referred to in this report as ‘the Decree-Law’), which entered into force on 30 May 2025 with full compliance expected by 30 May 2026.

This report constitutes KBR UAE’s response to Article (4) of the Decree-Law, Climate Change Mitigation, setting out the measures KBR UAE will implement to reduce greenhouse gas (‘GHG’) emissions from its UAE branch operations. Article (4) requires designated sources to contribute to reducing their emissions to achieve climate neutrality through one or more mitigation methods. The mitigation methods addressed in this CRP directly correspond to a selection of those prescribed in Article (4), including: improving energy efficiency across all UAE facilities; using clean energy sources; implementing integrated waste management; and where residual emissions remain after direct reductions, using carbon offsetting in

accordance with applicable UAE rules and the Science Based Targets initiative’s (‘SBTi’) Corporate Net-zero Standard.

This CRP is prepared in anticipation of potential ‘source’ designation and will be published on KBR UAE’s corporate website and submitted to the Ministry of Climate Change and Environment (‘MOCCA’) upon confirmation.

All initiatives in this CRP are designed to be implemented where they are cost-efficient and operationally viable, and where they contribute positively to business performance and sustainable growth. KBR UAE’s approach to climate action is aligned with sound financial management; the cost of inaction, including potential future carbon pricing under the Decree-Law, is a material consideration in all reduction investment decisions.

**1(a) Alignment with Net-zero Commitments**

This CRP is aligned with both KBR UAE’s SBTi-approved net-zero targets and the UAE’s national climate ambition as outlined in the UAE’s Third Nationally Determined Contribution (NDC3.0, UNFCCC, November 2024), committing to a 47% absolute reduction in greenhouse gas emissions by 2035 against a 2019 baseline, and to net-zero by 2050, as outlined in the UAE’s National Net Zero by 2050 Strategic Initiative. Together these are referred to in this report as ‘UAE’s Net-zero Commitments.’

The ultimate parent company of KBR UAE is KBR, Inc. (‘KBR’). KBR is committed to achieving net-zero GHG emissions across its global value chain by 2050. This commitment is embedded in the corporate strategy and validated through SBTi, approved in January 2025. The UAE branch operations form part of KBR’s global emissions inventory and are subject to the same targets and reduction trajectory.

While ultimate targets are consistent across the organisation, KBR UAE’s roadmap reflects local factors, including climate-driven energy demands, a fully leased fleet and office estate, and UAE regulatory requirements. Annual reduction totals from the UAE branches also contribute to KBR’s global SBTi-aligned targets.

KBR’s net-zero commitment reinforces and complements the UAE’s own Net-zero by 2050 Commitments. The reduction measures set out in this CRP are aligned with both the corporate SBTi targets and the UAE national climate ambition.

SBTi Near-term targets (by 2034) Scope 1&2	SBTi Long-term targets (to 2050) Scope 1&2
<ul style="list-style-type: none"> <li>• Reduce absolute Scope 1 GHG emissions 90% by 2034 from a 2023 base year</li> <li>• Commit to continue active annual sourcing of 100% renewable electricity through 2030 for Scope 2</li> <li>• Reduce absolute Scope 3 GHG emissions 42% by 2034 from a 2023 base year</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a minimum of 90% absolute Scope 1 GHG emissions reduction from 2030 through 2050</li> <li>• Commit to continue active annual sourcing of 100% renewable electricity through 2050 for Scope 2</li> <li>• Reduce absolute Scope 3 GHG emissions 90% by 2050 from a 2023 base year</li> </ul>

## 2. Organisational Boundaries and Baseline Emissions

### 2(a) Organisational and Operational Boundaries

KBR UAE applies the operational control approach to determine which facilities and activities fall within scope of this CRP. Under this approach, KBR UAE includes all sites and operations over which it exercises full operational control, through holding the lease and implementing its own operational policies and procedures.

KBR UAE measured its 2025 Scope 1 and 2 emissions, covering direct emissions from facilities and vehicles, and indirect emissions from purchased electricity within defined operational boundaries. Please refer to KBR UAE's Carbon Footprint 2025 for full boundary definition, assumptions, and exceptions.

### 2(b) Baseline Year and Carbon Footprint

KBR UAE's discrete carbon footprint was measured in detail in FY2025 by KBR's Corporate Sustainability Team (CST) in partnership with ClimatePartner, using the GHG Protocol (operational control approach) and KBR's corporate carbon reporting procedures as a foundation.

While KBR's global SBTi targets use 2023 as the base year, for this CRP, FY2025 is adopted as the KBR UAE baseline year, as 2025 is the first year in which a complete UAE-specific carbon footprint has been measured, and it provides the first complete UAE-specific operational baseline following the Decree Law's entry into force. The corporate net-zero targets with a 2023 baseline remain the framework within which this CRP sits.

## 3. GHG Inventory and Footprint

Emissions Category	kg CO <sub>2</sub> e (2025)	Notes
Scope 1 - Corporate Vehicles	47,587	7 leased corporate vehicles. 228,865 km driven. Petrol (confirmed). DEFRA emission factors applied.
Scope 1 - Facilities	0	No gas heating, no generators, no fluorocarbon refrigerants. Chilled water is landlord-controlled (Scope 2). Facility Scope 1 = zero.
Scope 2 - Electricity (location-based)	352,246	949,472 kWh across 15 UAE facilities. Chilled water cooling = 64.5% of total electricity. UAE national grid emission factor applied.
Scope 2 - Electricity (market-based)	0	KBR procures Renewable Energy Certificates (RECs) covering 100% of global electricity including all 15 UAE facilities. Market-based Scope 2 = zero.
<b>Total Emissions</b>	<b>399,833</b>	<b>Scope 3 has not yet been separately measured for KBR UAE. KBR UAE plans to complete a UAE Scope 3 screening and baseline assessment in Q4 2026, subject to data availability and applicable MOCCA or Competent Authority guidance.</b>

Table 1. KBR UAE Carbon Footprint FY2025

### **3(a) KBR UAE's GHG Emissions Profile**

KBR UAE's emissions profile is dominated by Scope 2 location-based electricity, which accounts for 88% of total emissions. Of this, chilled water and related energy for space cooling account for 64.5% of total electricity use across the 15 UAE facilities, reflecting the climate-based context and office-based nature of operations in this region.

Scope 1 emissions are limited to KBR UAE's small operationally controlled leased corporate vehicle fleet, with no identified Scope 1 emissions from stationary combustion such as natural gas, on-site generators or refrigerant leakage.

The Scope 2 market-based emissions are reported as zero because KBR procures RECs covering 100% of reported purchased electricity, aligning with Article 4(2) of the Decree-Law, using clean energy.

## **4. Emission Reduction Targets and Pathway**

KBR UAE's Scope 1 and market-based Scope 2 reduction targets are aligned with KBR's SBTi-validated global targets. These targets also support the UAE Net Zero by 2050 Strategic Initiative.

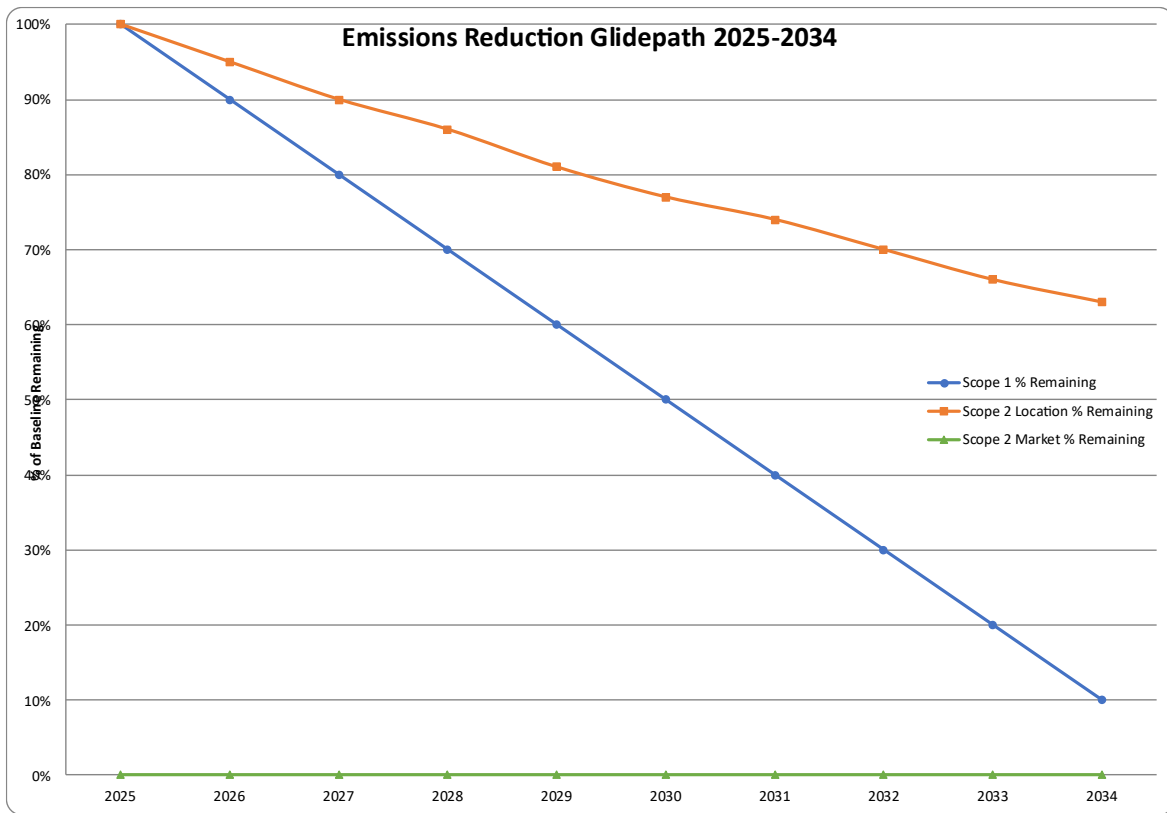
KBR UAE has established a separate voluntary location-based Scope 2 target, applying a 5% compound annual reduction from our 2025 baseline to produce a cumulative reduction of approximately 37% by 2034 to support the mitigation efforts described in Article (4) of the Decree-Law.

This voluntary commitment is also designed to align with the economy-wide trajectory of the UAE's Net-zero Commitments and reflects our tenant-side actions within our leased offices. The broader reduction opportunity lies in active landlord engagement, as outlined in Section 5, Landlord Engagement and Green Leases, where we outline working cooperatively with building owners to drive energy performance improvements and accelerate performance beyond the 37% headline target.

The near-term reduction levers for reductions across both scopes are primarily: fleet electrification (Scope 1) and energy efficiency combined with landlord engagement (Scope 2). Market-based targets are currently met by procuring RECs to cover 100% of purchased electricity.

All reduction measures will be progressed where they are cost-efficient and contribute to sustainable business performance and growth.

The table below shows the annual glidepath for UAE Scope 1, Scope 2 market-based and Scope 2 location-based emissions from the 2025 operational baseline to KBR's 2034 near-term target.



Year	Scope 1 (kg CO <sub>2</sub> e)	Scope 1 Reduction	Scope 2 Location (kg CO <sub>2</sub> e)	Scope 2 Location Reduction	Scope 2 Market-based
<b>2025</b>	47,587	Baseline	352,246	Baseline	<b>0 (RECs)</b>
2026	42,828	~10%	334,634	~5%	<b>0 (RECs)</b>
2027	38,070	~20%	317,902	~10%	<b>0</b>
2028	33,311	~30%	302,007	~14%	<b>0</b>
2029	28,552	~40%	286,907	~19%	<b>0</b>
2030	23,794	~50%	272,562	~23%	<b>0</b>
2031	19,035	~60%	258,934	~26%	<b>0</b>
2032	14,276	~70%	245,987	~30%	<b>0</b>
2033	9,518	~80%	233,688	~34%	<b>0</b>
<b>2034</b>	<b>4,759</b>	<b>90%</b>	<b>222,003</b>	<b>~37%</b>	<b>0</b>

Scope 1 calculation: 90% from 47,587 kg CO<sub>2</sub>e = target of 4,759 kg CO<sub>2</sub>e by 2034. Linear annual reduction of approximately 4,759 kg CO<sub>2</sub>e per year (~10% per annum) is needed. Achieved through phased lease transition to electric vehicles. Scope 2 location-based calculation: 5% compound annual

reduction on the prior year's figure from a 2025 baseline of 352,246 kg CO<sub>2</sub>e, reaching 222,003 kg CO<sub>2</sub>e by 2034 (~37% cumulative). Achieved through tenant-side energy efficiency measures and active landlord engagement.

The above projections are estimates based on current baseline data and assumed reduction rates. Actual performance will be reported annually using more precise and up-to-date consumption data and operational variables as they occur. Methodologies will be reviewed and refined each year as data quality improves and landlord engagement and fleet transition programs mature.

## 5. Carbon Reduction Initiatives

The following initiatives address the Article (4) mitigation obligations of the Decree-Law, organised by emission scope. All initiatives are to be implemented where cost-efficient and operationally appropriate, and where they support KBR's business performance and sustainable growth objectives within the region.

Scope	Initiative	Proposed Actions	Timeline
1	<b>Fleet Transition to Electric Vehicles</b>	Plan to implement a phased transition of corporate leased vehicles to electric alternatives at each lease renewal point over time. Feasibility, EV model availability, lease terms, total cost of ownership, and access to charging infrastructure at Dubai and Abu Dhabi offices will be assessed with the leasing provider. Reductions will be implemented where cost-efficient and operationally viable. Feasibility study Q3 2026	2026–2030
1	<b>Fleet Telematics</b>	Investigate telematics deployment across the leased fleet to improve Scope 1 data accuracy and reduce fuel consumption through eco-driving. Reduces reliance on estimated emissions data. Fleet right-sizing will be reviewed if underutilisation is identified.	2026
2	<b>Renewable Energy Certificates (RECs)</b>	KBR procures RECs covering 100% of global electricity consumption including all UAE facilities, achieving zero market-based Scope 2 emissions. This commitment is maintained annually through 2030 and is expected to continue through 2050 in line with KBR's approved long-term target, subject to annual procurement review. Directly responds to Article 4(2) of the Decree-Law: Using clean energy.	Ongoing through 2030
2	<b>Renewable Energy - Direct Procurement</b>	Investigate Power Purchase Agreements (PPAs) with UAE renewable developers and green tariff options with DEWA and YAQA Distribution as direct, cost-effective	2026–2027

		alternatives to global RECs. On-site solar PV via landlord collaboration will be explored where viable. Feasibility study Q3 2026. Directly responds to Article 4(2) of the Decree-Law: Using clean energy.	
2	<b>Landlord Engagement and Green Leases</b>	Seek to negotiate green lease provisions at all 15 UAE facilities as leases are renewed or amended. Priority: energy data sub-metering; Building Management System (BMS) optimisation; Estidama Pearl / Dubai Green Building Regulation (DGBR) certification collaboration; solar PV feasibility; LED lighting. All initiatives will be assessed for cost-efficiency and business benefit. Directly responds to Article 4(1) of the Decree-Law: improving energy efficiency.	2026–2027
2	<b>Energy Efficiency</b>	Analyse site-level electricity data from the FY2025 Carbon Footprint to rank facilities by consumption. Target top sites for efficiency interventions. Deploy occupancy sensors and lighting controls where cost-efficient. Improve monthly energy reporting to management and assess options for more frequent reporting where available. Directly responds to Article 4(1) of the Decree-Law: improving energy efficiency.	2026
3	<b>Supply Chain Engagement</b>	Issue sustainability questionnaire to top UAE suppliers by spend (. Request Scope 1–3 GHG inventory, net-zero commitments and reduction plans. Introduce net-zero clauses in new supplier contracts above AED 250,000 from 2027. Implement KBR supplier education programs for selected high-impact suppliers in the region.	2026–2027
3	<b>Business Travel</b>	Work with KBR's third-party travel management company to track per-journey emissions by business unit. Explore lower-emission routing options. Consider a virtual-first approach for internal meetings and short-haul Gulf Cooperation Council business travel where operationally appropriate and cost-effective.	2026
3	<b>Waste Reduction — One Ocean</b>	Engage waste management suppliers for data and their own reduction targets. Use KBR's One Ocean program as the employee engagement vehicle for waste reduction, energy efficiency and sustainability awareness. Target: minimum 5% increase in wastepaper recycling by	2026

	December 2026. This initiative supports integrated waste management under Article (4) of the Decree-Law.	
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This CRP is implemented alongside the KBR Middle East Quality, OH&S, Environmental and Sustainability Objectives and Programmes 2026–2027. QHSE Objective 9(b) sets a minimum 2% electricity reduction target by December 2026; Objective 9(a) targets a minimum 5% increase in wastepaper recycling by December 2026. Both are directly supported by initiatives in this CRP and form part of the shared delivery framework between the CST and the KBR UAE operational team.

## 6. Governance and Declaration

### 6(a) Governance Structure

Global responsibility for KBR's GHG inventory measurements, reduction plans and net-zero strategy, SBTi compliance and climate-related mandatory reporting sits with the Corporate Sustainability Officer (CSO), who reports directly to the Chief Executive Officer (CEO). The CSO leads the Global Sustainability Committee (GSC), composed of senior leaders and business representatives, which provides management-level oversight of GHG inventory work, carbon reduction planning and climate-related legislation reporting across all KBR entities.

The CST supports the GSC by reporting progress across emissions measurement, carbon reduction strategies and SBTi target-setting, and collaborates with regional teams where climate matters intersect with regulatory compliance and financial reporting.

The GSC appoints Environmental Champions for each region and business unit to implement this oversight at a local level. In the UAE, the Environmental Champion works with the UAE Sustainability Lead, the HSSE team, and operational functions to integrate carbon reduction procedures into day-to-day operations, and ensures accurate and timely GHG data collection and reporting.

The UAE Sustainability Lead acts as the primary point of contact with MOCCA and the relevant Competent Authority, coordinating on-site data collection, regulatory interface and practical implementation of the initiatives set out in this CRP. The KBR UAE Sustainability Lead reports progress to the Environmental Champion and the CST, ensuring regional activity remains fully aligned with KBR's global SBTi obligations and the requirements of the Decree-Law.

Reporting cadence: the UAE Sustainability Lead provides monthly environmental performance updates to UAE Environmental Champion and the CST. Environmental Champions report quarterly to the Global Sustainability Committee, chaired by the CSO. Progress is reported annually to the Sustainability, Technology and Cybersecurity Committee of the Board, providing board-level oversight of KBR's climate performance globally.

KBR UAE will maintain an emissions inventory, retain supporting emissions records for at least five years, and, if designated as a Source or otherwise required, submit emissions information to MOCCA or the relevant Competent Authority using the prescribed methodology and timetable.

### 6(b) Declaration

Emissions reported in this CRP have been measured and recorded in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, using the operational control approach. Relevant emission factors have been applied by source category. DEFRA emission factors were applied to vehicle

fuel consumption, and UAE grid emission factors were applied to Scope 2 location-based calculations, as documented in the 2025 Carbon Footprint. The carbon footprint measurement was conducted by the CST in partnership with ClimatePartner (April 2026).

This CRP has been prepared in accordance with the Decree-Law and constitutes KBR UAE's Article (4) climate change mitigation strategy. It will be reviewed and updated on an annual basis. This report will be publicly available on the KBR corporate website kbr.com. Upon designation as a 'Source' this document will be formally submitted to MOCCA as KBR UAE's Emission Reduction Strategy.

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Signed and approved on behalf of KBR Services, LLC and Kellogg Brown & Root International, Inc.  
UAE Branch Operations

Name: Adam Kramer

Position: Vice President and Corporate Sustainability Officer

Capacity: Authorized corporate signatory for this Carbon Reduction Plan

Date: 31 May 2026

Signature:



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Sources: UAE Federal Decree-Law No. (11)/2024, [uaelegislation.gov.ae/en/legislations](https://uaelegislation.gov.ae/en/legislations); UAE Third Nationally Determined Contribution (NDC 3.0), United Arab Emirates, submitted to the UNFCCC, November 2024. [unfccc.int/sites/default/files/2024-11/UAE-NDC3.0.pdf](https://unfccc.int/sites/default/files/2024-11/UAE-NDC3.0.pdf) [KBR UAE 2025 Corporate Carbon Footprint — ClimatePartner, April 2026](#); [KBR SBTi targets, sciencebasedtargets.org](#); [UAE Net Zero by 2050](#); DEWA, [dewa.gov.ae](https://dewa.gov.ae) | ADDC — [addc.ae](https://addc.ae) | Estidama Pearl Rating — [isg.green/guide/estidama](https://isg.green/guide/estidama) | [DEWA Net Metering](https://dewa.gov.ae/en/consumer/energy-efficiency/net-metering) — [dewa.gov.ae/en/consumer/energy-efficiency/net-metering](https://dewa.gov.ae/en/consumer/energy-efficiency/net-metering)