



Leading With Purpose and Innovation

2025 | Sustainability and Corporate Responsibility Report



Contents

INTRODUCTION	3	PLANET	61
About KBR	4	Environmental Stewardship	62
Sustainability Highlights	5	Our Environmental and Climate Transition Plan	67
A Message From Our Sustainability, Technology and Cybersecurity Committee	6	Delivering Sustainability	68
Our Sustainability Strategy	7		
Our Vision and Values	10	GOVERNANCE	69
Letters From Our CEO and Corporate Sustainability Officer	11	Our Board	70
		Business Integrity	73
PEOPLE	13	Enterprise Risk Management	79
Empowering a Values-driven Workforce	14	Sustainable Supply Chain	87
Belong	15		
Grow	22	APPENDIX	I
Connect	34	2025 Data Index	II
Health, Safety and Security	43	TCFD Index	X
Protecting Human Rights	53	VRF SASB Primary Sector Index	XI
Cybersecurity and Data Privacy	55	U.N. SDG Index	XVI
		Abbreviations	XXI

Introduction

IN THIS SECTION

About KBR	4
Sustainability Highlights	5
A Message From Our Sustainability, Technology and Cybersecurity Committee	6
Our Sustainability Strategy	7
Our Vision and Values	10
Letters From Our CEO and Corporate Sustainability Officer	11

WE VALUE OUR PEOPLE

WE DELIVER

WE ARE PEOPLE OF INTEGRITY

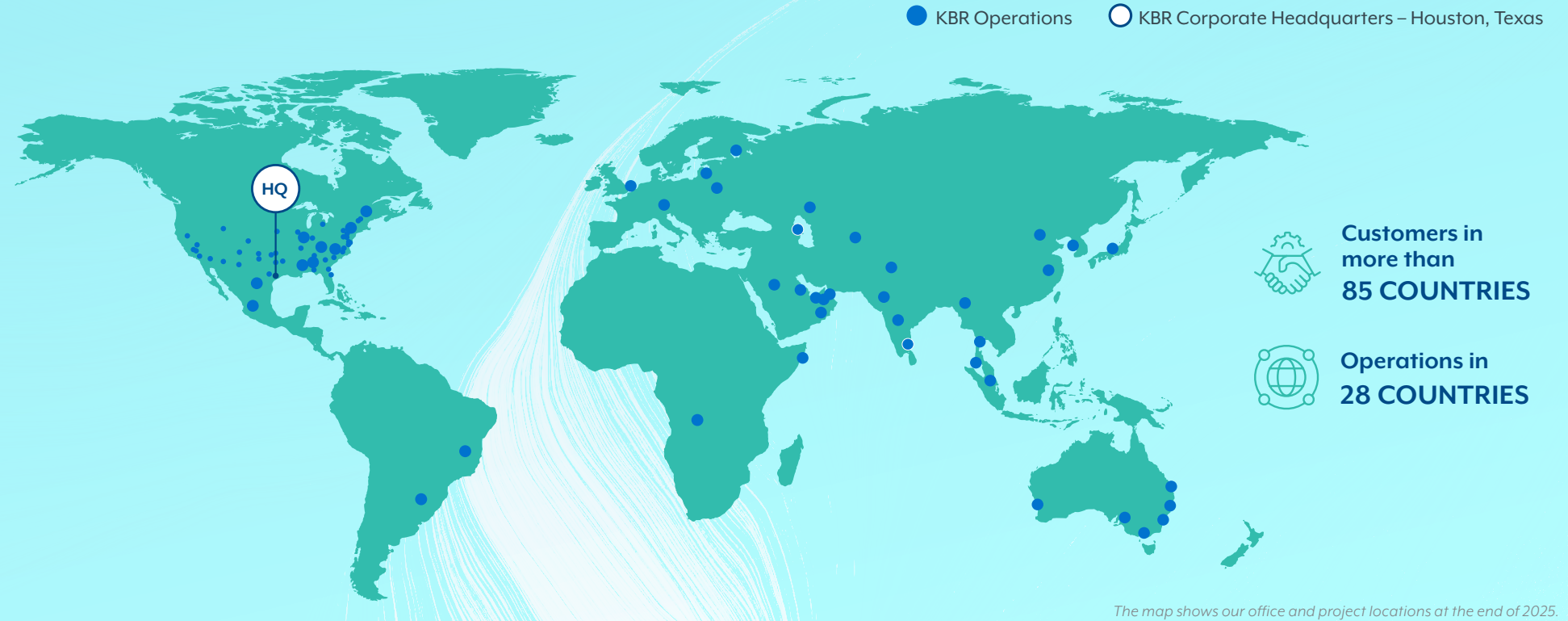
WE EMPOWER

WE ARE A TEAM OF TEAMS

About KBR

Our mission is to help our customers tackle the greatest challenges of our time, thereby creating a better, safer and more sustainable world.

Leveraging more than 100 years of history, a culture of innovation, and a mission-driven approach, our diverse workforce of more than 36,000 people performs complex and critical roles for customers in national security, energy security and transition, defense, space, cyber, and other areas of global importance. We support customers in more than 85 countries and operate in 28 countries worldwide.



IN 2025



36,000
Employees
+ 9,000 unconsolidated
joint venture employees



\$7.8B
Revenue
in 2025



\$320.8M
Total Global
Tax Paid



\$3.2B
Total Global
Salaries Paid

Sustainability Highlights 2025

ZERO HARM DAYS



96.44%

Zero Harm Achieved
(352 DAYS)

★ Industry Leading

HSS INCIDENT RATE



0.033

Total Recordable Incident Rate
ACROSS THE GLOBE

★ Industry Leading

STRONG LEADERSHIP AND GOVERNANCE



10 of 11

Independent Directors



6 years

Average Director Tenure

Extensive Experience in

- Energy Transition
- Decarbonization
- Government
- Cybersecurity
- Space and Technology

OUR RECOGNITIONS

MSCI

ESG RATINGS

CCC

B

BB

BBB

A

AA

AAA



QUALITYSCORE

ENVIRONMENTAL SOCIAL GOVERNANCE

HIGHEST RANKED BY ISS ESG

1



KBR'S SUSTAINABILITY-FOCUSED REVENUE



35%

Revenue Focused on Sustainability*



\$2.7B

Environmental Impact

SCIENCE-BASED NET-ZERO TARGETS



Near-term net-zero target 2030

Net-zero target 2050 aligned with 1.5 °C ambition

* See page 79 for more information on sustainability revenue

A Message From Our Sustainability, Technology and Cybersecurity Committee

At KBR, “sustainability” isn’t just about green solutions, renewable energy or energy security, though those are certainly part of the equation. In addition to our solutions, sustainability also means truly sustaining an organization for the long term — for its investors, customers, employees and communities.

In 2025, our commitment to sustainability helped steer us through another year of macro-uncertainty. Despite global challenges, I am proud to say we managed to maintain our performance and scored another AAA rating from MSCI, which proves that consistent governance and transparency hold value regardless of external noise. We also retained Prime Company status for ISS, a recognition of the depth of our sustainability framework and outputs. The standout achievement of 2025 was that we moved from a C rating to an A with CDP (formerly Carbon Disclosure Project). This was a landmark leap that reflects years of building the right data, strategy and an accountability culture across all aspects of our business.

One of the most important contributors to these achievements is, of course, our safety record. Our Zero Harm platform is the foundation of everything we do around safety and sustainability — zero harm to people, planet, communities and KBR. In 2025, we recorded 96% incident-free days, which was our best ever safety result. That number represents people — employees, customers and partners — who came to work and went home safely. For us, that’s a non-negotiable, as always.

Sustainability means safeguarding our most important assets — our people. In a year when the world felt fractured, KBR chose to invest more in our people, not less. We invested in our culture by creating All In, a volunteer-led community that aims to bring to life our employee value proposition — being a company where people can belong, connect and grow while contributing to our shared purpose of delivering for our customers. All In is a company-wide initiative that empowers our people to create opportunities for engagement with our communities and each other all at a local level so that everyone feels valued and included.

The world seems to be in a constant state of flux. But while the world keeps shifting, our standards and performance never waver. Our commitment to outstanding, responsible and sustainable delivery for our customers remains steadfast. KBR has never waited, and will never wait, for stability to act with integrity. We know that we shape our future through the decisions we make every day. This report highlights how those decisions and the incredible efforts of our people translate to work that matters to the rest of the world. It is a reflection of KBR’s long-term mission to serve our investors, customers, people and communities.

Ann Pickard

Sustainability, Technology and Cybersecurity Committee Chair



Our Sustainability Strategy

Our sustainability strategy is underpinned by our 10 Zero Harm Pillars, the key areas of social, governance and environmental focus across our global operations. Each of these pillars provides clear, practical guidance for planning and executing strong business performance that contributes to KBR's long-term sustainability and resilience.

These pillars cover the full breadth of our operations: how we make decisions, how we lead our teams, and how we deliver for our customers. They guide everything from employee safety and well-being to how we manage risk and uphold integrity across every project. They inform how we work with our supply partners to ensure responsible and sustainable practices in line with our own. The pillars also anchor our commitment to building a fully inclusive workplace where everyone can contribute and succeed.

The Zero Harm Pillars explicitly outline how we steward the environment, including sustainable travel, waste reduction, energy efficiency and operational improvements that lower our environmental impact.

Through engagement with our key stakeholders — including business leaders, corporate teams, investors, customers and employees — we identified strategic priorities that align with these pillars. This alignment enables us to focus our efforts where they create the most value, maximizing positive impact and reducing risk while supporting long-term sustainable business growth. Each area shown in the Zero Harm Pillars framework is outlined throughout the report, detailing how we govern, manage, measure, certify and conduct our business in line with these expectations.

We establish performance indicators for each of these pillars to track our year-on-year progress, working toward long-term goals that align with and contribute to our net-zero targets and the United Nations' (U.N.) Sustainable Development Goals (SDGs) for 2030.

For more detailed mapping of our work to the U.N. SDGs, please see the U.N. SDG Index on [Appendix page XVI](#).

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, improving our governance and advancing society.



Sustainability Governance and Oversight

Our commitment to supporting resilient and sustainable growth starts from the very top of our organization with the Sustainability, Technology and Cybersecurity Committee of the KBR Board of Directors. The KBR Global Sustainability Committee, chaired by our corporate sustainability officer, responds to their directives, and our Corporate Sustainability team works closely with KBR's functions and business units to embed sustainability into our operations. (For more information, refer to [Our Board](#)).

Transparency and Accountability

To support accountability and transparency across our sustainability activities, we report in line with the following organizations and frameworks: International Financial Reporting Standards (IFRS) and International Sustainability Standards Board (ISSB), CDP (formerly the Carbon Disclosure Project), Taskforce for Climate-related Financial Disclosure (TCFD), Sustainability Accounting Standards Board (SASB), EcoVadis, and the Science Based Targets initiative (SBTi). We are also guided by the Global Reporting Initiative (GRI). As a signatory to the U.N. Global Compact, we are committed to ensuring that our business is firmly aligned with its principles and that they serve as the benchmark for accomplishing our own sustainability goals.

WE SUPPORT



U.N. Global Compact

Since 2020, KBR has been committed to the U.N. Global Compact corporate responsibility initiative. This report serves as our Communication on Progress in implementing the 10 principles in the areas of human rights, labor, the environment and anti-corruption, along with aligning our corporate aims with those of the U.N. SDGs.



Stakeholder Inclusiveness

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

“

Through various methods — such as polls, surveys, peer accountability discussions, a voluntary sustainability commitment program and employee satisfaction surveys — we have learned that our employees are deeply committed to making ethical decisions that benefit our planet, our people and our communities.”

– Adam Kramer

Corporate Sustainability Officer

OUR PEOPLE

Employee well-being and creating positive work environments are priorities for us. We frequently communicate with our employees through various channels — such as town halls, surveys and conferences — to understand their perspectives on work conditions. We also engage our employees with training and development programs, recognition and rewards, and career growth opportunities. Our organization-wide People Perspectives Survey is conducted regularly. To maintain transparency, we publish a report on the survey's results, and we use the feedback to develop both local and global action plans to address employees' concerns.

OUR CUSTOMERS

To thoroughly understand the market and trends, we maintain ongoing communication with our customers, collecting feedback and analyzing proposals and inquiries. Additionally, we engage with customers by gathering insights on topics important to them and promoting industry and cross-industry collaborations.

OUR SUPPLIERS AND PARTNERS

Our dedicated Sustainable Supply Chain team collaborates with our suppliers to amplify sustainability prospects and strengthen performance in crucial sectors. Using our supplier platforms, supplier code of conduct and supplier

assessments, we aim to pinpoint opportunities for reducing environmental impact, promoting good governance, and advancing inclusion throughout the supply chain. See our [Sustainable Supply Chain chapter](#).

OUR INVESTORS AND SHAREHOLDERS

To uphold trust and reinforce our relationships with investors and stakeholders, we communicate our financial performance, strategic plans and sustainability initiatives through multiple channels. These include meetings, annual reports, earnings calls, investor relations events and media posts.

OUR COMMUNITIES

We actively nurture connections with our communities through various outreach initiatives and projects, like the KBR One Ocean program. Engaging with the communities enables us to understand their needs and priorities, identify collaborative opportunities for positive impact, and develop sustainable solutions.

REGULATORS AND AGENCIES

By adhering to local, national and international regulatory standards; conducting regular audits; following our [Code of Business Conduct \(COBC\)](#), and maintaining close communication with regulatory bodies, we aim to surpass all relevant regulations in the countries where we operate. Additionally, our organization holds certifications in ISO 9001, ISO 14001, ISO 45001, and ISO 27001, demonstrating our commitment to excellence across the board.

Our Vision and Values

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.

ONE KBR Values

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

WE VALUE OUR PEOPLE

Our people are the heart of everything we do. We are dedicated to creating 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 belong, connect and grow.

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.



A Letter From Our CEO

Over the past few years, sustainability has become significant to our day-to-day operations. It's no longer a separate program but is fully integrated into our procurement, risk management, finance and business operations. Because of our commitment to sustainability, we've continued building strong momentum and delivering outstanding operational, financial, safety and sustainability performance year on year.

Of course, maintaining excellence in an increasingly fragmented world isn't always easy. It has required us to balance priorities while continuing to invest in long-term resilience. Thanks to our people, KBR has always kept moving forward as a responsible and high-performing business.

We've embraced innovation and have become a digital-first company across our operations and delivery model. We are strategically deploying and investing in AI and other next-gen digital tools that not only help us work smarter and create value but also have the potential to transform entire industries. We've leaned into key delivery areas and honed our focus on differentiated markets of global importance, including energy security and critical infrastructure. And we've continued to invest in sustainable technologies that benefit our customers and help us accomplish our own sustainability objectives.

Crucially, we've focused on our people — on keeping them safe and creating environments where everyone knows and feels that they are a valued part of our global team of teams. Our 2025 TRIR was an industry-leading 0.033 and we recorded 352 incident-free days, both KBR records. We continued to reinforce our employee value proposition (EVP) that empowers our people to bring the EVP to life at the local level. And by effectively executing our long-term business strategy and maintaining financial and operational discipline, we have made KBR a more agile, resilient company that is constantly creating new opportunities for our people.

All of these factors make us a stronger KBR, a company positioned for long-term, sustainable growth. We know there's always room to do more and go further. We will never stop pushing the envelope and striving to do better. But we are proud of our progress, and we are excited to share it through this report.

Stuart Bradie

Chair of the Board, President and Chief Executive Officer



A Letter From Our Corporate Sustainability Officer

The word “company” comes from the Latin word “compania,” which literally means “with bread.” It described a group of people who shared bread together. The idea was simple. A company is a group of people who share what they have and look out for each other.

Somewhere along the way, the word company picked up new meanings. Thanks to lawyers (I’m one of them), limited liability, articles of incorporation, shares of stock, and quarterly earnings calls became elements of the “company” we know today. The original sense got buried under centuries of business. But I think about that Latin root a lot, especially in my sustainability work at KBR.

At its core, sustainability is really just asking the same question those early companions asked. Are we sharing the bread in a way that works for everyone? Are we taking care of the table we all sit around?

This year, KBR made the CDP A List, which only 4% of companies worldwide achieve. Two years ago, we had a D. This year’s A grade represents something real.

It reflects Jenni Myles and our People team building programs that make KBR a place where people feel respected and want to work. It reflects Greg Conlon and his team using digital tools to strengthen supplier engagement and track sustainability progress. It reflects Sonia Galindo and her KBR Legal team strengthening our governance and risk management. It reflects Nick Anagnostou and his HSSE team keeping our people out of harm’s way. It reflects Shad Evans and his Real Estate

team managing our facilities to become more sustainable. It reflects Paul Baillie, Doug Hill, Jay Ibrahim and Mark Kavanaugh running our businesses with sustainability built into daily decisions.

And it reflects thousands more whose names aren’t in this letter — the people at our offices and projects around the world who did the work and made the improvements real.

None of that happened sitting around. It happened because our people decided that doing the right things the right way is just how we want to work.

The Latin speakers had it right. A company is not really a legal structure or a stock ticker. It is people who share a vision. At KBR, we share a commitment to leaving things better than we found them.

My team and I will keep writing the reports and tracking the data. But the real story of KBR’s sustainability success is written by the many heroes who show up every day and do the work. You are the ones breaking bread!

Thank you for sharing the table.

Adam Kramer
Corporate Sustainability Officer



People

IN THIS SECTION

Empowering a Values-driven Workforce	14
Belong	15
Grow	22
Connect	34
Health, Safety and Security	43
Protecting Human Rights	53
Cybersecurity and Data Privacy	55



TOTAL
INCLUSION



HEALTH, SAFETY
& SECURITY



COMMUNITY
ENGAGEMENT

WE VALUE OUR PEOPLE

WE DELIVER

WE ARE PEOPLE OF INTEGRITY

WE EMPOWER

WE ARE A TEAM OF TEAMS

Empowering a Values-driven Workforce

With a global workforce of around 36,000 people, it's critical that we embrace and respect distinct cultures across all our operations. Our ONE KBR values and shared purpose bring us together, forming the core of who we are.

We embed these values into our business practices to shape our behavior and decision-making. Through this, we empower a values-driven workforce to deliver with integrity.

Zero Harm is a common thread that weaves through everything at KBR, helping us foster a culture of pride and responsibility among our employees. We demonstrate a consistent, practical approach to safety and sustainability that promotes the well-being of our people and the communities in which we operate.

Our People strategy focuses on three core areas: Belong, Connect and Grow. Each of these areas is outlined in detail in this chapter.



Belong

Total Inclusion

At KBR, we believe that our differences make us stronger. When our people can freely bring unique perspectives and experiences to the table, our teams are better equipped to solve tough challenges.

By celebrating what makes us both different and alike, we spark innovation, build resilience and create a safe workplace. This helps us maintain our reputation as a great place to work.

Our global All In Council drives the strategy to increase workplace inclusion for all groups of people. These plans not only help us to create positive and fulfilling work environments but also enable us to hire the very best person for the job at all levels, from the board and senior management to every level and discipline within our workforce.

TARGETS AND INITIATIVES

Our People strategy sets out plans and goals for each part of the business with a strong focus on equal opportunities and merit-based progress. It includes actions like the assigning of responsibilities, business area targets, running training programs and evaluating progress. Business leaders work closely with our People function (human resources) leads to put these merit-based plans into action, ensuring each program supports fair and inclusive practices for everyone.

Each business area is responsible for:

- **Recruitment** – Developing a schedule of programs for recruitment events and campaigns that aim to attract and hire talent from all groups with a focus on continual improvements.
- **Retention** – Creating specific initiatives that focus on retaining talent across all key capability areas.
- **Training/mentoring** – Establishing training and mentoring programs that relate equally to all.
- **Working patterns** – Expanding on our innovative working practices, such as job sharing, flexible work and part-time work, to attract and retain the best talent.

- **Communications** – Enhancing our two-way communication plans and methods where we can share our progress and reinforce inclusive behaviors.
- **Manager awareness** – Continually implementing steps to increase managers' awareness and support of total inclusion for our All In strategy and activities.

To maintain a wholly inclusive employee population, key performance indicators for each of these plans are measured by the percentage increase in the following areas:

- Headcount
- Promotions
- New hires
- Leavers

Progress is consolidated and monitored by our People function's leadership and the KBR Board of Directors. Workforce metrics are audited as part of our annual reporting audit program.

EQUAL OPPORTUNITIES FOR ALL

Equal Employment Opportunities

Our [Code of Business Conduct](#) outlines our commitments to fair and transparent hiring, promotion, wage practices and equal employment opportunities. The code is backed by clear procedures at the business segment level ensuring that all KBR operations and employment practices comply with applicable equal employment opportunity laws. These guidelines help prevent unlawful discrimination and support fair access to career opportunities for all employees and applicants.

Preventing Discrimination and Harassment

Our people are the core of our operations, and we believe every employee deserves to be treated with dignity and respect. We value merit and support equal opportunities so that everyone can contribute and succeed at KBR. Harassment or discrimination of any kind is not tolerated. To enable our teams to perform their best, we foster work environments where everyone's rights and abilities are respected. We do not discriminate against or harass individuals based on race; color; religious beliefs; national origin or ancestry; sex, pregnancy, sexual orientation, gender, gender identity, gender expression, or transgender status; physical or mental disability; age; veteran or military status; genetic information; or any other status or characteristic protected by applicable law.

We foster a respectful workplace by:

- Consistently treating others, including team members, customers or business partners, with respect.
- Being aware of how our actions and words might be interpreted by others.
- Never engaging in harassment, intimidation or coercion, including making sexual or suggestive comments, threats of violence, or promises or threats related to employment actions.
- Applying the principles of merit and fairness to all hiring, compensation, benefits, professional development and training, promotions, transfers, layoffs, and termination decisions.
- Reporting any instances of discrimination, harassment or disrespect we experience or observe in our workplace.

Procedures for Addressing Employee Concerns

We are committed to listening to our employees and addressing concerns and grievances through clear, accessible channels. Formal escalation procedures are outlined on our intranet and in onboarding materials.

In cases of harassment or discrimination, employees can report through multiple channels, including to their manager, the Business Integrity or Legal teams, or the Ethics Hotline. All reports are investigated to determine any breach of the Code of Business Conduct or other KBR policies.

We also offer a dedicated Dispute Resolution Program (DRP) providing confidential, neutral and flexible options

for resolving workplace conflicts ranging from minor issues to serious grievances or violations of legally protected rights. This can include freedom of association and collective bargaining issues. The DRP aims to resolve disputes quickly and fairly, repair damaged relationships, and foster a respectful work environment.

Employee Participation

We recognize and respect the rights of all employees to freedom of association and collective bargaining, as outlined in our Code of Business Conduct and Global Human Rights Policy, both of which are accessible to all employees. These policies affirm our commitment to fair treatment, open communication and ethical employment practices across our global operations.

In addition to formal mechanisms, such as our Ethics Hotline and DRP, we promote alternative employee participation to ensure all voices are heard in shaping a safe and inclusive workplace. This includes informal and flexible channels such as:

- Peer-led initiatives (All In)
- Employee surveys
- Engagement through Zero Harm Moments
- Team discussions and open town halls

These approaches complement formal structures and help embed a culture of transparency, accountability and continuous improvement.

Please refer to [Grievance, Ethics Reporting and Whistleblower Program Reporting Channels](#) and [Procedures for Addressing Employee Concerns](#).

PROMOTING AN INCLUSIVE WORKFORCE

KBR is dedicated to creating 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 belong, connect and grow. By valuing our differences, we unlock greater innovation, build resilience, and strengthen our collective safety and performance.

Recruiting for an Inclusive Workforce

We are committed to creating a workplace where our people can bring their best selves to work. Inclusion is embedded across every stage of the employee journey — from attracting and hiring to developing, retaining and promoting our people.

To reach all types of candidates, we collaborate with a range of organizations and rigorously review and refine our recruiting practices to identify and remove any procedures or biases that may hinder equality of opportunity.

This includes:

- Job description evaluations
- Interview frameworks
- Selection criteria that support fairness and consistency

This proactive strategy helps to build a more equitable recruitment experience and strengthens our ability to build a merit-based, dynamic and innovative workforce.

By aligning our practices with our core values, we reinforce our commitment to building a culture where everyone can belong, thrive and contribute to our shared success.

Training for an Inclusive Workplace

Our Code of Business Conduct mandates annual training on discrimination and workplace harassment. Additionally, inclusion training is provided for managers and recruiters through KBR Learning, our online learning system. See the [Targets and Initiatives](#) section for details on training/mentoring plans. The plans include training and upskilling managers, recruiters and employees on our total inclusion principles, practices and resources.

Additionally, the corporate Health, Safety, Security and Environment (HSSE) site features information and training resources on psychological safety, which supports the development of a wholly inclusive workplace and the ONE KBR Values.



KBR Sponsorship and Mentoring Programs

To cultivate an inclusive leadership population within the company, we have implemented robust frameworks for mentoring and sponsorship.

Sponsorship at KBR focuses on driving employee visibility and career progression for our employees, helping individuals gain recognition and advance within the organization.

Mentorship spurs individual development and growth. It emphasizes enhancing personal strengths and fostering development within specific business units or disciplines. It promotes both personal and professional growth, aligning with KBR's commitment to being an inclusive and merit-based employer of choice.

These efforts support our goal of building a wholly inclusive workforce and strengthening our employee value proposition.

Targeted Leadership Development Activities

We are particularly focused on using the aforementioned initiatives — hiring, training, sponsorship and mentorship — to support career progression into leadership roles. To this end, we partner with organizations specifically dedicated to advancing workplace development and leadership.

These include certification with the American Management Association's Leadership Development Training for Women, the

National Hire a Veteran Day and Military Spouse Employment Program, the Gold Armed Forces Covenant in the U.K., STEM Returners, and Parent Hub, all of which support people from different backgrounds or at different stages in their lives and careers.

We also provide scholarships and training grants like the Sponsorship of Future of STEM Scholars Initiative to fund development and build on industry-specific commitment for growth and career pathways. These efforts aim to create an environment where everyone has the opportunity to achieve their full potential.

Flexible Benefits

The adoption of agile working practices continues to help us attract and retain the best talent. Our approach to agile work allows employees to balance their work priorities, home life, travel and study.

Flexible work scheduling includes:

- Part-time working
- Parental leave (U.K., U.S. and other jurisdictions)
- Paid time off
- Special leave
- Job sharing
- Agile Working Week (banking set hours for time in lieu)

Next Gen of Flex Work

Our Next Gen of Flex Work enables employees, if the situation and business needs allow, to create a work arrangement that better supports them and their families and to proactively safeguard their mental health and fitness.

The Next Gen of Flex Work includes two distinct programs: Flex Work and Sabbatical Leave:

Flex Work: Employees can choose a different location around the world from which to work for up to four weeks.

Sabbatical Leave: Employees can unplug and enjoy time away from work with unpaid leave.

Parental Leave Toolkit

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.

Our Parental Leave Toolkit was designed in collaboration with new parents in our workforce with the goal of making the entire parental leave experience — before, during and after — go more smoothly for our employees. The toolkit outlines 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 SharePoint site, including:

- 1 Parental Leave FAQs for managers of employees taking parental leave
- 2 Quick access to the Global Parents' Network Viva Engage group, a community for parents and caregivers
- 3 Learnings and e-trainings, including a track titled “Balancing Family and Work,” which provide our employees with resources that support them in every phase of life

Childcare and Eldercare Leave

As part of our extensive benefits offering, our Backup Care benefit, where offered, covers child and eldercare for occasions such as school breaks, bad weather events, or elder family medical events and care needs.

In the U.S. we provide 5 weeks of paid parental leave and up to 18 weeks paid parental leave in the U.K.



Workforce Demographics

KBR monitors and analyzes trends and patterns using anonymized employee demographics to support workplace inclusion and equal opportunity. While this data is crucial for tracking our advancements, we uphold our employees' right to privacy. We apply strict confidentiality to all voluntary disclosures, and we offer opt-out options for those who prefer not to share their personal information.



For more details see our

KBR Workforce Demographics Report. [↗](#)



All In is an employee-led volunteer community that brings the KBR employee value proposition (EVP) to life at the local level with global support.

It includes the employee groups IMPACT (for early professionals) and OK NoW (the ONE KBR Network of Well-being, which supports mental fitness and psychological safety) and works to break down silos while empowering our employees to create and lead local engagement opportunities.

The vision for All In is to make KBR a place where employees feel they can belong, connect with others and have opportunities to grow. Its vision is to help KBR become the employer and contractor of choice, where employees, customers and partners are welcomed, celebrated, and united in making a positive impact in the communities where we live and work.

All In is guided by our EVP, which is centered around three pillars: Belong, Connect and Grow.

BELONG

Our Belong pillar focuses on fostering an inclusive culture where every employee feels safe, valued and empowered to be their authentic self, and where all perspectives are embraced.

CONNECT

Connect supports our people by connecting them more fully to KBR's mission and to senior leaders, peers, and external communities that share their passions and values.

GROW

The Grow pillar focuses on providing learning and growth opportunities, helping employees to expand their skills, leadership potential and impact.



All In

IMPACT

IMPACT

IMPACT serves as a launchpad for early-career professionals (zero to 10 years of work experience) at KBR. Through professional development, networking, community outreach, and career and personal enrichment, IMPACT seeks to motivate, retain and develop its members and transform them into future leaders at KBR.

OK NoW

THE NETWORK OF WELL-BEING

OK NoW

OK NoW raises awareness for and provides access to initiatives that promote psychological safety and enables peer-to-peer support across KBR through knowledge sharing and collaboration. It plays a key role in reducing the stigma surrounding mental health in the workplace, helping to foster a more open, supportive and inclusive environment for all employees.



Grow

People are drawn to KBR by the chance to continually develop professionally and personally. Growth and career development are key components of our employee value proposition.

We proudly offer opportunities such as our enhanced internal upward mobility and leadership development programs and Pathways, a program that enables employees to seek global careers elsewhere across KBR. We also invest in training programs aligned with our core values, emphasizing leadership, ethics and job-specific technical development.

Talent Pipeline Development Strategy

Our talent pipeline strategy focuses on three key areas:

- 1 Targeted talent acquisition
- 2 Technical and leadership development
- 3 Tailored talent reviews and succession planning

These areas are guided by our Global Talent Management Policy, which includes structured processes and procedures for talent review, performance management and succession planning. This ensures we forecast hiring needs and actively develop existing and new pools of talent.

Real-time access to data through our Human Resource Information System (HRIS) and live dashboards allow business leaders and people managers to anticipate hiring demands, calibrate talent, and develop succession plans where and when they're most needed.



Performance Management

AGILE PERFORMANCE AND DEVELOPMENT

KBR's Agile Performance and Development process minimizes administrative burden and enables more meaningful connections to align goals, share coaching and feedback, and support development. Our approach prioritizes frequent (at least every few months) Check-in Conversations between managers and their team members.

Feedback from our employees confirms they value this approach and view it as more inclusive, engaging and supportive of a high-performing culture.

The Check-in Conversation process focuses on:

- Frequently revisiting goals to align priorities
- Real-time feedback and coaching
- Continual professional and personal development

Our informal dialogue approach not only empowers employees to grow, develop and plan their careers, but it also empowers managers to become better, more proactive leaders and mentors. The process also helps managers align their team's development with KBR's broader business needs and strategy.

100% of eligible employees participated in our annual performance management program*

*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.

Collaborative, ongoing process between manager + employee centered around frequent, forward-looking conversations that focus on:



EMPLOYEE ENGAGEMENT SURVEYS

MANAGER GUIDANCE

WORKDAY IS USED FOR PLANNING GOALS, CAREER AND DEVELOPMENT

Talent Identification, Calibration and Succession Planning

Talent calibration dialogues are structured, annual, group-based reviews involving leaders, people managers and partners to provide fair, values-driven assessments of employee performance and potential. They are a formal part of KBR's Talent Calibration process. Outcomes are translated by managers into actionable development plans carried out through Check-in Conversations.

Insights from these reviews are regularly shared with the Nominating and Corporate Governance Committee of the KBR board. This culminates in in-depth discussions on updated succession plans for the CEO and senior leadership, including executives and vice presidents, reinforcing leadership continuity and organizational resilience.

Covering more than 5,800 KBR employees at multiple leadership levels, these discussions provide a comprehensive view of talent across the organization. They not only support individual career planning but also surface broader talent trends that strengthen succession planning.

Successors are identified through an annual succession planning process, where position owners and people managers assess candidate readiness for each plan. We continue to expand succession coverage deeper into the organization beyond senior executive roles into non-executive roles.



IN 2025

347

successor
candidates

74

executive and senior
leadership roles

SENIOR EXECUTIVE:

8 Plans

with 23 candidates

EXECUTIVE:

66 Plans

with 149 candidates

NON-EXECUTIVE:

84 Plans

with 238 candidates

Our Talent Development Matrix

We are deeply committed to developing our people. We are guided by an integrated talent development matrix that combines KBR's core behaviors with technical, business, interpersonal and leadership skills. Our Talent Development Center of Excellence collaborates with business leaders, technical fellows and experts, and talent partners to identify training needs and to deliver targeted learning interventions with a strong focus on job-specific and technical skills development.



JOB-SPECIFIC AND TECHNICAL SKILLS

As a technically complex, diverse and global company, we deliver job-specific training programs in partnership with the Talent Development team. These programs are designed to be industry-leading, relevant and timely, directly supporting job performance and compliance with contract, customer and project requirements.

We collaborate with internal technical experts, industry partners, customers and educational institutions to co-design targeted training across more than 16 technical competency areas. These programs span all KBR regions and are open to all part-time and full-time employees.

Each business unit conducts regular skills analysis to inform training and development management plans. These are shaped through combined efforts of senior management; business unit leads; technical, process and project managers; and People function managers. Technical managers oversee training completion and job readiness to help employees fully understand their roles.

Job-specific skills development is available to all employees — part time, full time and contractors — to support effective job performance.

Our job-specific and technical skills relate to the execution of each business unit's key disciplines, some of which include:

- Operations excellence and quality management
- Program and project management
- Procurement, subcontract logistics and export control
- Industrial security
- Control systems, information and document management
- Engineering management
- Electrical, piping, mechanical, chemical and civil structural engineering disciplines

Traineeships and Apprenticeships – Cultivating Young and Diverse Talent

We're developing the next generation of engineers, scientists and technologists. We partner with universities, colleges and educational institutions to offer internships, traineeships, fellowships and apprenticeships aligned with our strategic talent needs across our businesses. These programs provide accessible entry points for a broader, more diverse talent pool and particularly benefit individuals from groups who may not have access to traditional educational pathways.

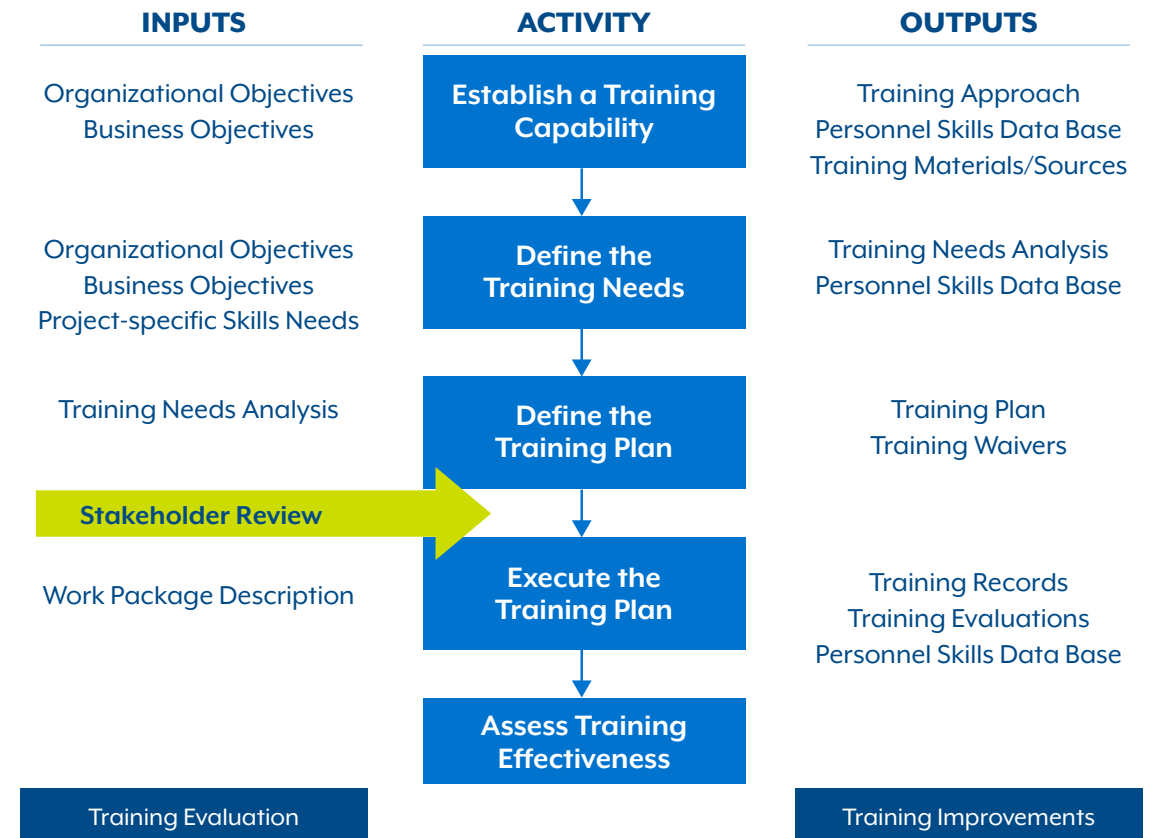
Our apprentice, intern and trainee programs are co-designed with industry and educational partners to help make them job-specific and aligned with industry-leading technical skills required for the business. In addition to the job-specific training, participants also receive professional development in areas such as:

- Leadership and management
- Project management
- Data analysis
- Software engineering
- Business administration
- Human resources
- Project controls
- Quantity surveying
- Cybersecurity



For a detailed overview of traineeships, apprenticeships, internships, and general training and development programs throughout the organization,

[please see the list here](#)



GENERAL WORKPLACE SKILLS

Our global training programs cover essential topics such as health and safety, environmental protection, information security and our Code of Business Conduct. These mandatory courses apply to all employees, subsidiaries and affiliates and are delivered through our cloud-based learning management system.

Beyond mandatory training, every employee has access to the KBR Learning platform 24 hours a day, 365 days a year. The platform offers extensive self-directed learning, audio and book summaries, expert videos, and curated learning journeys with tens of thousands of resources for employees to enhance their skills or learn new ones, including (but not limited to):

- Technology and AI
- Business management
- Customer services
- Health and safety
- Total inclusion
- Sustainability
- Business analytics
- Emotional intelligence
- Security
- Sales and marketing

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

Employees and contract employees took part in an average of

6 hours
of online training annually

100%
of our global workforce participated in online career development training

195,905
total online training hours in 2025

106,800+
on-demand workplace skills are available

\$12.8M
training and development expenditure in 2025

TRAINING EVALUATION

Training programs are evaluated using the Kirkpatrick Model, which is recognized as the industry's best practice for assessing learning outcomes.

- 1 Level One** – Assesses participant engagement, and job relevance assessed through post-course surveys.
- 2 Level Two** – Assesses knowledge, skills, attitudes and commitment via skills-acquisition tests, teach-backs and live demonstrations.
- 3 Level Three** – Evaluates on-the-job application through supervisor assessments during Agile Performance and Development Check-ins.
- 4 Level Four** – Gauges business performance impacts, such as customer satisfaction or business growth through business unit evaluations aligned with training goals and investments.

The KBR Training Standards Kit provides detailed guidance for designing, delivering and evaluating training courses.



Climate and Sustainability Training Hub

Our Climate and Sustainability Training is a learning hub aimed at enhancing internal foundational knowledge and skills in sustainability and climate change. The Training Hub offers employees information on essential sustainability concepts to deepen their understanding.

MANAGEMENT AND EXECUTIVE LEADERSHIP SKILLS

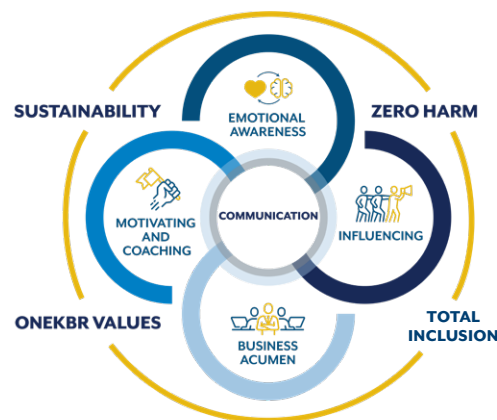
Leaders inspire teams, establish the tone, and steer the organization to achieve our operational and strategic goals. Supporting leaders' development and performance is therefore critical for our long-term success. KBR's offerings include the Global Leadership Development Program (GLDP), Leadership Strategies, and our Front-Line Leader Program, which supports newly hired or promoted supervisors as they transition into this vital first level of leadership.

Collectively, these global programs form part of our comprehensive succession planning, upward mobility program, retention and talent pipeline development strategy across all leadership levels.

GLOBAL LEADERSHIP DEVELOPMENT PROGRAM

Global Leadership Development Program

The program is an intensive, near-year-long transformative experience designed to prepare leaders with senior executive potential. It combines psychometric assessments, coaching and development planning with external courses from top business schools, an internal core curriculum, business simulation exercises, and a team-based business challenge presented to KBR's executive leadership team. The GLDP's focus is on broadening enterprise knowledge, cultivating networks, developing commercial and strategic acumen, and honing executive leadership skills for inspiring people and driving change.



Front-Line Leaders Program

This five-month program equips first-time people managers to build highly engaged and empowered teams. It was developed in conjunction with DDI and aligns with our Front-Line Leader level competencies and includes practical training for building management and leadership mindsets, driving engagement and consistency across the organization, and positively impacting our people.





TRAINING AND EDUCATION RESOURCES

Internal training and education is enhanced by:

- **Enterprise-wide Learning Management System** – Our cloud-based on-demand learning library includes over 106,800 e-learning modules, videos, e-books, audio support tools and more.
- **Technical Leads** – Subject matter experts (SMEs) in key knowledge domains identify critical needs in skills, competencies, recruitment and development. See our [Technical Mastery section](#) for more information.
- **Global Knowledge-sharing and Innovation Communities** – These knowledge-based, employee-led, cross-organizational networks are designed to facilitate information-sharing and collaboration, and to identify expertise and internal best practices. See our [Knowledge-sharing and Innovation section](#) for more information.
- **Learning Coordinators** – This network, comprising individuals from our business units and functions, creates, publishes, assigns and reports on training activities in their respective businesses and shares best practices.
- **People Managers** – Direct managers engage their team members through frequent Check-in Conversations to identify and plan specific training, development and education needs for optimizing performance in their current roles and providing continual growth and career development.
- **Talent Development Center of Excellence** – Our Talent COE is dedicated to delivering KBR's talent pipeline strategy, including talent calibration, succession and performance processes; ONE KBR core behaviors, skills and competencies; targeted assessment, coaching, and learning and development interventions; broadly accessible training offerings through KBR Learning and external partnerships; and global leadership programs. The center partners with business, technical and People function leadership to define needs, identify resources and lead enterprise-wide programs for continuously improving KBR's talent processes.

TECHNICAL MASTERY

The ONE KBR Technical Fellows Program

The [ONE KBR Tech Fellows Program](#) honors and recognizes the expertise of a select group of technical specialists and promotes a culture of innovation and technical knowledge-sharing. It offers a unique career path for leaders in science, technology and engineering, while enhancing capabilities, encouraging cross-disciplinary collaboration, and attracting and inspiring the next generation of talent.

ONE KBR TECH FELLOWS		ONE KBR SENIOR TECH FELLOWS			
Dr. Bianca Cerqueira	Neuroscience and Biomedical Engineering; Health Research and Development	Dr. Mark Banghart	Analytics and Cloud Solutions	Ivan LaHaie	Radar Cross-Section and Low Observable Technology
Dr. John Chen	Materials Engineering	Dr. Ronald Fairbanks	Airborne and Space-based Electro-optical Imaging Systems	Dr. Anthony Montoya	Counter-intel Grid Operations
Dr. Ewen Denney	Safety and Mission Assurance; Formal Foundations	Dr. Maddison Gray	Signal Processing, Sensor Calibration, Algorithm Development and Remote Sensing	Dr. Jeong-Kwan Na	Nondestructive Testing and Evaluation Methodologies
Dr. Quoc Do	Model-based Systems Engineering; Systems Assurance	Dr. James Helferty	Electro-optical Imaging	Dr. Benjamin Ochoa	Computer Vision
Dr. Brian Gribben	Offshore Wind Energy; Research Management	Dr. Bobby Hunt	Imagery Systems and Optics	Dr. Ganesh Pai	Safety Assurance
Dr. Graham Hawkes	Fluid Dynamics; Wind Farm Engineering	Dr. Kyoung Jae "KJ" Kim	Signal Processing-Human Performance	Dr. Johann Schumann	Neural Networks and Autonomy
Dr. Peter Hendrickson	Quantum Technologies; Signals Intelligence and Sensing	Dr. Chris M. Kreucher	Information Theory and Artificial Intelligence	Ajay Sehgal	Unmanned Aircraft Systems
Greg Martin	Computer/Machine Vision; Machine Learning	Gautham Krishnaiah	Chemical Processing Engineering	Dr. Eric Shell	Nondestructive Evaluation
Dr. Ray Merton	Space Domain Engineering; Airborne and Satellite ISR	Dr. Chetan Kulkarni	Systems Health Management, Diagnostics and Prognostics	Michael Tallman	Olefins Production Technology
Rian Reyneke	Olefin Technology Process Optimization			Dr. Henry Theiss	Photogrammetry
Dr. Ryan Weisman	Astrodynamics; Spacecraft Guidance; Navigation and Control				

The KBR Technical Journal

[The KBR Technical Journal](#) is an annual publication that showcases papers authored or co-authored by our employees. It highlights innovation and makes groundbreaking research publicly accessible for widespread citation. Research topics include energy transition, sustainability, autonomous systems, life sciences, artificial intelligence, machine learning and next-generation asset management. Contributors include some of KBR's patent inventors and nationally recognized technical experts.

Knowledge-sharing and Innovation

KBR Communities of Interest and Centers of Excellence connect technical experts globally to foster collaboration and innovation across disciplines like cybersecurity, AI, human performance, and sustainability and energy transition.

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

COE CENTERS 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

HEALTH, SAFETY
& SECURITY

Connect

Benefits

To attract and retain top talent, we offer competitive location-specific* reward packages that reflect the diversity of our global workforce. These include market-based pay and a wide range of nonstatutory benefits such as:

Access to health, medical and wellness services

- Health and medical plans, dental and vision
- Wellness incentive program
- Global wellness program and an extensive support program
- Short-term and long-term disability insurance and income protection insurance (60% and 50%, respectively)
- Critical illness, accident and hospital indemnity insurance
- Business travel accident insurance
- Virtual health care and physical therapy
- Diabetes, hypertension and weight loss wellness programs
- Breast milk shipping for business travel
- Menopause program
- Pain management program
- Eldercare and family support program

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 and cash-back options
- Personal travel benefits
- Commuter benefit accounts
- Employee Stock Purchase Program
- Mortgage support

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
- Tens of 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, elders and pets
- Identity protection
- Legal plan
- Electric car and bike schemes

Our goal is to support all parents — mothers, fathers, single parents and couples alike — which is why we have enhanced our family policies in both the U.K. and the United States. We provide five weeks of paid parental leave in the U.S. and up to 18 weeks in the U.K.

*Although our benefits programs differ by region, our commitment to offering comprehensive and competitive benefits to support our employees' health, prosperity and well-being remains consistent throughout the organization.

FINANCIAL WELLNESS PROGRAM

This benefit helps 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 PURCHASE PROGRAM

Our Employee Stock Purchasing Program (ESPP) is open to full-time and part-time employees. It allows participants to purchase KBR common stock at a discounted rate through payroll deductions during two purchase 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, covering 86% of KBR's global workforce. We're actively working to expand eligibility and increase the discount to encourage even greater participation.

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

The KBR Employee Support Program is a key part of our commitment to employee well-being. The benefit provides all employees free global access to a wide suite of resources, including:

- Counseling sessions, available in multiple languages
- Emotional and mental health support via email, text, phone or proprietary 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



meQ

We offer access to meQ, an independent app-based platform specially designed to help employees build practical skills for managing stress, solving problems, understanding emotions, making confident decisions and strengthening personal resilience.

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

KBR AWARDS

ONE KBR AWARD

The ONE KBR Award Program celebrates outstanding individual or team performance that exceeds expectations, drives business success, and consistently embodies our ONE KBR Values. This recognition includes a variable financial component reflecting the value of exceptional contributions.



5,770
employees were presented
**ONE KBR Awards to recognize
their achievements
in 2025**

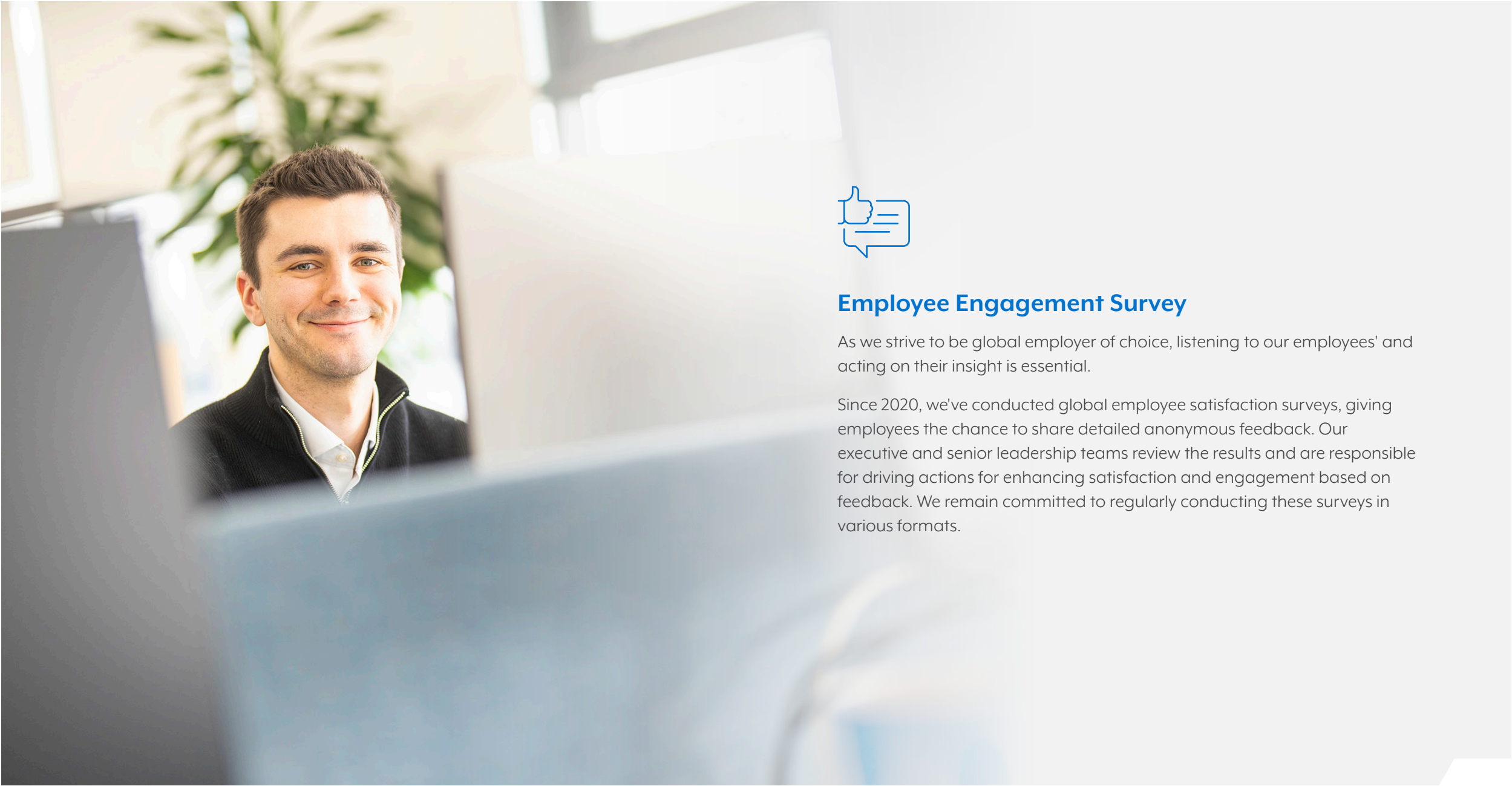
KBR VALUES AWARDS

KBR Values Awards are presented annually to individuals who exemplify our ONE KBR Values. These include individual awards for each value and the Champion award, given to the individual who embodies all five of our ONE KBR Values and who showcases exceptional dedication to our customers, colleagues, communities, and mission on both professional and personal levels.

ANNUAL AWARDS FOR HSSE EXCELLENCE

The HSSE Excellence Awards consist of three distinctions: the CEO Award for HSSE Excellence, the Business Unit President's HSSE Excellence Award, and the Zero Harm Award. These awards honor individuals or teams for exceptional HSSE leadership, exemplary application of HSSE practices and principles, and significant work-hour achievements without incidents.





Employee Engagement Survey

As we strive to be global employer of choice, listening to our employees' and acting on their insight is essential.

Since 2020, we've conducted global employee satisfaction surveys, giving employees the chance to share detailed anonymous feedback. Our executive and senior leadership teams review the results and are responsible for driving actions for enhancing satisfaction and engagement based on feedback. We remain committed to regularly conducting these surveys in various formats.

Connect and Communicate Through



KBR PULSE

KBR Pulse provides employees with access to key information and tasks. The mobile app serves as a central hub for quick and convenient access to company news, tools and essential resources.



Viva Engage

We have more than 100 active community groups that support, empower and share knowledge throughout the KBR community and which focus on a wide range of specialized subjects.



IN ORBIT A KBR PODCAST

[In Orbit: A KBR Podcast](#) is a podcast for everyone — both inside and outside KBR.

Episodes feature some of the world's foremost experts speaking about the great challenges facing humankind today and about solutions to those challenges — what they are, how they work, the people who are creating them, and why they're important for everyday people.

Whatever the topic, the podcast's main focus is people. The goal is to connect, educate, inform and inspire.



Managers Communications Toolkit

In our fast-paced work 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 we have developed and deployed a dynamic Managers' Communication Toolkit.



KBR LINK

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



Town Halls

KBR's 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. These are held quarterly or more if required.

Recognitions Received in 2025



ECOVADIS



FORBES



AUSTRALIA DEFENSE
MAGAZINE



ISOA



ISOA



UK DEFENCE



GLOBAL MARCOMS
AWARDS



In 2025, KBR made the CDP A List, which only 4% of companies worldwide achieve



Connecting Through KBR One Ocean

ONE OCEAN, ONE PLANET, ONE KBR

KBR One Ocean is our flagship initiative that brings together our commitment to ONE KBR and the Connect pillar of All In. It unites our global workforce with local communities and highlights our proprietary innovations like Hydro-PRT® — a revolutionary plastics recycling technology.



Launched in 2018, One Ocean has been a catalyst for advancing our sustainability strategy and embedding our Zero Harm culture across the organization. Through this global program, KBR employees collaborate with schools, youth groups and environmental organizations to promote environmental stewardship and to strengthen science, technology, engineering and math (STEM) education.

By combining hands-on mentoring with experiential learning, students gain a deeper understanding of the ocean's role in climate stability and planetary health. Using design thinking, they co-create practical solutions to real-world

environmental challenges, while exploring transformative concepts such as circular economy, cradle-to-cradle design and biomimicry.

The program has expanded globally to include five local schools in the U.K. and 25 schools in Saudi Arabia. We've now started rolling out the program into schools in Australia and recently celebrated our sixth year in Singapore.

More than an outreach initiative, One Ocean is a strategic platform that connects our people, purpose and technologies, delivering measurable impact and inspiring the next generation of STEM leaders.



Connecting With Our Communities

Community support has been central to KBR's identity since our founding. We are committed to improving communities on local, national and global levels, aligning our efforts with our sustainability priorities. Our global team drives these initiatives, continually discovering innovative and creative methods to unite people and promote lasting change.

Powering Communities With Passion and Purpose

KBR CHARITY GOLF TOURNAMENT

The 19th annual KBR [Charity Golf Tournament](#), organized by our early-career professionals, brought together over 400 golfers and raised funds benefiting Astros Golf Foundation, Blue Star Families, Buffalo Bayou Partnership, Camp for All, Houston Fire Department, Houston Wilderness, Marine Corps Scholarship Foundation, Southern Cross Service Dogs, Special Forces Trust, Sports Authority, St. Baldrick's Foundation and St. Jude Children's Research Hospital.

SINGAPORE

Members of KBR's Singapore office supported the Food from the Heart food donation drive in collaboration with their adopted charity partner. Employees and clients regularly organize food collection initiatives. In 2025, the team demonstrated strong generosity and community commitment, filling carts with donated food to help provide consistent and sustainable support to those in need.

INDIA

Across India, KBR colleagues continued to demonstrate their commitment to community engagement and environmental stewardship through a range of volunteering and charitable initiatives. In Chennai, employees and their families participated in a beach cleanup event supporting KBR One Ocean, KBR's sustainability initiative focused on addressing plastic pollution in the oceans. Volunteers of all ages worked together to remove litter and protect the local coastline, collecting 30 200-liter bags of waste. During the festive season, KBR's young professionals and corporate social responsibility teams organized a nationwide donation drive across our India offices, with employees contributing new toys, stationery and gifts for underprivileged children aged 5 to 12. Volunteers later visited local children's homes and non-governmental organizations to personally distribute the gifts, helping to bring joy to many families. In addition, KBR partnered with Jeevan Asha Hospital & Rehabilitation Center to support a prosthesis

camp led by the Saurabh Sagar Sewa Sansthan Charitable Trust, providing prosthetic solutions to individuals in need. KBR volunteers visited the hospital to meet beneficiaries and hear their stories, reinforcing the company's commitment to supporting health, mobility and well-being in the communities where it operates.





AUSTRALIA

KBR employees in Australia continued to support their communities through hands-on volunteering initiatives focused on addressing social needs and reducing waste. Chair of the Board, President and CEO Stuart Bradie and the KBR Infrastructure Solutions Australia leadership team volunteered with OzHarvest, Australia's leading food rescue organization, preparing more than 140 meals for individuals and families experiencing food insecurity, while also supporting efforts to reduce food waste. In Adelaide, employees partnered with Treasure Boxes, a South Australian not-for-profit that provides essential items to children and families living in disadvantage. Volunteers from the Adelaide office spent time packing boxes of clothing, toys, and household items and preparing donated equipment such as prams for reuse, helping ensure families in need receive safe and practical support.

U.K.

During the holiday season, KBR IMPACT and All In colleagues in Leatherhead organized a two-week donation drive to support a local homeless shelter. Employees contributed essential items such as tinned food, pantry staples and toiletries, resulting in a substantial collection of supplies to support individuals experiencing homelessness in the local community.

U.S.

In Houston, the IMPACT early-career group hosted a cleanup at Buffalo Bayou in partnership with the Buffalo Bayou Partnership, removing trash and microplastics to protect the local waterway and support flood prevention by keeping drainage channels clear.



During the holiday season, teams across several locations organized toy drives, food collections, and essential supply donations to support families and vulnerable groups. These included contributions to Operation Stocking Stuffer, organized by the Houston Fire Department, gift donations for patients at Dayton Children's Hospital, and support for military families through the Fisher House Foundation. Additional community care and food donation drives across local offices provided essential items to food pantries and community organizations, reflecting KBR employees' ongoing commitment to supporting the communities where they live and work.

SAUDI ARABIA

During Ramadan, KBR employees in Al Khobar came together to support their local community through a collaboration with Al-Ber Charity. The team organized and donated Ramadan baskets filled with essential items for families in need, reflecting the generosity and shared commitment of employees to support those less fortunate during this important time of year.



For more stories, please see our [News and Events page](#).

Health, Safety and Security

HSSE (health, safety, security and environment) is at the core of who we are at KBR and forms the bedrock of our Zero Harm culture — the belief that each one of us is responsible for making the right choices to protect our people, our customers, our planet and the communities we serve.

Our HSSE programs focus on continuous improvement, with annual targets set to reduce health and safety incidents and align with our broader sustainability goals.



“ Our primary objective is to make sure that everyone, including our people, customers and partners, returns home safely at the end of each day.”

Nick Anagnostou, Vice President, HSSE

Our Zero Harm Commitment

While we comply with all applicable laws and regulations where we operate, we go above and beyond by committing to the following:

- Protect and strive to improve the health, safety, and security of our employees and contractors at all times
- Provide a workplace that promotes psychological safety and health
- Eliminate incidents through a Zero Harm culture
- Meet specified customer requirements and ensure continuous customer satisfaction
- Set HSSE objectives, measure results, assess and continually improve processes and services through the use of an effective management system
- Minimize our impact on the environment through pollution prevention, reduction of natural resource consumption and emissions, and the reduction and recycling of waste
- Apply technical skills to all HSSE aspects of engineering and design
- Communicate openly with stakeholders and ensure an understanding of the HSSE policies, programs, and procedures
- Recognize outstanding HSSE performance



Putting Zero Harm Into Action – Measures to Improve Performance

We have a comprehensive and evolving set of measures in place to improve our health and safety performance, anchored in our **Zero Harm 24/7** philosophy. We believe that safety is not just a workplace requirement but a personal value that extends beyond the job site. We believe that the goal of zero incidents is achievable and that safety is a choice we make every day — at work, at home and in our communities.

To accomplish that goal, we’ve embedded safety into our culture and operations through a range of actions. Safety is a key performance indicator for all employees and is reflected in our performance evaluations.

See the Employee Voices and Safety section on [page 51](#).

SAFE Tours

Our leaders, including executives and the CEO, regularly carry out SAFE (Sustaining Accident Free Environments) Tours, where they communicate and reinforce our safety and sustainability culture.

Zero Harm Moments

Every meeting at KBR begins with a Zero Harm Moment — a short discussion on a safety- or sustainability-themed topic. The Zero Harm Moment can apply to life inside or outside of work, covering topics such as home safety, driving awareness, weather preparedness, pollution prevention, energy reduction, sustainable commuting, and other safety- and sustainability-related matters.

Lessons Learned

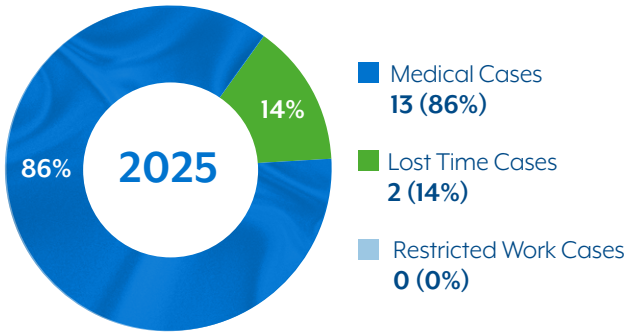
We’ve established a structured process for learning from incidents: analyzing root causes, sharing lessons learned and implementing corrective actions. We set and review HSSE objectives regularly, hold line management accountable, and recognize and reward outstanding HSSE performance.

Courage to Care

A cornerstone of our Zero Harm culture is our Courage to Care initiative. This initiative empowers every employee to have a voice in managing health and safety and encourages proactive intervention when unsafe conditions or behaviors are observed.

KBR Global HSSE Summary*

	2023	2024	2025
Work Hours	90,143,725	91,876,108	90,168,728
Total Recordable Incident Rate (TRIR)*	0.067	0.050	0.033
Fatality Incident Rate (FIR)*	0.000	0.000	0.000
High Potential Incident Rate (HiPo IR)*	0.053	0.063	0.069
Lost Time Incident Rate (LTIR)*	0.007	0.011	0.004
Severity Rate	0.217	0.283	0.435



Safety is a key performance indicator for all employees. Our quantitative target for incidents is zero!

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

Health, Safety and Security Governance

BOARD OVERSIGHT

The Sustainability, Technology and Cybersecurity Committee of KBR's Board oversees the Health, Safety and Security Management System. Global HSSE policies and processes are approved by the CEO and implemented by the Vice President of HSSE, who reports directly to the committee.

“

Our commitment to health, safety, security and the environment is at the heart of everything we do. It's the foundation of our Zero Harm culture, where every decision is made with care to protect our people, our customers, our planet and our communities.

Stuart Bradie, Chair of the Board, President and Chief Executive Officer



Health and Safety Management System

The HSSE Integrated Management System is a key part of KBR's broader Quality Management System (QMS). It connects all areas of our business into a cohesive system, supporting smoother operations and consistently high performance. This system manages all HSSE documents, including policies, procedures, work methods and manuals.

KBR's Transactional HSSE Management System is built around six core processes we call the Absolutes, which are designed to plan, organize, direct, and control work tasks for employees and contractors. Please click the icons below for details of these commitments.



The Absolutes coincide with KBR's Transformational Leadership Maxims:

- A personal relationship with safety
- The genuine belief that Zero Harm is achievable
- Mindset intolerant of incidents
- Zero Harm at home, work and play
- Values-based culture, not priority-based
- Organizational learnings
- Do the right thing
- Visible interdependent behaviors
- Recognize achievements

These are the foundation of our Zero Harm culture, with our Transactional HSSE Management System and Transformational Leadership driving risk control and continuous improvement with clearly defined roles and responsibilities through:

- Visible leadership, commitment and communication
- Commitment of the workforce, achieved by supporting the implementation of KBR programs and HSSE initiatives
- The setting and monitoring of HSSE-related targets and objectives at all organizational levels

POLICIES AND PROCEDURES

Our dedication to achieving the goal of zero workplace incidents remains steadfast. Our [Health, Safety, Security and Environment \(HSSE\)](#) policy applies group-wide and extends to all KBR employees, contractors and subcontractors globally. This policy outlines comprehensive HSSE principles, procedures and best practices developed with the best interests of our customers, employees, contractors, stakeholders, and communities in mind. Please refer to Appendix IV for details on the integration of contractors and subcontractors.

FRAMEWORKS AND CERTIFICATIONS

The backbone of KBR's QMS is **ISO 9001**, which defines the standards for establishing, implementing, maintaining and continually improving the HSSE management system.

ISO 45001 provides a framework for managing risks and enhancing performance through clear criteria for policies, planning, implementation, operation, auditing and review processes.



100%

of KBR's facilities are
certified to ISO 45001

KBR's commitment to excellence is demonstrated through the continuous review and improvement of the HSSE management system, which undergoes annual and triennial audits conducted both internally and by third-party auditors.



Our Identification, Risk Assessment and Investigation Approach

Our Occupational Health and Safety (OHS) Hazard Identification and Risk Assessment procedure helps us proactively identify and manage potential risks across operations and defines roles and responsibilities. It provides step-by-step guidance for identifying hazards, assessing their impact and likelihood, and determining risk management strategies. Processes for training employees to identify risks at all sites, including client and project locations, are also outlined in this procedure.

We also use Pre-task Risk Analysis and Risk Mitigation [Total Safety Task Instruction](#) (TSTI) work methods to align field tasks and non-routine office-related tasks with KBR's Global Occupational Safety Standards. This builds safety into every stage of a project and applies to all employees, contractors and subcontractors alike.

This builds safety into every stage of a project and applies to all employees, contractors and subcontractors alike.

At the project level, each initiative has a tailored HSSE execution plan that outlines how work will be carried out safely and with environmental care. It identifies potential HSSE hazards early and puts the right controls in place, serving as a practical guide for safe and responsible project delivery.

INCIDENT REPORTING SYSTEM

Our global, in-house Health, Safety and Environment Incident Reporting System (HSERS), makes it easy to report all types of incidents. The data is then reviewed using interactive dashboard tools that help identify trends and patterns. HSERS features include:

- Safety incident tracking, reporting and automated email notification to management
- Claims tracking
- HSSE training tracking
- A random drug and alcohol testing program
- Safety Energy tracking
- Personnel medical clearance tracking
- Historical data to support bids and proposals

Incident and Near Miss Management Procedure

KBR's Incident and Near Miss Management Procedure helps standardize reporting across all KBR-run sites, contractor operations and joint ventures globally. It sets out clear guidelines for logging work hours and classifying injuries to ensure consistency across global operations. Every incident or near miss is categorized by severity and logged into HSERS, making it easier to track, investigate and learn from what happened.



100%
of our operational sites
undergo employee health
and safety risk assessments

Promotion, Training and Awareness of Safe Work Practices

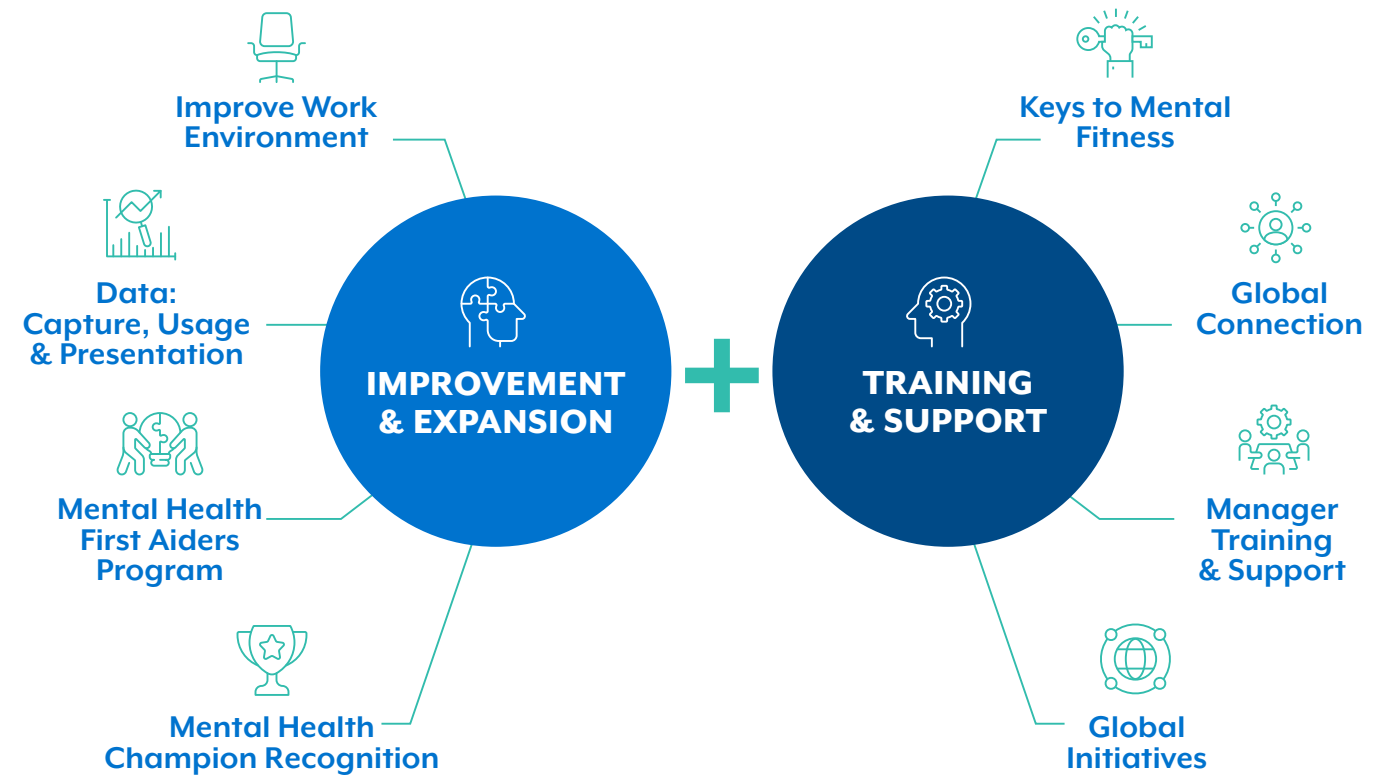
Our approach to the Promotion of Safe Work Practices outlines safety execution plans for offices or projects. It focuses on identifying hazards, striving for zero incidents, and protecting the environment. Clear roles, responsibilities, expectations and strategies for management engagement within the plan support KBR's Zero Harm culture.

We promote health and safety awareness through:

- Mandatory HSSE training
- HSSE committee meetings
- Safety and Zero Harm Moments
- Poster contests and slogans
- HSSE milestone celebrations and similar activities that contribute to heightened awareness

Project managers and team leaders are encouraged to promote HSSE awareness at all sites. Training schedules and site walkthroughs are outlined in the safety execution plan, which includes regulatory requirements and hazard analysis. These procedures apply across all operations and to all contractors and subcontractors in accordance with our Global Occupational Safety Standards Manual.

Promotion of Safe Work Practices



Employee Voices and Safety

Safety is something we all take ownership of. Everyone plays a role in creating a safe work environment and helping us achieve our HSSE goals. We encourage open, two-way conversations about working conditions and safety.

Courage to Care Program

One way we do this is through our behavior-based Courage to Care Conversation (CtCC) program, which builds awareness via observation, intervention and meaningful dialogue across all KBR sites.

The CtCC program serves to embed a “safety first” mindset across the organization, fostering a culture where people look out for one another and take personal responsibility for creating a safe and respectful workplace.

MyKey Stop Work Authority

For more urgent risks, our MyKey Stop Work Authority empowers employees, contractors and clients to halt work when the HSSE risk control and conditions are unclear or inadequate.

Our Safety Reference Manual — under Reporting Unsafe Acts, Conditions and Safety Suggestions — states, “When an unsafe act or an unsafe

condition is observed, all employees should utilize Courage to Care Conversations or MyKey Stop Work Authority.”

Other Employee Participation Channels

Employees and contractors are also encouraged to offer safety suggestions via the HSSE Contacts page on the HSSE intranet site or through “KBR Listens.” All hazards are promptly addressed according to their severity, with those of greatest concern prioritized.

Employees and contractors can also share their views or raise concerns related to HSSE matters through established reporting channels. Please refer to: [Grievance](#), [Ethics Reporting and Whistleblower Program Reporting Channels](#), [Procedures for Addressing Employee Concerns](#) and [Employee Participation](#).



Mental Fitness and Well-being

Aligned with our Zero Harm commitment, we strive to create work environments where employees thrive. Given the demanding nature and complexity of our people's work, we focus on supporting their peak performance by safeguarding total well-being and mental fitness, reinforced by our mental health and well-being employee group, **OK NoW** (ONE KBR Network of Well-being).

LEADING THE WAY IN MENTAL FITNESS

A key element in our mental health and well-being strategy is equipping managers to proactively support both their own and their team's mental fitness and well-being. We recently launched "Mental Fitness for You and Your Team," a refreshed training program that provides managers with practical tools for building mental resilience across their teams.

From Well-being Ambassadors to Mental Health First Aiders: Strengthening Support

In 2025, the Well-being Ambassador program was relaunched as the KBR Mental Health First Aiders. Program enhancements include improved training, delivery and support for First Aiders across the business. The program reflects our commitment to creating positive, supportive workplaces and promoting mental fitness. By training employees to recognize signs of mental health and well-being concerns, we're building a network of trusted individuals who can offer early guidance and support when it's needed most.



148 trained Mental Health First Aiders



Psychological Safety

Our psychological safety resources help create an environment where people feel safe and know they can speak up. This includes HSSE Keys to Mental Fitness.

Psychosocial Risks

In 2025, our global HSSE teams, in alignment with evolving legislation and business standards, collaborated to assess and reduce psychosocial risks across our business.

Training

To further embed a culture of psychological safety, we developed a new suite of training modules, including:

- Adapt to Change
- Prevent and Recover From Team Burnout
- Create a Culture of Mental Well-being
- Build Psychological Safety and Trust
- Build Team Focus and Productivity
- Boost Team Empathy

Protecting Human Rights

We are committed to upholding human rights in accordance with the United Nations Guiding Principles on Business and Human Rights.

Our approach is also aligned with international human rights standards, including the Universal Declaration of Human Rights, the International Bill of Rights, and the International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work. Human rights risks are integrated into our Enterprise Risk Management program, which is overseen at the board level.

U.N. Global Compact Principles

As a signatory to the U.N. Global Compact, we adhere to:

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses must ensure they are not complicit in human rights abuses, committing to respecting internationally recognized human rights and avoiding complicity in their violation.

Global Human Rights Policy

Our [Global Human Rights Policy](#) outlines our commitment to upholding 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, including equal opportunity, women's rights, minority rights, and discrimination and harassment
- Freedom of association and collective bargaining
- Work hours, wages and benefits
- Health, safety and security
- Forced labor, including modern slavery, trafficking in persons and prison labor
- Child labor
- Migrant workers
- Guidance and reporting for employees

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

We uphold the right to freedom of association and collective bargaining through our Global Human Rights Policy and Code of Business Conduct. Our policy supporting this right is accessible to all employees and contractors on our company website and our intranet and is also referenced in our mandatory annual ethics training, which all employees are required to complete.



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 impacts. 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.
- Adopting 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.

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 help 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 Supply Chain Management section for more details on [Human Rights in the Supply Chain](#).

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 or minimizes the impact associated with external and internal cybersecurity threats.
- Product and service development teams integrate and verify data protection safeguards throughout the development life cycle.
- 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, suppliers, joint venture employees and customers.
- We commit to notifying all stakeholders in a timely manner in the event of a data breach or policy change.
- Our Security Incident Response Procedures streamline reactive cyber incident reporting processes, enabling our employees to easily report incidents such as possible personal data breaches, accidental disclosures of customer data, lost or stolen hardware or bring-your-own-device containing KBR data, suspicious device activity, or a KBR partner or third-party incident.

RECENT ENHANCEMENTS

- We continue to conduct our annual enterprise tabletop exercises, designed to test the effectiveness of our incident response and crisis management procedures. This proactively brings together our technical responders and global leadership team to demonstrate and enhance their skills and knowledge in handling real-life cyber incidents.
- We enhanced incident alerts for response teams, along with improved reporting and trend analysis capabilities.
- We implemented supplier cybersecurity risk monitoring in partnership with an independent cybersecurity risk rating service enhancing risk-based decision-making regarding supplier selection and supplier performance.
- We continue our partnership with an independent cybersecurity risk rating service so that 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 to drive continuous improvement.
- We are always improving our information protection and detection capabilities through enhanced security technology and control adoptions.

DATA SECURITY INVESTMENTS

We continue to invest in and mature our enterprise risk management framework and enhance our vulnerability management, information protection, privacy enhancement and access management programs. Recently, we:

- Completed deployment of zero-trust network architecture technology, replacing legacy remote access technology.
- Invested in AI-enabled phishing detection technology, resulting in a significant reduction in threat actor email reaching employees.
- Completed migrating our vulnerability program to a cloud-based solution that provides expanded risk reporting and exposure management capabilities for both external and internal KBR networks.
- Implemented additional controls to improve protection of highly sensitive trade data.
- Enhanced access management by strengthening conditional access and requiring multifactor authentication, improving security and user experience.
- Retired and consolidated legacy remote access systems with zero-trust remote access.

Cybersecurity and Data Privacy Governance

Board Oversight

Our Information Assurance organization is headed by our chief information security officer (CISO). The CISO oversees risk management and is responsible for establishing and maintaining our cybersecurity enterprise vision, strategy and program and for ensuring the protection of our brand, information assets and technologies.

KBR Legal leads a cross-functional data privacy response team with support from IT Security Operations, Security Incident Response teams, Information Assurance, and People Partner teams.

The KBR board's Sustainability, Technology and Cybersecurity Committee oversees the company's management system and reviews our cybersecurity programs and strategies for mitigating cybersecurity risks.

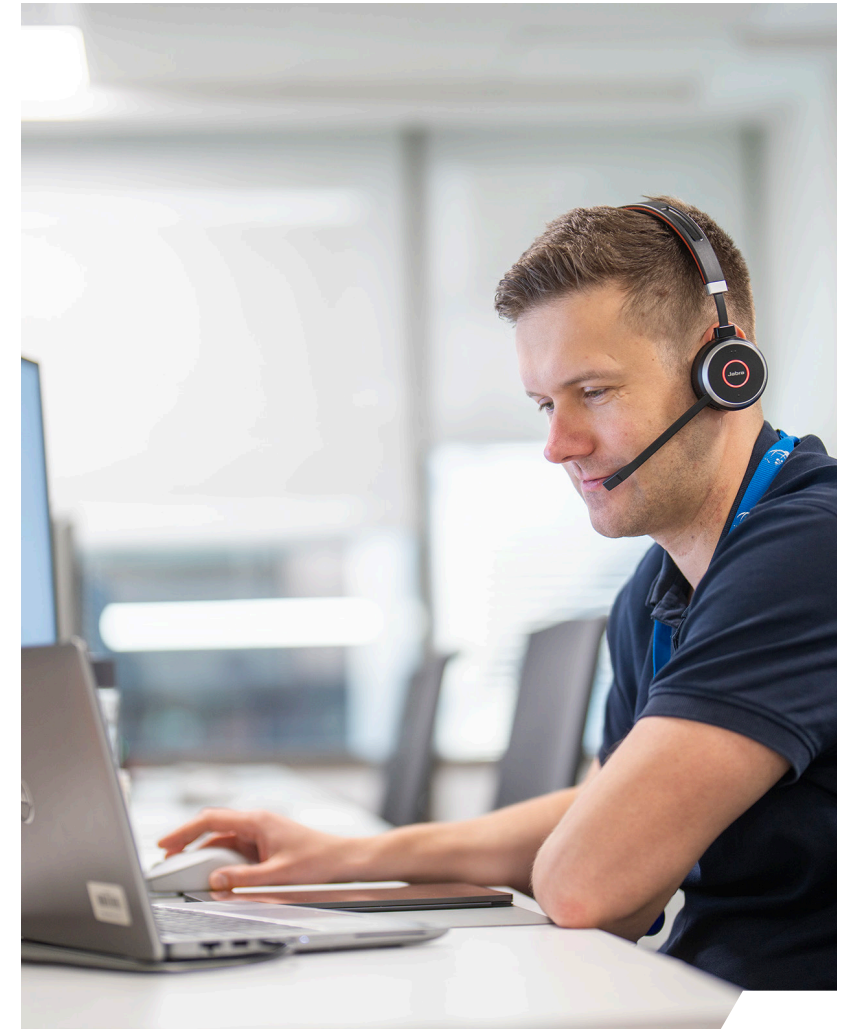
The CISO, general counsel and chief information officer report to the board's Sustainability, Technology and Cybersecurity Committee each quarter and report to the Audit Committee twice a year.

Other responsibilities of the Sustainability, Technology and Cybersecurity Committee include:

- 1 **Identifying, assessing and managing risks related to cybersecurity.**
- 2 **Responding to and managing cybersecurity threats, including cybersecurity incidents.**
- 3 **Complying with legal and regulatory requirements governing data security.**

We have two non-executive board members who have extensive backgrounds in technology and cybersecurity:

- Lynn Dugle
- Lt. General Wendy Masiello, USAF (Ret.)



Information Security Management System

National Institute of Standards and Technology Frameworks

KBR's Cybersecurity and Data Privacy program is based on the integrated National Institute of Standards and Technology (NIST) Cybersecurity Framework and NIST Privacy Framework, which define the capabilities and functions for establishing, implementing, maintaining, and continually improving the Cybersecurity and Data Privacy management system.

Information Management System

Our Enterprise Information Security Policy defines the strategic goals and objectives that support the KBR Information Technology Integrated Management System, an essential part of our ISO 27001 certified Information Management System.

This system governs the provision of IT infrastructure service for both internal and external operations and manages all cybersecurity and data privacy documentation including policies, procedures, work methods and manuals.

Statement of Applicability

The Statement of Applicability v1, extends to IT personnel, assets and security access administration. It encompasses protections across security, network, data center and cloud computing operations up to the operating systems level, ensuring compliance with client requirements and enabling geographic traceability.

POLICIES AND PROCEDURES

We implement best practice administrative, technical, practical, and organizational safeguards to protect personal data and privacy through a comprehensive set of policies, procedures, frameworks and schedules.

Data Protection Safeguards

These data protection safeguards include, but are not limited to, role-based access control, user authentication, data encryption, de-identification techniques, user accountability through awareness training, monitoring noncompliant behaviors, and robust auditing capabilities to detect privilege abuse and data misuse.

Data Privacy Standards

Through our global data privacy policy, KBR commits to implementing leading data protection standards (including GDPR and California laws) that use appropriate and technical measures to protect personal data. We commit to collecting user data through lawful and transparent means, with consent of the individual to whom the data relates when required by law and only collecting and processing user data limited to its stated purpose.

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 all our Data Privacy 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
- Data Protection Policy
- Content and Records Management Policy
- Employee Personal Data Management Procedure
- Security Access and User Account Management Procedure
- IT Major Security Incident Response Procedure
- KBR Global Records Retention Schedule (GRRS)
- Global Workplace Privacy Notice

Our Data Privacy Policy governs all relevant business lines, subsidiaries, partners and suppliers. This policy — along with information regarding data security, collection, retention and data subject rights — is a static footer on each page of our [external website](#) and intranet site.

Refer to [Appendix page V](#) for additional data privacy and cybersecurity policies and procedures.

Data Minimization and Retention

We retain personal data in accordance with our data retention schedules, policies and procedures, and legal and contractual requirements for the secure destruction of data that is no longer in use. Our data hygiene practices are designed to minimize data collection and retention consistent with best-practice data protection principles. These include:

- Personal data must be adequate, relevant and limited to the minimum necessary in relation to the purposes for which it is processed.
- When personal data is no longer needed for specified purposes, it is deleted, destroyed or anonymized in accordance with the data retention guidelines and schedule.
- Our GRRS gives clear guidelines and timeframes for retention of data relative to data type. For instance, records related to recruiting, employing and managing personnel must be deleted after six years*.

Outsourced and Third-party Processing

We require data processors and controllers to implement adequate measures to protect personal data. These measures may involve data processing agreements with standard contractual clauses as mandated by applicable law, verification that recipients of personal data have binding corporate rules, or other sufficient contractual assurances.

Where required by law, we take reasonable efforts to provide personal data to authorized third parties if there is an

agreement in writing to: (a) process personal data only for purposes stated; (b) provide protections for personal data aligned with our own standards, notably reasonable and appropriate security and confidentiality measures for personal data; and (c) maintain the confidentiality of the personal data.

We commit to not selling, leasing or licensing personal information to third parties from website users, employees, contractors or any users of our IT applications.

We do not share personal data with any other third parties unless the disclosure is required by law (e.g., to tax authorities), is necessary to protect health or safety of individuals, or involves business contact information for the purpose of developing and maintaining business relationships. There may be other limited circumstances where disclosure is legally permitted or required.

When appropriate, we conduct data protection impact and vulnerability assessments of all outsourced data processing.

Data Monitoring

We use privacy monitoring technology to further protect personal and business information.

- 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.
- Users will be identified only in specific and limited circumstances, and only with approval by management-level employees who are not responsible for initial analysis of the alert.

Raising Information Security Concerns

Data owners have multiple avenues to raise concerns about data privacy:

- A dedicated email address managed by our data privacy team, ensuring direct and efficient communication.
- Toll-free number* providing immediate access to support and guidance on data privacy issues.
- An internal reporting system, overseen by our IT department and supported by the data privacy and information security teams, to address and resolve privacy concerns systematically.
- The Ethics Hotline, offering an additional confidential channel for reporting and addressing data privacy issues.

*Retention could exceed this time frame for legal purposes.

*California only

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:

Frameworks:

- Defense Federal Acquisition Regulation Supplement (DFARS)
- International Traffic in Arms Regulations (ITAR)
- U.K. Cyber Assessment Framework
- U.K. Cyber Essentials and Cyber Essentials Plus
- Australia's Essential Eight

Certifications:

- NIST 800-171 – Cybersecurity Framework
- ISO/IEC 27001:2022 – Information Security Management System
- ISO/IEC 20000-1:2018 – Service Management System

AUDIT VERIFICATION

We adopt an enterprise-wide approach to cybersecurity. Through our adherence to ISO/IEC 27001, Cyber Essentials and Cyber Essentials Plus certifications, we are validated through successful annual internal and external audits and recertifications.

Regular audits for our ISO 20000 certification for data centers and KBR locations in the United States, as well as ISO/IEC 20000-1 certification for our KBR Internal IT Service Management System (SMS), ensure the effective planning, managing, and delivery of IT operations and services in support of KBR, Inc. and its associated business units.

Our enterprise policies, cybersecurity controls and systems are also assessed at least 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

Self-assessments

Additionally, we perform regular self-assessments to test our control systems' effectiveness and compliance with our internal policies and procedures. Any suspected noncompliance is thoroughly investigated and documented by our Information Assurance organization for further audit and corrective action if required.

Internal Audit

KBR Audit Services (internal audit) also engages third-party assessors to conduct cyber penetration testing and red team exercises, evaluating the robustness of our systems and incident response. Quarterly audit reports are presented to the board's Sustainability, Technology and Cybersecurity Committee and executive leadership.

Additional Compliance

We comply 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. In accordance with U.S. securities exchange regulations, we conduct assessments to verify compliance with the Sarbanes-Oxley (SOX) Act of 2002. For a comprehensive list of our external cybersecurity audits, please see [Appendix page V](#).

100% of our operations are certified to ISO27001 or equivalent standard

Risk Identification and Assessment

We identify and assess cyber risk by using the latest technologies, adopting new solutions, and leveraging our strategic partnerships with government agencies and commercial vendors. This helps us continuously monitor, detect, and respond to threats across our network perimeter and endpoint. We also carry out targeted threat hunting across KBR-managed networks to stay ahead of potential risks.

In addition, we are actively participating in the Department of Defense Cyber Crime Center (DC3) Defense Industrial Base Collaborative Information Sharing Environment (DCISE) program. Through involvement in this program, we have added valuable cyber threat indicators from across the Defense Industrial Base strengthening our overall threat intelligence.

SUPPLIER AND THIRD-PARTY CYBER RISK MANAGEMENT

Our Supplier Cyber Risk Management program holistically and proactively probes for potential cyber risks across our joint ventures, suppliers, partners and other third parties. We worked collaboratively across Legal, Supply Chain, IT and other parts of the business to build cybersecurity risk into procurement processes. We achieved this by including data protection and cyber incident notification language in purchase orders and by assessing supplier risk attributes across several areas including cybersecurity, financial, contractual and operational risk domains as part of our supplier due diligence program.

To keep things efficient, we use simple, repeatable methods to identify risks, with clear triggers for deeper reviews when needed. We also work with a third-party vendor to help continuously monitor and alert us to any changes to supplier cyber hygiene as part of our third-party cyber risk assessment practices.

Training and Awareness

To strengthen awareness of data security, our Information Management System (IMS) hosts the IT Major Security Incident Response Procedure. This provides organizational and operational structure, processes, and procedures for employee members of our core and extended incident response teams to respond to incidents that may risk the security of IT assets, information resources and business operations. Furthermore, we provide:

- Annual cybersecurity awareness training to all employees, new hires and contractors on data privacy, cybersecurity, and privacy-related risks and procedures.
- Up-to-date training content 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.
- Monthly user awareness phishing assessment campaigns aligned with real-world cybercriminal social engineering exploits and current events.
- Targeted email phishing campaigns to show notable improvement in end-user cyber awareness year over year, which they also provide teachable training moments to improve our users' overall cyber awareness.
- Quarterly Cyber Times newsletter informing our user population of emerging external and internal threats and data privacy requirements.
- Monthly tips to inform our user population of cyber best practices.
- Updated and implemented data privacy notices to individuals under applicable data privacy laws.

Planet

IN THIS SECTION

Environmental Stewardship	62
Our Environmental and Climate Transition Plan	67
Delivering Sustainability	68



CLEANER
PLANET



RECYCLE/
REUSE



EFFICIENT
ENERGY

WE VALUE OUR PEOPLE

WE DELIVER

WE ARE PEOPLE OF INTEGRITY

WE EMPOWER

WE ARE A TEAM OF TEAMS

Environmental Stewardship

Environmental stewardship is central to how we operate and succeed, which is why sustainability is integrated into every aspect of our operations.

From minimizing our environmental impact and risks to responsibly managing resources and driving innovation, we're committed to practices and programs that support a healthy and cleaner planet. This approach not only helps us fulfil our corporate responsibilities but also creates long-term value for our stakeholders and future generations.

The following outlines how our commitment to stewardship is actively embedded and brought to life across all facets of our business and project delivery.

Environmental Governance

BOARD OVERSIGHT

Environmental management is guided by our highest level of governance, the KBR Board of Directors. The Sustainability, Technology and Cybersecurity Committee of the board provides global oversight and guidance on sustainability, including environmental efforts and climate. This includes shaping policies and procedures, overseeing our Environmental Management System (EMS), risks, opportunities, and other relevant environmental matters.

At the operational level, our Global Sustainability Committee, led by the corporate sustainability officer, works closely with the Corporate Sustainability team to translate these strategies and initiatives into tangible action, including our net-zero program, ensuring environmental sustainability is embedded in everything we do. For more information on governance, see [Our Board](#).



CLEANER
PLANET



RECYCLE/
REUSE



EFFICIENT
ENERGY



Environmental Management System

Our Integrated Management System (IMS) connects all business segments under one clear, cohesive framework. A key part of the IMS is a dedicated Environmental Management System (EMS), which outlines the policies, procedures, reference manuals, and work methods we use to manage and mitigate environmental impact across all projects and corporate facilities.

Designed for global application, the EMS sets minimum environmental standards and supports the creation of site- and project-specific environmental management plans. It provides practical guidance to all personnel — including project managers, supervisors, facility managers, subcontractors and HSSE staff — on reducing environmental impacts and conserving natural resources.

The procedures and guidance within the EMS help us achieve our business goals by supporting client expectations, from winning bids and proposals to fulfilling contractual obligations.

These values shape our daily operations and guide how we engage with clients, contractors and suppliers. Every employee and subcontractor is expected to uphold and conform to these standards.

To keep the system running smoothly and up to date, our executive leadership team regularly reviews and updates the IMS and EMS throughout the year, ensuring we stay aligned and continue to build on our progress.

POLICIES AND PROCEDURES

Our [Global Sustainability Policy](#), [Global Environmental Policy](#), Code of Business Conduct, [Corporate HSSE Policy](#) and supporting EMS procedures provide a clear roadmap for how we manage our environmental commitments. They define our strategy, roles and responsibilities, as well as the expectations for each employee and project team. These documents also detail specific actions and processes needed to achieve defined targets and objectives for each environmental area across our operations, including our facilities and project sites.

Through our Global Environmental Policy, we commit to:

- Protecting the environment
- Continuing to raise environmental awareness within our workforce, subsidiaries and supply chain
- Using natural resources and energy efficiently
- Reducing greenhouse gas emissions, water use and waste
- Promoting sustainable consumption
- Monitoring environmental performance
- Regularly reporting on environmental issues
- Consulting and communicating with internal and external stakeholders on environmental issues

Our global procedures form the foundation of these policies, encompassing, but not limited to, the following:

- [Environmental Reference Manual](#)
- Environmental Aspects and Impacts Assessment
- Environmental Aspects Register
- OHS and Environmental Legislative Registers
- Corporate Carbon Reporting Procedure — Boundary Setting and Scoping
- Corporate Carbon Reporting Procedure — Data Collection Scopes 1 and 2
- Corporate Carbon Reporting Procedure — Data Collection Scope 3

Our Environmental Reference Manual

The Environmental Reference Manual outlines each of our environmental commitments and management approaches, aligning with company policies, certifications and environmental best practices. It outlines a number of environmental procedures designed to meet IMS and EMS requirements and provides a foundational guide to support consistent implementation across operations.

The Environmental Reference Manual actively manages our environmental responsibilities through a set of core commitments:

- Minimizing potential environmental impacts associated with KBR's activities and operations under our control
- Ensuring compliance with all applicable legislation, industry standards and contractual environmental requirements
- Delivering products and services that align with our sustainability goals — designed to be safe, resource-efficient and environmentally responsible throughout their life cycle, including reuse, recycling and safe disposal
- Collaborating with clients, contractors and suppliers to improve operational efficiency, conserve natural resources, and reduce waste and emissions, reflecting our role as a responsible corporate citizen

These commitments inform the content of our procedural manuals, which cover the following topics:

- Hazardous, Industrial and Solid Waste Management
- Water Quality Management
- Storm Water, Erosion and Sediment Management
- Air Emissions Management
- Storage Tanks: Above-ground and Underground Management
- Polychlorinated Biphenyls (PCBs) Management
- Wetlands Protection
- Chemical Inventories Management
- Environmental Reporting and Records Retention
- Training Requirements
- Management of External Inspections, Assessments or Audits
- Environmental Surveys Performed Prior to Project Startup and in Preparation for Project Closeout
- Spill Prevention, Response and Notification Management
- Environmental Management Plans
- Environmental Sampling, Testing and Analysis
- Waste Management Plan Guidance



CERTIFICATIONS

Our EMS and all related policies and procedures are certified to the standards of the International Organization for Standardization.

ISO 14001:2015 Environmental Management System (EMS) requirements as well as ISO 9001:2015 for Quality and ISO 45001 for Occupational Health and Safety (formerly OHSAS 18001).

These are certified by Lloyd's Register Quality Assurance, Inc. at the global, business unit and office location levels across the EMEA, APAC and Americas regions.

Water Stewardship

OUR APPROACH

Our Global Environmental Policy recognizes access to abundant, clean water as a human right and a critical resource for our operations, employees, clients, and the communities and ecosystems in which we operate. We manage water use, quality, and water-related controls in accordance with our ISO 14001 certified Environmental Management System. Supporting policies, procedures and work manuals address water quality management, stormwater, erosion and sediment management, wetlands protection, spill prevention, and other site-specific controls, as detailed in our Environmental Reference Manual.

KBR is not a water-intensive business; however, we recognize that water availability, quality, and stewardship can be relevant to certain project locations, client sites, and regions where water stress and quality concerns exist.

RISK MANAGEMENT

Water-related risks are identified and managed at the site and project level in accordance with our Environmental Aspects and Impacts Assessment (ENVID) procedure, which applies across our global offices and projects where water-related concerns may be present. The ENVID procedure defines the methods used to systematically identify environmental aspects and their associated impacts, assess their significance and, where necessary, establish controls, objectives and targets, ensuring all identified impacts are managed at an acceptable level. Impacts that reach a “very high” threshold are escalated to higher-level risk registers for consideration by senior management.

This process supports consistent evaluation of water-related risks and opportunities, including water availability, water quality, stormwater, pollution prevention, regulatory, and potential community and ecosystem impacts.

GOVERNANCE, MEASUREMENT AND REPORTING

Governance of water stewardship sits within KBR’s broader environment governance structure, including Board-level oversight of environmental issues. We collect, measure, and monitor water withdrawal and other available water-related data across our operationally controlled facilities and sites through our centralized environmental reporting tool. We disclose our water-related governance, risk management, usage, discharge, and stewardship information annually through our CDP Water Security disclosure.

KBR also tracks water-related compliance performance, including water-related regulatory violations and penalties. KBR did not receive water-related fines, enforcement orders, or penalties in the reporting year.

REDUCING WATER USE

In line with our Global Environmental Policy, we strive to minimize, recycle, and conserve water across our operations, where feasible, and for our larger-scale client projects, project teams may develop quantitative water reduction or efficiency targets informed by on-site risk assessments, regulatory requirements, client requirements, and local water conditions, prioritizing locations in water-stressed regions.

For our water usage metrics, please refer to Metrics and Targets section of our [Climate Transition Plan](#).

Waste and Toxicity

OUR APPROACH

Our Global Environmental Policy recognizes responsible waste and toxicity management as an important environmental topic, committing us to reducing waste, promoting sustainable consumption and protecting the communities and ecosystems in which we operate. As a professional services company, KBR does not own or operate manufacturing or industrial facilities that generate significant hazardous waste or hazardous air pollutants; our direct footprint arises principally from offices under our operational control. Nevertheless, our policies and procedures provide guidance for the management, handling, storage, treatment, and disposal of waste and toxic substances at project-level operations.

We manage waste and toxic substances in accordance with our ISO 14001 certified Environmental Management System. Supporting policies, procedures and work manuals cover hazardous, industrial and solid waste management, chemical inventories, PCBs management and waste management planning, as detailed in our Environmental Reference Manual, supported by training and audit. Where hazardous wastes, chemicals or toxic substances arise at client sites, our procedures enable project teams to control, monitor and report them on our clients' behalf, consistent with applicable regulatory requirements, client requirements, and project-specific environmental controls.

RISK MANAGEMENT

Waste- and toxicity-related risks are identified and managed at the site and project level in accordance with our ENVID procedure, which applies across our global offices and projects where waste- or toxicity-related concerns may be present. The ENVID procedure defines the methods used to systematically identify environmental aspects and their associated impacts, assess their significance and, where necessary, establish controls, objectives and targets, ensuring all identified impacts are managed at an acceptable level. Impacts that reach a 'very high' threshold are escalated to higher-level risk registers for consideration by senior management.

This process supports consistent evaluation of waste and toxicity-related risks and opportunities, including waste generation, hazardous material handling, chemical storage, pollution prevention, regulatory, and potential community and ecosystem impacts.

GOVERNANCE, MEASUREMENT AND REPORTING

Governance of waste and toxicity management sits within KBR's broader environmental governance structure, including Board-level oversight of environmental issues. We collect, measure and monitor recycled and non-recycled waste and other available waste-related data across our operationally controlled facilities and sites through our centralized environmental reporting tool. We disclose recycled and non-recycled waste and other available waste-related data annually through our CDP disclosure Water Security report.

KBR also tracks waste- and toxicity-related compliance performance, including waste-related regulatory violations and penalties. KBR did not receive waste-related fines, enforcement orders, or penalties in the reporting year.

REDUCING WASTE

In line with our Global Environmental Policy, we strive to minimize, reuse and recycle waste across our operations as part of our Zero Harm culture, and we are developing quantitative waste reduction targets and implementation timelines across our regions.

We continue to improve the completeness of waste-related data collection across our global footprint. As our reporting matures, we will evaluate opportunities to expand location-level reporting and develop waste-related metrics and targets where they are meaningful to KBR's operations and stakeholders.

For our waste metrics, please refer to the Metrics and Targets section of our [Climate Transition Plan](#).

Our Environmental and Climate Transition Plan

We understand the urgency of addressing environmental and climate challenges and are committed to playing a leading role in building a cleaner, more resilient future.

Over the past six years, we’ve taken decisive action to measure and manage our environmental footprint, calculating our annual corporate carbon emissions, investing in carbon projects, and launching company-wide initiatives to assess environmental and climate risks and opportunities across our operations.

Our net-zero targets have been validated by the Science Based Targets initiative (SBTi), reinforcing the credibility of our approach. We've also developed a comprehensive environmental and climate transition plan, supported by a range of carbon-reduction programs and initiatives.

These efforts reflect our deep commitment to environmental stewardship and our ambition to build a resilient, risk-aware and future-ready business, one that can adapt, lead and thrive in a rapidly changing global landscape.

For more details on our journey to net zero and our full [corporate carbon footprint](#), please refer to our [Climate Transition Plan](#).

		2023	2024	2025	DIFFERENCE 2024–2025	
		(tCO _{2e})	(tCO _{2e})	(tCO _{2e})	(tCO _{2e})	% Share
Our Corporate Carbon Footprint (tCO _{2e})	Scope 1	5,746	5,145	5,007	(138)	-3%
	Scope 2 (Market-based)	0	0	0	0	0%
	Scope 3*	1,074,147	792,745	740,588	(45,140)	-7%
	Total	1,079,893	797,890	745,595	(52,294)	-7%
	Scope 2 (Location-based)	22,171	23,758	21,000	(2,758)	-13%

* Scope 3 includes the following categories: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.13, 3.15

Delivering Sustainability

We collaborate with leading companies and governments to shape a more sustainable future, one where we are able to collectively protect the well-being of our planet, empower communities and drive long-term value for our customers. Our mission is clear: to deliver solutions that make a measurable difference today and for generations to come.

The Strategy

Since 2015, we have been on a journey to enhance and strategically reposition ourselves as a market leader in sustainable technologies and solutions. Our expanded portfolio and expertise reflect our commitment to address market demands and support industries worldwide in navigating sustainability challenges. In 2025, our sustainability-focused revenue accounted for 35% of our total revenue.

Delivering to Our Customers

Sustainability is more than a goal for us. It's a strategic imperative. Whether supporting our customers in achieving net-zero emissions, eliminating waste or building resilient infrastructure, we are at the forefront of sustainable innovation. We leverage cutting-edge technologies and emerging approaches to help our clients meet evolving environmental, social and economic demands.

Our multidisciplinary teams of experts combine economics, science, technology, engineering and proactive planning to deliver integrated solutions that create positive outcomes for businesses and communities alike. We embed sustainability into every phase of project delivery, minimizing risk, enhancing operational resilience, driving transformation, and unlocking opportunities for growth and long-term value creation for our partners.



For a comprehensive overview of all our sustainable technologies, services and offerings please see our

[Delivering Sustainability site.](#)

Governance

IN THIS SECTION

Our Board	70
Business Integrity	73
Enterprise Risk Management	79
Sustainable Supply Chain	87

WE VALUE OUR PEOPLE

WE DELIVER

WE ARE PEOPLE OF INTEGRITY

WE EMPOWER

WE ARE A TEAM OF TEAMS



GOVERNANCE



RISK
MANAGEMENT



SUPPLY
PARTNERS

CLEANER
PLANET

GOVERNANCE

Our Board

Our governance framework is built on the principles of accountability, responsible stewardship and integrity and is designed to create long-term value for our stakeholders.

The KBR Board of Directors collectively provides oversight of the following:

- Purpose, values and strategic direction
- Economic, environmental and social performance
- Risk management and strategic resilience
- Audit, ethics and compliance program

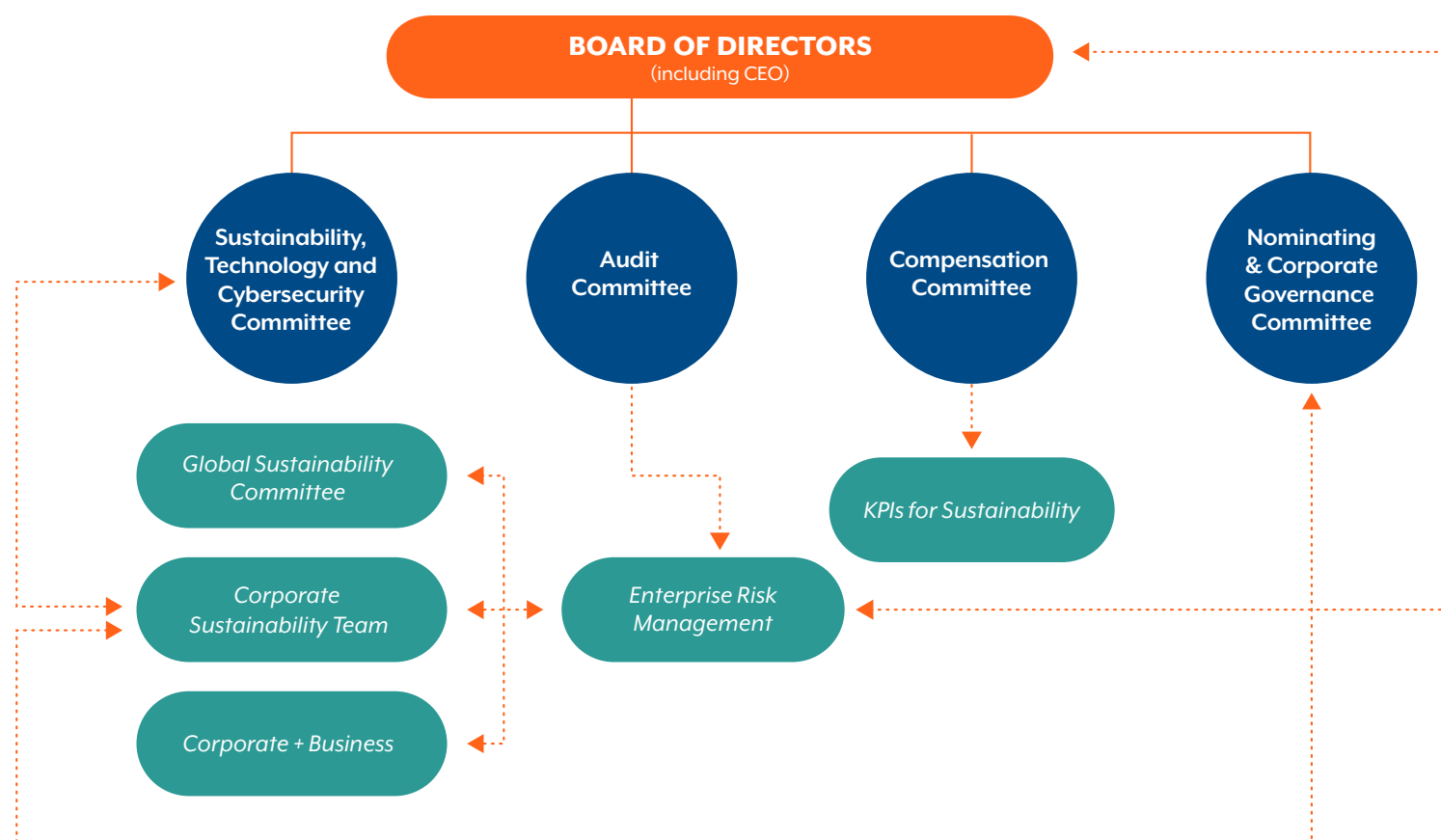
Board Committees

Our board of directors has four standing committees, each with its own discrete charter:

- [Audit Committee](#)
- [Compensation Committee](#)
- [Nominating and Corporate Governance Committee](#)
- [Sustainability, Technology and Cybersecurity Committee](#)

For more information on our board committees, please see our [Proxy Statement](#).

SUSTAINABILITY AND BOARD OVERSIGHT



Sustainability and Board Oversight

The Sustainability, Technology and Cybersecurity Committee of the KBR Board of Directors provides global oversight and guidance on the corporation's sustainability, corporate responsibility, technology and cybersecurity policies, programs, initiatives and position, which cover, but are not limited to, issues and responsibilities related to:

- 1 Sustainability, climate and the environment
- 2 Workforce health, safety and physical security
- 3 KBR's role and reputation as a socially responsible organization
- 4 Information technology strategy and technology innovation
- 5 Cybersecurity strategy, threat landscape, risk management, data security and compliance with security standards

The committee formally meets a minimum of four times annually and more if deemed necessary.

Additionally, each standing 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 our board's involvement and oversight relating to:

- [Business Integrity](#)
- [Cybersecurity and Data Privacy](#)
- [Global Human Rights](#)
- [Sustainable Supply Chain](#)
- [Climate-related Risks and Opportunities](#)
- [Total Inclusion](#)
- [Environmental Stewardship](#)



GLOBAL SUSTAINABILITY COMMITTEE

The Global Sustainability Committee, led by KBR's Corporate Sustainability Officer, meets quarterly and acts on directives from our board's Sustainability, Technology and Cybersecurity Committee, implementing sustainability practices across the business globally.

The Global Sustainability Committee includes executives and senior managers from business segments and corporate departments, ensuring diverse perspectives and informed discussions that shape our sustainability strategy and targets.

The Corporate Sustainability team leads implementation by collaborating with key business areas and corporate functions. Together they monitor, manage and report performance across our environmental, social and governance focus areas, driving accountability and continuous improvement.

MEET OUR BOARD OF DIRECTORS

Our [board members](#) bring extensive experience across our five key sectors, including risk management, audit, cybersecurity and sustainability.

	EXPERIENCE						GENERAL			TOTAL INCLUSION				
DIRECTOR	INDUSTRY EXPERIENCE	CEO/ CFO	RISK MANAGEMENT/ OVERSIGHT	CYBERSECURITY/ DATA PRIVACY/IT	ACCOUNTING/ AUDIT/ FINANCE	CLIMATE/ ENVIRONMENT/ SUSTAINABILITY	OTHER PUBLIC BOARDS	INDEPENDENT OF MANAGEMENT	EXECUTIVE BOARD MEMBER	VETERAN	AGE	GENDER	NATIONALITY	RACE/ ETHNICITY
Stuart Bradie	Engineering Government Technology	✓	✓			✓	1		✓		59	M	U.K.	White
Joseph Dominguez	Energy Engineering	✓	✓		✓	✓	1	✓			64	M	U.S.	White + Hispanic
Lynn Dugle	Aerospace Engineering Government Technology	✓	✓	✓	✓		3	✓			66	F	U.S.	White
Nchacha Etta	Professional Services	✓	✓	✓	✓	✓	0	✓			56	M	U.S.	African American
John Manzoni	Energy Engineering Government	✓	✓		✓	✓	2	✓			66	M	U.K.	White
Wendy Masiello	Aerospace Government Technology		✓	✓	✓	✓	1	✓		✓	68	F	U.S.	White
Jack Moore	Energy	✓	✓		✓		1	✓			72	M	U.S.	White
Ann Pickard	Energy Engineering Technology		✓	✓	✓	✓	1	✓			70	F	U.S.	White
Carlos Sabater	Professional Services		✓		✓		0	✓			67	M	U.S.	White + Hispanic
Huibert Vigeveno*	Energy	✓	✓	✓	✓	✓	0	✓			56	M	The Netherlands	White
Lou Von Thær*	Aerospace Government Technology	✓	✓	✓	✓	✓	1	✓			65	M	U.S.	White



Business Integrity

At the core of our sustainability journey is a steadfast commitment to integrity. We are individuals of strong character who value honesty, trust, courage, fairness, prudence and tenacity. These qualities shape our decisions and actions every day.

We believe that doing what is right for the planet, our communities and our people is not only a moral imperative but also a strategic advantage for our business. Our integrity is nonnegotiable.

"We are people of integrity" is one of our company values and underpins our relationships, drives performance and helps us remain accountable to all our stakeholders. We know our continued success depends on effectively managing the risks inherent in global operations, particularly those related to corruption and fraud, so we may maintain our reputation as a trusted, ethical service provider.

Ethical conduct is not only central to our sustainability framework but is also deeply embedded in our company's vision and values. It shapes our business practices and behaviors across all levels. This commitment to ethics is a vital part of our Zero Harm culture, supported by board-level oversight and integration into KBR's Enterprise Risk Management processes.

This section of the report outlines the rigorous procedures we have implemented to mitigate risks and foster 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 and operating guidelines for applying legal and ethical practices to everyday work including record-keeping, approval procedures and appropriate behaviors. 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 covers, but is not limited to:

- Health and safety
- Conflicts of interest
- Anti-competitive practices
- Respectful workplace
- Trade compliance
- Government contracts compliance
- Total inclusion
- Anti-corruption and bribery
- Fraud
- Human rights

Our [Code of Business Conduct](#) is accessible online in 18 languages for all external parties, including suppliers, subcontractors and the public. The code's content is communicated to employees and contract employees through their onboarding process, annual trainings, Zero Harm Moments, our intranet and website, and ethics hotline posters throughout our offices. Additionally, we require all suppliers and subcontractors to comply with our [Supplier Code of Conduct](#). International business partners must agree to abide by KBR's Code of Business Conduct or an equivalent code if theirs is substantially similar.

Anti-corruption Compliance Program

Our Anti-corruption Compliance Program is an integral part of our internal controls. It 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 KBR Legal department and adhered to by all business and functional units, including procurement/subcontracts.

We have robust, risk-based 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 third parties that have successfully completed the due diligence review and approval process.

Contracts with these parties include specific anti-corruption compliance provisions. The parties are also required to certify compliance with the Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act and other applicable anti-corruption laws. Foreign charitable and community contributions and business courtesies extended to clients undergo an anti-corruption review and approval process. We conduct risk assessments of our higher-risk projects and locations to measure the effectiveness of our compliance programs.

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 for future compliance with the FCPA and other applicable anti-corruption laws.



For more information, please refer to our [Business Integrity Program](#) and [KBR's Anti-Corruption Compliance Program](#).

Governance

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, which are led by our Legal team. The Audit Committee of the KBR Board of Directors oversees our ethics and compliance program and controls, including its anti-corruption compliance program. The chief compliance officer, who reports to the general counsel, is responsible for implementing and managing our Business Integrity and International Trade Compliance teams, which oversee the ethics and compliance program and the anti-corruption and trade compliance programs. The chief compliance officer reports at least quarterly to the KBR board's Audit Committee on any significant business integrity and corruption-related compliance matters.

Ethics Training

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.



100%
of our workforce
is required to
participate in
business ethics
training

Our annual ethics training is offered in 16 different languages and is also provided in classroom settings for workers at remote locations where online training isn'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 targeted portion of the workforce is required to complete separate Combating Trafficking in Persons (CTIP) training, as 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 so that any potential conflicts of interest or issues are reported and evaluated.

Internal Audits

All operations are subject to audits using a risk-based approach. Following the release of results from the annual risk assessment process and engagement plan, Internal Audit conducts regular audits across all of KBR's diverse portfolio, including but not limited to:

- Government and commercial operations
- Financial controls and the SOX Act of 2002 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. Each audit draws on input from our operations teams to strengthen practical relevance and alignment with on-the-ground activities. The KBR executive leadership team then reviews and provides feedback to confirm the audit plan meets its intended objectives before it is formally approved by the Audit Committee.

Additionally, as part of our program management and focused engagements, the anti-corruption policies, processes and controls are assessed using a risk-based approach.

POLICIES, PROCEDURES AND GUIDELINES FOR PROPER REQUISITIONS, COMMITMENTS, PAYMENTS AND RECORDKEEPING

Collectively, our policies and procedures specify 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 us develop a highly ethical workforce and enhancing our status as a service provider of integrity.

As part of our internal monitoring system to detect potential corruption or suspicious payments, our Internal Audit Services team regularly conducts anti-corruption audits of our projects and office locations using a risk-based approach and periodically conducts anti-corruption audits of selected third parties. Refer to [Internal Audits section](#).

We use a data analytics-enhanced internal monitoring system for compliance-sensitive payments. Additionally, we review our general ledger accounts monthly for facilitating payments and improper fees. Results are reported to our director of Business Integrity.

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 the board level. The Business Integrity team assesses risks by analyzing misconduct trends and outcomes as part of an annual report to the board. The report includes metrics on the number of reports, types of allegations and 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 all individuals — whether employees, partners or stakeholders — to speak up if they witness or need guidance related to any form of inappropriate or unethical behavior, human rights violations, misconduct, concerns for information security or breaches of our Code of Business Conduct.

To support this, we provide access to nine distinct and well-publicized reporting channels across the organization. These methods ensure accessibility, confidentiality and responsiveness for anyone raising a concern.



All reported concerns — whether potential violations of the Code of Business Conduct, human rights violations or information security concerns — are promptly and thoroughly investigated and evaluated at the corporate level. Investigations are conducted with diligence, discretion and due care by a dedicated and experienced Business Integrity team.

To support confidential and anonymous reporting, KBR partners with a leading third-party ethics hotline facilitator. Individuals who contact the hotline can choose to:

- Remain completely anonymous
- Share their identity only with the third-party hotline provider
- Disclose their identity to KBR

Additionally, we introduced an Ethics Question Manager, a tool that allows employees to anonymously ask questions or seek guidance on ethical matters, further reinforcing our commitment to transparency and trust.

Additional ways for employees to raise concerns on any matter are outlined on [page 16](#) under [Procedures for Addressing Employee Concerns](#).

FREEDOM FROM RETALIATION

KBR has a robust anti-retaliation policy that protects employees who report potential violations 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, whether for good faith reporting of suspected misconduct or violations of the Code of Business Conduct. Reporters are not expected to know all the facts and 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.

Reporters to the KBR Ethics Hotline are made aware of our anti-retaliation policy and encouraged to contact the Business Integrity team with any retaliation concerns. At the conclusion of an investigation, both hotline reporters and the reporting employees are reminded to divulge any forms of retaliation.

Our hotline includes a feature that sends a follow-up inquiry to anonymous reporters after a case is closed, specifically to check for retaliation concerns. Our anti-retaliation policy extends to anyone who reports misconduct, encourages others to report misconduct, or cooperates with business integrity investigations.



“

As KBR president and CEO, I am committed to conducting our business sustainably and safely, in compliance with applicable laws and with honesty and integrity. Every KBR director, officer, employee, contractor and agent is expected to do the same.

Stuart Bradie

Chair of the Board, President

Our Approach to Tax

We are responsible corporate citizens and neighbors in communities around the world. We believe it is our obligation to add value to these communities beyond the professional services we provide. We understand the importance of taxes in the context of the communities in which we operate, and we take a responsible approach to the management of our tax obligations.

Our transfer pricing strategy is aligned with our obligations under the [Code of Business Conduct](#) to conduct business fairly and ethically. To keep intercompany and cross-border transactions priced into the arms-length standard range, they are dictated by the Internal Revenue Code and the Organization for Economic Co-operation and Development's transfer pricing guidelines.

During the bidding and planning phase of a project, emphasis is placed on designing a sustainable tax strategy that complies with the laws of the included countries and provides an efficient structure through the project life cycle. We are always reviewing our tax structure to address changes in local laws and standards, and we continue to comply with foreign laws and global standards.

In accordance with the Code of Business Conduct, we commit to not participating in or planning any transactions that result in tax avoidance or evasion.



\$320.86M

TOTAL GLOBAL TAX PAID
IN 2025



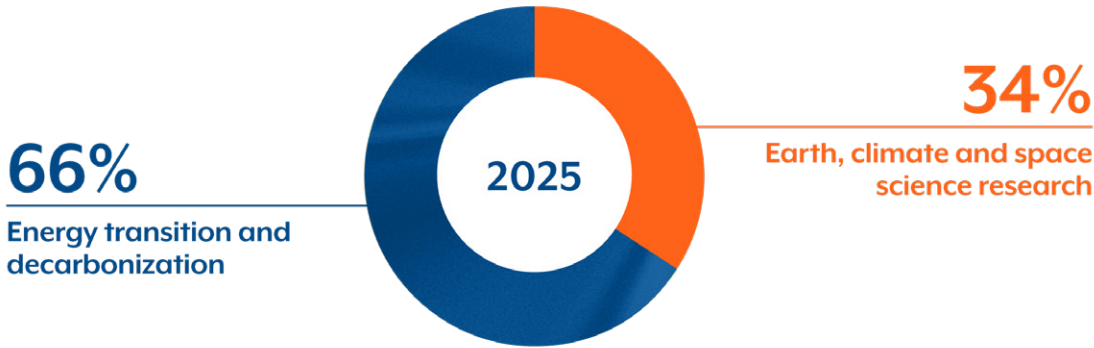
Enterprise Risk Management

KBR’s resilience, success, and ongoing growth rely on our ability to anticipate and adapt to the ever-changing risks and opportunities in our current and future operating environments.

Business Strategy and Risk

Every year, we go further in developing a diverse and high-impact portfolio of technologies and solutions that drive significant environmental and social progress. Our focus is on harnessing opportunities presented by the critical need for global energy security and resilience, energy transition and sustainable development. Through our Sustainable Technology Solutions and Mission Technology Solutions businesses, we are advancing clean technologies such as carbon capture and storage (CCS), green hydrogen production and utilization, plastics recycling, sustainable fuels, and digital platforms for emissions monitoring and optimization. These innovations directly support our customers’ decarbonization, emissions reduction, and energy transition goals. Our approach reflects a deliberate business and risk strategy designed to increase market growth and revenue by aligning our capabilities with the accelerating global demand for more sustainable traditional energy and energy transition solutions.

Sustainability-focused Revenue



SUSTAINABILITY-FOCUSED REVENUE GROWTH	2025
Energy transition and decarbonization Alternative energy, energy efficiency, pollution control, CCUS, conservation	1,787M
Earth, climate and space science research	914M
Total sustainability-linked revenue	2,702M
Sustainability-linked as a % of revenue	35%

Our Evolving Risk Profile

ANTI-CORRUPTION	ENTERPRISE RISK MANAGEMENT (ERM)	RISK-BASED STRATEGIC DECISIONS	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.** 2023 Revision and updates made to the Code of Business Conduct.	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 begins actively tracking and assessing potential impacts, both threats and opportunities, of AI to the business. 2023 Climate Risk working group begins establishing processes for integrating climate risk into enterprise-wide risk management. 2024 and 2025 Continued to integrate environmental risks into business-as-usual risk management. Developed U.K., Australia and corporate climate risk registers.	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. Exit lump-sum engineering, procurement and construction. February 2021 Broader Technology 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 Acquired VIMA Group to expand expertise in digital and sustainable transformation for customers. 2024 KBR acquired LinQuest to expand our ability to meet growing customer demands and enhance high-end digital solutions.	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 86 for more detail on this process. December 2021 Climate-related Risk Management: Established a Climate Risk working group to identify and analyze climate-related risks and opportunities based 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. 2025 See our Delivering Sustainability for sustainable technology and solutions opportunities. 2023 and 2025 Implemented climate-related risks and opportunities workshops covering all business units.

*Committee of Sponsoring Organizations of the Treadway Commission
**Including our third-party due diligence, business courtesies, and charitable contributions' workflows to improve accuracy, transparency and oversight

Risk Governance

We have strengthened the role of enterprise risk by professionalizing the function and embedding it into our culture. Our CEO meets regularly with our Enterprise Risk Management team to actively manage and review current risks.

Risk management oversight is shared across the full board and its individual committees, with support from management. Through our Enterprise Risk Management framework, management reports to the relevant board committees — such as the Sustainability, Technology and Cybersecurity Committee and the Audit Committee — on risks within their areas of oversight.



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.

OUR RISK GOVERNANCE STRUCTURE

	FREQUENCY	OBJECTIVES
Board of Directors	Quarterly	- Reviews semi-annual risk reports covering strategic, operational, financial and hazard risks, including their likelihood, impact, trends and management measures. - Reviews legal and compliance risks. - Approves large projects and mergers/acquisitions after assessing commercial, legal and financial risks. - Evaluates the ERM framework's effectiveness and growth areas, reporting annually to the board's Audit Committee.
Executives <i>via KBR's Enterprise Risk Management Framework</i>	Tri-annually	- Convene for dedicated risk reviews three times per year. - Guide all business segments in consistently implementing KBR's ERM policy and framework. - Report twice a year to the board on KBR's changing risk profile, enabling risk-based strategy decisions and improved communications to stakeholders.
Audit Committee	Quarterly	- Reviews KBR's significant financial risks with management and monitors mitigation efforts. - Receives regular reports on risks such as litigation, liquidity, financial reporting, regulatory and tax concerns. - Assesses reports on ethics, compliance, and findings from internal audits and risk assessments. - Holds private sessions with key executives and auditors at each meeting before releasing quarterly and annual results. - Provides a report to the full board at each meeting to keep them informed of matters.
Compensation Committee	Quarterly	- Regularly evaluates if incentive awards and performance goals align with our Code of Business Conduct and avoid encouraging excessive risk-taking. - Oversees annual compensation risk assessment and recommends changes to mitigate potential risks in the compensation program if needed.
Nominating and Corporate Governance Committee	Quarterly	- Oversees compliance risks related to KBR's governance structure and policies. - Reviews the implementation of human capital development and its associated risks. - Reviews succession plans and management development programs for senior executives for business continuity.
Sustainability, Technology and Cybersecurity Committee	Quarterly	- Oversees KBR's activities in managing its major risk exposures within sustainability 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 IFRS S1 and S2. - 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
Business Units	Multiple times a year	Individual business units and projects continuously manage risks and opportunities using the ERM framework to provide real-time, risk-based data.

Board Risk Management Experience

Risk oversight is a key responsibility of our board of directors, with risk discussions taking place throughout the year. Our board members have extensive experience in risk management:

- Our CEO previously held direct responsibility for risk management at his former employer, where he successfully integrated risk management processes across the enterprise at the project, country and group levels.
- Carlos Sabater joined the KBR Board of Directors in June 2021, bringing substantial expertise in risk management. During his leadership at Deloitte, he was primarily responsible for overseeing risk management of their audit practice, working closely with clients to address risk-related challenges. He also chaired Deloitte's Risk Management Board Committee.
- Sir John Manzoni KCB, who joined our board in May 2022, brings risk management experience from previous roles, including (1) conducting detailed quantitative analysis of systems integrity in hydrocarbon systems during the U.K.'s transition to quantitative risk assessment for engineering specifications, (2) performing comprehensive risk assessments on process safety across downstream assets to minimize risks in hydrocarbon systems, and (3) introducing U.K.-based quantitative risk assessment into U.S. and international operations at a prior employer.
- Lt. Gen. Wendy Masiello's military service included significant risk management responsibilities, such as: (1) implementing operational risk management training and personal responsibility programs on a major Air Force base and (2) leading and preparing the base as the emergency response commander.
- Jack Moore was accountable for global project risk and company-wide risk assessment and mitigation at his previous employer.
- Ann Pickard managed risk for major hydrocarbon projects at her prior employer.
- Joseph Dominguez, now president and CEO of Constellation Energy, also served as general counsel at Constellation and Exelon, overseeing legal, regulatory and operational risk.
- Nchacha Etta formerly served as EVP and CFO of Omnicell and has more than 25 years of global finance and M&A experience involving financial and strategic risk assessments. As a CFO, he was responsible for enterprise-wide financial controls, IT systems and compliance, all of which are key components of risk management.

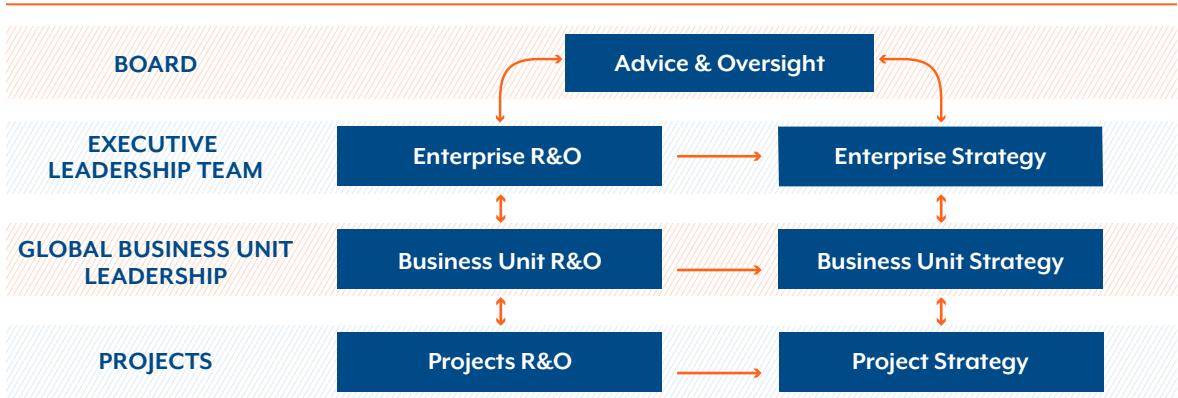


Our Risk Management System

We manage our risk profile via a rigorous, fully integrated enterprise risk management 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 Enterprise Risk Management team who reports to the general counsel. Additionally, the chief compliance officer reports directly to the board on enterprise risks and respective action plans at least twice a year and is actively supported by the board and executive leadership team.

CORPORATE FUNCTIONS



By embedding ERM principles and practices in our culture, operations and strategic decision-making, we maintain a clear view of our risk landscape. This allows us to proactively 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



ANALYSIS

and aggregation to produce a portfolio view of threats and opportunities



MONITORING

at the enterprise level; the risk landscape is reported at least quarterly to leadership and bi-annually to the board of directors



ASSESSMENT

of the likelihood and impact of the identified threats and opportunities



MITIGATION

plans developed by the risk owners, each with dedicated mitigation owners who certify progress



EVALUATION

of compliance with the KBR ERM Framework across the business

We apply all six phases to all material risks and opportunities, including sustainability and climate-related risks.

OUR KEY IMPACTS, RISKS AND OPPORTUNITIES

As part of our ERM framework, we identify risks and opportunities across several categories, which are further subdivided for greater detail. This process underpins the risk factors disclosed in our [10-K Report](#) and 10-Q filings. Please see some of our risk and opportunity categories below:

- **Business:** Risks and opportunities related to business functions, such as taxation, backlog, accounting, strategy, and mergers and acquisitions.
- **Contractual:** Risks stemming from individual contracts, the nature of contractual relationships, and potential economic opportunities.
- **Project Delivery:** Risks tied to our ability to successfully deliver projects, including execution plans, scheduling, scope definition, subcontracting and procurement strategies, as well as startup and completion phases.
- **Geopolitical:** Risks associated with the geopolitical, social, legal, economic, and infrastructure stability of a region or country and the impact on KBR activities.
- **Zero Harm:** Risks and opportunities linked to sustainability, climate and HSSE affecting employees, customers, partners, suppliers, and the broader community in relation to KBR's social, environmental, and economic impacts and economic prosperity.
- **Legal, Insurance and Compliance:** Risks involving governance, compliance, insurance of KBR entities, and legal claims or disputes involving KBR.
- **Climate and Sustainability:** Risks and opportunities related to all aspects of sustainability with particular focus on climate. See [page 67](#) of this report and our [Climate Transition Plan](#) for more detail. Human rights risks are also assessed via this process, in addition to due diligence reports at supplier and subcontractor level.
- **People:** Risks related to resource availability, skills and experience, harassment, discrimination, and cultural alignment, which affect KBR's capacity to deliver now and in the future. This also includes opportunities related to the hiring and retention of skilled employees who drive innovation and creativity with the agility to adapt to changing market conditions and customer preferences.
- **Supply Chain:** External risks arising from marketplace variability for goods and services, including economic impacts from KBR activities and opportunities stemming from supply chain diversity.
- **Information Technology:** Risks related to the digital aspects of operations, such as cybersecurity, availability of tools and systems, and data management.

Sustainability Risk Management

This framework is specifically applied to the management of operational and strategic sustainability risks and opportunities. Our sustainability subject matter experts (including those in the area of climate) 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 sustainability risks and opportunities are used in part for ongoing risk monitoring. The following are some examples of risks and opportunities actively managed by ERM:

- Climate risk
- Environmental impact
- Health, safety and security for employees, customers and communities
- Talent development and benefits — being an employer of choice
- Total Inclusion progress
- Ethics and integrity
- Innovative and sustainable solutions
- Human and labor rights protection for the workforce and supply chain
- Data protection and cybersecurity

To enhance our climate risk work, we developed a business-wide climate risk register that works synchronously with the Enterprise Risk workshops for the identification and management of climate risks associated with each business component. See our [Climate Transition Plan](#) for more details.





SUPPLY
PARTNERS

Sustainable Supply Chain

With tens of thousands of contractual relationships, building and maintaining a globally robust and sustainable supply chain is vital to our business success.

Our goal is to create a sustainable and resilient future by collaborating with our partners to align our ambitions, achieve our validated SBTi net-zero emissions target, and promote sustainability through Zero Harm. We accomplish this through sustainability benchmarking, rigorous assessments and close collaboration to help our partners support key social and environmental impact goals.

SUSTAINABLE SUPPLY CHAIN STRATEGY

Our [Sustainable Supply Chain Charter](#) sets out our strategy for supporting supplier awareness of sustainable procurement and establishes objectives, targets and a requirement for our suppliers to benchmark their sustainability performance. An executive leader sponsors the charter, oversees its implementation and helps to communicate our values and sustainability commitments throughout the supply chain via our [Supplier Code of Conduct](#), supplier sustainability benchmarking program, and contract review.

The goal of the charter is to engage our global supply chain with our procurement practices, incorporating the 12 principles of Sustainable Procurement, across the seven core subjects outlined in ISO 20400:2017 - Sustainable procurement: Guidance.

These subjects include:

- 1 Organizational governance
- 2 Human rights
- 3 Labor practices
- 4 The environment
- 5 Fair operating practices
- 6 Consumer issues
- 7 Community involvement and development

By adopting ISO 20400 guidance, we have established 42 key sustainable procurement performance indicators to monitor and manage our sustainability requirements.



Our supply chain approach also incorporates consideration from ISO 14001, ISO 9001 and ISO 27000 standards.

SUSTAINABLE SUPPLY CHAIN GOVERNANCE

We maintain a robust sustainable supply chain management governance framework that is designed to uphold ethical standards, mitigate risk and align with our corporate sustainability commitments. The framework mirrors the governance structures we apply to other critical areas such as cybersecurity and health and safety.

Board Oversight and Executive Accountability

Corporate procurement and supply chain governance is overseen at the executive level with regular reporting by senior leadership to the KBR Board of Directors. This ensures strategic alignment with our corporate values, risk management priorities and sustainability goals.

Supply chain governance is managed through a cross-functional leadership model, with representatives from each business unit contributing to oversight, performance review and corrective action planning. The Global Supply Chain and Procurement Team integrates a dedicated Sustainable Supply Chain function to ensure alignment with international standards and to drive progress toward global sustainability goals.

SUPPLY CHAIN MANAGEMENT SYSTEM

Policies and Procedures

KBR's Global Sustainability Policy provides a unified framework applied across all global operations and extended throughout its supply chain. The policy establishes consistent expectations for environmental stewardship and social impact through a risk mitigation and compliance lens.

Our [Procurement and Supply Chain Management Policy](#) and its supporting governance framework form the basis for KBR's business-integrated, market-aware, sustainable and strategic sourcing function. The policy and framework require us to comply with the following foundational principles:

Fostering inclusive supplier relationships, promoting small businesses, diversity and social responsibility.

- Integrating sustainability and supporting the shift towards low-carbon economies, clean energy, sustainable transport, green products and environmental stewardship.
- A commitment 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 [Code of Business Conduct](#), [KBR Supplier Code of Conduct](#), [KBR Global Human Rights Policy](#), [Trafficking in Persons Policy](#), the [U.K. Modern Slavery Act](#) Statement filed by Kellogg Brown & Root Limited and

the [Australia Modern Slavery Act](#) Statement filed by Kellogg Brown & Root Pty Ltd, and the KBR [Anti-Corruption Compliance Program](#).

- Sourcing responsibly and promoting environmental responsibility by supporting supply chain participants in making positive and lasting impacts on the people and communities from which they source.
- Minimizing 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.

Our Supplier Code of Conduct (SCOC) outlines our expectations for suppliers, emphasizing the highest standards of personal and business ethics, as well as compliance with local and national laws.

Key areas of compliance include, but are not limited to:

- Health, Safety and Environment
- Anti-corruption
- Antitrust and Competition
- Non-discrimination and Anti-harassment
- Prohibition of Child Labor
- Forced Labor, Prison Labor and Trafficking in Persons
- Working Time, Minimum Living Wage and Fair Remuneration
- Freedom of Association and Collective Bargaining

SUPPLY CHAIN RISK IDENTIFICATION AND ASSESSMENT

We proactively identify and manage sustainability risks within the supply chain. These risks are formally recorded in the company’s risk register under the category “Failure to deliver a sustainable supply chain.” These include risks such as inadequate sustainability benchmarking, lack of awareness or understanding of sustainability obligations, non-compliance with legislation, and failure to uphold responsibilities related to human rights in supplier contracts.

Our Procurement and Supply Chain Risk Management Procedure sets out the risk management process for mitigating supply chain risks. In cases where suppliers breach regulatory requirements or fail to adopt, at a minimum, the same standards that KBR applies to its own business practices as set out in our [policies and procedures](#), we investigate and take corrective actions.

Sustainability Benchmarking

As part of our sustainable supply chain agenda, suppliers are invited to benchmark their sustainability efforts during onboarding using recognized third-party supplier management tools and the KBR Supplier Portal Sustainability Questionnaire. These tools are tailored to different stages of the sustainability journey. Some involve evidence-based submissions subject to audit, while others offer self-assessment formats suitable for both emerging and mature sustainability practices. Suppliers

are benchmarked against the 42 sustainable supply chain KPIs, aligning with the seven core subjects of ISO 20400, that include social, environmental and governance criteria as outlined on [page 87](#).

Supplier participation in sustainability benchmarking is growing, with 28% benchmarking in 2025 and with a 35% target for the end of 2026.

Low scores across KPIs and core subjects trigger targeted support.

Supplier Capacity-building

To drive improvement in sustainability performance and benchmarking, we provide [training resources](#) and guidance for companies with the lowest-performing KPIs via the KBR Supplier Sustainability website pages. Benchmarking scores are shared with procurement leads and monitored monthly through dashboard reporting, enabling visibility and action on underperforming suppliers.

In addition, our supplier portal (KBRS) integrates cybersecurity vetting into the screening process. Supplier activities are categorized by information risk, and appropriate mitigation strategies are applied based on each supplier’s risk profile.

Supply Chain Monitoring

We ask 100% of our suppliers to acknowledge they have read, understood and agree to conform to the KBR Supplier Code of Conduct as part of their onboarding and vetting process.

Supplier performance evaluation is undertaken periodically to ascertain conformance to KBR requirements either via audit or virtual assessment.

Additionally, each business unit uses a vetting template tailored to its specific project needs.



9,806 of our suppliers uploaded agreements to the system in 2025.

Supplier Audits

Supply partner audits and assessments are scheduled based on the assigned risk level of their service type, spend value and purchase category. Suppliers meeting specific criteria are evaluated for workplace safety and environmental protection, with an initial audit conducted during the first inspection visit. If any significant issues are identified, further audits may be initiated based on the severity of the findings.

Additional random sampling may be required to guide appropriate sample sizes for annual audits. Unscheduled audits may also be conducted if findings, reports or emerging issues warrant further investigation.

We carry out risk-based modern slavery audits and assessments for direct contractors across all business units and corporate functions. Suppliers within the audit scope must complete modern slavery training and an assessment questionnaire. After findings are reviewed, any nonconformances are addressed with the suppliers and actions are taken to mitigate risks based on the severity of the issues identified.

On-site and In-person Audits

In 2025, suppliers and subcontractors in key high-risk regions were identified for follow-up in-person auditing. We continue to track audit outcomes, manage the findings and implement KPIs to measure our progress in addressing key issues, such as modern slavery, within our operations and across our supply chain.

16 in-person audits were conducted for modern slavery assessment and 286 Combatting Trafficking in Persons (CTIP) audits were conducted in 2025.

Supplier Conformance Procedures

Our Global Procurement Corrective Action team meets regularly to assess and address supplier underperformance. This team monitors and reports on issues such as health and safety, environmental management, information security, anti-corruption, cybersecurity, and other nonconformities related to our ISO certifications and Supplier Code of Conduct.

Suppliers with a Supplier Performance Evaluation (SPE) score of 50% or below are assessed for possible placement on a watch list. If issues persist, supply chain leads may escalate the supplier to an "Unapproved List," which requires approval before awarding new contracts.

Our KBRSupplier tool automatically alerts supply chain leadership when a request for quote is issued to a poor-performing supplier. Audit statistics are tracked and reported to support continuous improvement and effective management of nonconformance.

Supplier performance updates are regularly shared across all procurement departments. Internal training on the Supplier Code of Conduct is conducted annually so that all employees remain aware of the requirements.

Environmental Conformance

Our Global Procurement and Supply Chain Management Policy requires us to manage risk by sourcing from experienced, qualified and approved vendors who meet both our environmental standards and those of our customers.

To strengthen environmental accountability, where relevant, we include clauses for carbon reduction and reporting in supplier contracts, especially in areas like real estate, travel, professional and people services, IT, communications and marketing. We also promote low-carbon technologies, energy-efficient solutions and building performance frameworks and certifications such as LEED certification.

Furthermore, each year, we invite a targeted group of suppliers to disclose their carbon emissions through CDP, helping us improve the accuracy of our Scope 3 emissions reporting. Suppliers are selected based on their industry relevance, allowing us to focus on sectors with the greatest environmental impact.

All suppliers working on our projects must follow our Environmental Management System, aligned with ISO 14001 certification, which includes legal compliance, environmental protection and operational controls.

See [Environmental Stewardship](#) for more information.

ENVIRONMENTAL CONFORMANCE AND BENCHMARKING

Our Sustainable Supply Chain program supports supplier engagement through:

- Benchmarking
- Contract requirements
- Carbon data collection
- Training workshops
- Environmental stewardship initiatives

Product-related Risks

To reduce product-related environmental risks, we restrict items flagged by clients, project teams or our sustainability team. Preferred alternatives are selected based on sustainable credentials such as carbon neutrality, ethical certifications or recognized environmental standards.

Climate Mitigation and Adaptation

Climate mitigation and adaptation actions are embedded in the procurement KPIs, and our sustainability questionnaire covers carbon reporting, climate action, target setting and alignment with science-based net-zero targets.



CYBERSECURITY CONFORMANCE

We have formally integrated cybersecurity risk into our procurement processes. An early milestone was the inclusion of data protection and cyber incident notification clauses in our nondisclosure and teaming agreement templates.

We designed a customized supplier cyber risk identification and assessment process to identify and evaluate cyber risks. This process, implemented in 2024, strengthens our ability to assess and manage cybersecurity risks across our supply chain. Refer to [Supplier and Third-party Cyber Risk Management](#).

Human Rights, Labor Rights and Modern-day Slavery

Human rights are a key priority for our business. 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 the executive leadership level as part of KBR [Enterprise Risk Management Process](#).

Our [Global Human Rights policy](#) formalizes our commitment to promote human rights as set by the U.N. Guiding Principles on Business and Human Rights and the principles encompassed by the U.N. Declaration of Human Rights (including those contained within the International Bill of Rights and the ILO 1998 Declaration on Fundamental Principles and the Rights at work).

The policy applies to our subcontractors, vendors, independent contractors and business partners, along with our lower-tiered subcontractors and suppliers, to uphold these principles and encourage them to adopt similar policies within their own supply chain.

Additionally, our [Trafficking in Persons policy](#) is a zero-tolerance policy toward all forms of trafficking in persons and forced labor by employees, subcontractors or their employees. Noncompliance with this policy results in strict disciplinary action. We also conduct reviews and issue a Modern Slavery Act Statement in the U.K. and Australia in conformance with applicable law.

The treatment of foreign, low-skilled employees working for KBR and KBR subcontractors in host countries is a key priority addressed through our 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 ensuring that 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 Acquisition Regulation and MSAs.
- Audits and inspections of subcontractors that include selecting interviews and surveys of subcontractor employees, housing inspections and prevailing wage reviews.
- Supplier performance evaluations, used to document subcontractor and supplier adherence to contractual requirements, including combating trafficking in persons and certifying knowledge of child labor practices.
- Site inspection of accommodation of KBR direct hires and subcontractors if KBR/client provides housing.
- Employee interviews of KBR direct hires and subcontractors, predominantly face-to-face (may be virtual if required), with translator if necessary.
- Additional random sampling, which provides guidance on thresholds of sample population for the annual audits
- Unscheduled audits dictated by audit findings/reports/issues arising.
- Contractor audits. Findings are recorded in the Audit and Corrective Action Tracking System (ACATS) within the quality system. Outcomes are confirmed to the subcontractor and tracked to resolution.
- Annual collation and review of all findings. The Quality team assesses and evaluates improvement of the procedure and management of modern slavery issues.

Our Mission Technology 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 languages.
- For subcontracts equal to or greater than \$700,000, 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 \$700,000, 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 checks that housing safety and hygiene complies with country codes and requirements and issues a report for noncompliance.
- Where CTIP violations are identified, the concerns are elevated to our 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.

More recent developments include:

- Implementation of a strategic plan for conducting physical inspections of subcontractors and project sites — including on housing checks — and passports, as well as employee treatment interviews to identify any violations. As part of these interviews, employees are asked a series of questions specific to recruiting to determine if CTIP/MSA violations have occurred.
- Continuing the rollout of the modern slavery program, with regular reviews and updates to our processes and procedures for combating human trafficking and modern slavery.
- Continuing to review and enhance processes for selecting and appointing supply chain providers to strengthen our systems by including safeguards that protect lower-skilled workers, particularly those engaged in overseas locations.
- Conducting further internal reviews so that our systems include appropriate measures to safeguard supply chain workers.
- Providing regularly updated training materials for all employees and key suppliers on modern slavery and trafficking in persons and informing them to report any concerns to the ethics hotline.



Fair Operating Practices, Consumer Issues and Community Engagement

In our contracts and supplier reviews, we promote ethical conduct and address requirements for the management of bribery, corruption and all types of discrimination. We have a clearly defined complaint mechanism to enable suppliers to raise concerns. We take consumer protection and cybersecurity 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.

Our Supplier Code of Conduct clearly outlines our expectations, including full compliance with the U.S. Foreign Corrupt Practices Act and other applicable anti-corruption laws.

Vendor Compliance Procedures

To reinforce this, our Vendor Compliance in Procurement and Subcontracting Procedure mandates specific language in purchase orders (POs) based on value thresholds.

For POs over a certain threshold, suppliers and subcontractors must confirm their understanding of and strict compliance with all provisions of the code. They must also ensure that all members of their supply group, across all tiers, comply with the code. Any breach is considered a material violation subject to immediate contract termination and further legal remedies.

Additionally, before awarding any contract exceeding the threshold, buyers are required to verify that the supplier has signed the Supplier Code of Conduct. This signed document must be stored in the KBRSupplier portal.

These measures are designed to uphold integrity across our supply chain so all suppliers operate in accordance with our anti-corruption standards.

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.

Our Supply Chain and Total Inclusion

Fostering inclusivity within our supply chain is a priority. Our procurement and supply chain policy mandates the development of inclusive supplier relationships that support small businesses and that champion diversity and economic inclusion. Additionally, our global [Sustainable Supply Chain Charter](#) provides a framework for creating an inclusive supply chain.

Our Mission Technology Solutions small business program actively tracks the engagement of small and diverse businesses aligning with the U.S. government's policy to maximize opportunities for Small Business Concerns (SBCs). We prioritize the success of SBCs, especially those owned by socially and economically disadvantaged individuals, by fostering a culture of collaboration, transparency and mutual respect. This program is a core part of our management approach, focused on developing SBC subcontractor relationships while ensuring strong contract performance.

Our small business program fully complies with public laws, the FAR and all related regulations governing subcontracting with SBCs. KBR prepares individual subcontracting plans for our government customers in line with FAR Clause 52.219-9, Small Business Subcontracting Plan, and FAR Part 19.7, Small Business Programs, including the specific requirements outlined in FAR 19.702 and FAR 19.704.

For more information on our small business program and SBC spend, please see Appendix [page IX](#).

TRAINING

KBR Procurement Team Training

All procurement team employees are required to complete Code of Business Conduct training annually. Additional training is mandated for specialist roles with tailored sustainable procurement topics for maintaining awareness of evolving regulations and best practices on topics such as human rights, sustainable practices and cybersecurity.



100%

of all KBR procurement and supply chain employees are required to annually undertake Code of Business Conduct training.

Supplier Training

To manage supplier-related sustainability risks, we provide targeted training resources and guidance for the lowest-performing KPIs via the Supplier Sustainability pages. These sessions are part of our supplier capacity-building efforts and can be easily accessed via the sustainability pages of the KBR Supplier portal. The portal also enables suppliers to access supplier information, including fact sheets, and track their training progress and reporting.

SUSTAINABLE SUPPLY CHAIN AWARDS

The KBR Sustainable Supplier Awards are open to all KBR suppliers that can demonstrate supply chain sustainability (sourced directly and on behalf of our clients) related to any of KBR's 42 sustainable supply chain KPIs.

The KBR Sustainable Supply Chain Supplier Awards aim to:

- Encourage suppliers to embed sustainability throughout their supply chain
- Raise awareness of supply chain sustainability
- Help promote positive action toward sustainability innovation and managing or minimizing supply chain risk

CERTIFICATIONS

Certifications that cover KBR Suppliers include:

- ISO 9001:2015 Quality management systems
- ISO 14001:2015 Environmental management systems
- ISO 45001:2018 Occupational health and safety management systems

Certifications that extend to specific sites, regions or projects where relevant:

- ISO 55001:2024 Asset management
- ISO 27001 Information Security Management Systems
- ISO 17025:2017 General requirements for the competence of testing and calibration laboratories
- AS9100D Quality Management Systems – Requirements for Aviation, Space, and Defense Organizations

KBR STORIES

2025 KBR Sustainable Supply Chain Winners

- 2025 Collaborator Award – WEG**

WEG’s innovative renewable energy solution transformed a remote community in the Amazon rainforest. In partnership with Natura and ATAIC, WEG enabled the first agro-industry in a floodplain area to operate on an off-grid photovoltaic and battery energy system, replacing diesel generators with clean, reliable power. This initiative not only reduced environmental impacts but also delivered social benefits by allowing the community to process oils and butters locally, increasing household income by around 60%.
- 2025 Engager Award – Concept Building Services (Southern) Ltd**

Concept Building Services operates under a robust sustainability policy focused on continuous improvement, carbon reduction, waste minimization and responsible procurement. Through proactive CO₂ tracking with verified reductions, Concept achieved a decrease in diesel and petrol use. They also implemented a digital waste transfer portal delivering over 90% recycling rates with full traceability. Concept has also aligned their procurement with ISO 20400 guidance and uses software to score subcontractor performance.
- 2025 Leader Award – Softcat PLC**

Softcat PLC embedded sustainability across its operations and supply chain. Guided by the Science Based Targets Initiative and a Net Zero 2040 commitment, certification to ISO 14001, and ISO 50001, the company eliminated Scope 2 emissions through 100% renewable electricity and solar generation, cut Scope 1 emissions with an electric fleet, and reduced Scope 3 emissions via low-carbon commuting and employee engagement.
- 2025 Improver Award – ACE Electrical Services WLL**

Sustainability is a core principle embedded in ACE Electrical’s operations and decision-making. The company achieved ISO 14001, ISO 45001 and ISO 9001 certifications, demonstrating an integrated approach to environmental management, workplace safety and quality standards. Through these frameworks, ACE Electrical reduced its environmental footprint by optimizing energy use, minimizing waste and promoting eco-friendly materials, while also advising clients on energy-efficient solutions.

Appendix

IN THIS SECTION

2025 Data Index	II
TCFD Index	X
VRF SASB Primary Sector Index	XI
U.N. SDG Index	XVI
Abbreviations	XXI

WE VALUE OUR PEOPLE

WE DELIVER

WE ARE PEOPLE OF INTEGRITY

WE EMPOWER

WE ARE A TEAM OF TEAMS

2025 DATA INDEX

ABOUT KBR				
		2023	2024	2025
Number of employees*		32,309	38,000	36,000
Revenue		\$7.0B	\$7.7B	\$7.8B
Total global tax paid		\$160.1M	\$292.6M	\$320.8M
Total global salaries paid		\$2.5B	\$2.9B	\$3.2B
CEO compensation	Total Awarded Pay	\$12,659,920	\$12,556,945	\$11,614,552
	Total Realized Pay	\$15,216,015	\$10,917,852	\$7,476,781
Awards		Recognitions and ONE KBR award		

*Employees + contingent workers

PEOPLE – BELONG			
Workforce Demographics	Please see 2025 Workforce Demographics Report for more information		
Employee race and ethnicity EEO-1 information	Please click on the dates for full 2023 , 2024 and 2025 EE01 data including job categories. These statistics are for U.S. only		
Workplace Gender Equality Act (Australia)	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). In accordance with the requirements of the Act, KBR Australia lodged its annual public report with the agency on 2nd June 2025. The public reports include the 2024-2025 Public WGEA Report - Employee data tables and 2024-2025 Public WGEA Report - Questionnaire		
Total inclusion policy and management	Total Inclusion		
Total inclusion programs	Equal Opportunities for All		
Anti-discrimination controversies	No significant controversies relating to anti-discrimination		
Annual employee turnover (voluntary)	2023	2024	2025
	17%	12%	12%
Internal hiring rate	12%	12%	13%

PEOPLE – GROW			
Percentage of eligible employees that receive regular performance appraisals and feedback processes*	2023	2024	2025
	100%	100%	100%
Succession planning candidates	471	246	347
Total employee training hours	147,810	148,381***	195,905***
Average hours of training per employee***	4.35	4	6.17
Percentage of employees receiving training	100%	100%	100%
Percentage of employees participating in career development training**	98%	91%	94%
Training and development expenditure	\$11.9M	\$16.2M	\$12.8M
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	Talent Development Programs ; Educational Institution Partnerships		
Educational institution partnerships	Educational Institution Partnerships		

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

PEOPLE – CONNECT	
Non-material pay benefits	Benefits
Employees eligible for employee stock ownership plan	Employee Stock Purchasing Program
Our grievance reporting and escalation procedures	Procedures for Addressing Employee Concerns

PEOPLE – HUMAN AND LABOR RIGHTS	
Our Global Human Rights Policy	Protecting Human Rights ; Global Human Rights Policy
Human Rights Controversies	No significant controversies relating to human rights
Minimum PTO for U.S. employees (including sick leave)	17 days <i>MTS in the U.S. offers sick leave to part-time employees working less than 20 hours.</i>
Paid parental leave (incl. maternity, paternity or secondary caregiver leave)	In the U.S. we provide five (5) weeks of paid parental leave
Compliance with the U.S. Department of Labor wage and hour requirements	We comply with Worker Rights under Executive Order 13658. We post applicable Department of Labor Wage and Hour Division employee rights on our employment page on www.kbr.com
Freedom of association controversies	No significant controversies relating to freedom of association
Extra/atypical working hours	Global Human Rights Policy

PEOPLE – HEALTH, SAFETY AND SECURITY				
		2023	2024	2025
Work hours	Total global work hours	90,143,725	91,876,108	90,168,728
Total recordable incident rate*	Global	0.067	0.050	0.033
	Employee	0.043	0.052	0.039
	Contractor	0.151	0.043	0.011
High potential incident rate*	Global	0.053	0.063	0.069
	Employee	0.009	0.011	0.011
	Contractor	0.010	0.011	0.011
Fatality incident rate	Global	0	0	0
	Employee	0	0	0
	Contractor	0	0	0
Lost time incident rate*	Global	0.007	0.011	0.004
	Employee	0.003	0.008	0.006
	Contractor	0.020	0.022	0.000
Severity rate	Global severity rate	0.217	0.283	0.435
Medical cases	Number of medical cases	23	17	13
Lost time cases	Number of lost time cases	3	5	2
Restricted work cases	Restricted work cases	4	1	0
Crisis incidents	Number of crisis incidents	42 (regional crisis responses)		
Lost days	Number of lost days due to injuries, accidents, fatalities or illness	196 days		

Health and Safety Management systems	Health and Safety Management System
Health and Safety policy and targets	Our Zero Harm Commitment and our HSSE Policy is our approach to HSSE for employees and contractors
HSSE audits	Frameworks and Certifications and Promotion, Training and Awareness of Safe Work Practices
Integration of contractors and subcontractors	Our Global Occupational Safety Standards Manual includes sections outlining procedures for contractors including the HSSE Management of Contractors. Our Gated HSSE Process supports all projects at all stages of operation executed by KBR and is incorporated into KBR's Integrated Management System. These procedures cover selection and confirmation of contractor competency to ensure that any contractor engaged by or on behalf of KBR's global operations is duly approved and monitored and has conducted a comprehensive risk analysis of the assigned task. Objectives include: 1. Reviewing contractors' Health and Safety programs and performance records during the pre-qualification and selection process by KBR. (Note: contractor HSE programs must meet or exceed KBR's minimum standards.) 2. Defining and communicating contractor performance requirements, including protocols for self-monitoring and stewardship. 3. Assessing contractors' performance and rectifying identified deficiencies. Outstanding performance is duly acknowledged, while underperformers are subject to potential disqualification. 4. Ensuring contractors maintain records to verify that their employees receive health and safety training and induction, possess the skills to safely execute their duties, and possess a thorough understanding of facility regulations, procedures, and work methodologies.
HSSE Controversies	No significant controversies in 2025 relating to health and safety

*Revisions for 2023 and 2024 work hours, HiPo, and severity rate due to corrections from system updates.

PEOPLE – 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	Information Security Management System and Data Privacy Policy
Handling of personal data by third parties	Outsourced and Third-party Processing and Data Privacy Policy
Data collection and retention	Data Minimization and Retention and Data Privacy Policy
Cybersecurity and data privacy audits	Cybersecurity and Data Privacy Cybersecurity and Data Privacy External Cybersecurity Audits in 2025: ▪ ISO 27001:2022 – surveillance audit – KBR global operations (Q4 2025) ▪ ISO 20000 – surveillance audit – KBR global operations (Q4 2025) ▪ UK Cyber Essentials External Assessment (Q3 2025) ▪ UK Cyber Essentials Plus External Assessment (Q3 2025) ▪ Cybersecurity Compliance Certification (CCC) STS Saudi Aramco 4 Entities (Q3 2025) ▪ Cybersecurity Compliance Certification (CCC+) STS Saudi Aramco 2 Entities (Q3 2025) ▪ Cybersecurity Vulnerability & Penetration Testing External Assessment (Q3 2025) ▪ US CMMC Level 2 (C3PAO) (Q4 2025) ▪ Australia Defence Industry Security Program (DISP) - Defense & Technology Solutions – Australia (Q4 2025) Internal Cybersecurity Audits in 2025: ▪ ISO 27001:2022 internal readiness assessment (Q2 2025) ▪ NIST SP 800-171 Self-Assessment (Q1 2025) ▪ ISO 20000 internal assessment (Q2 2025) ▪ CMMC Level 2 (self) (Q3 2025)

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
- System Security Plan
- Employee Personal Data Management
- Export Compliance Manual

Percentage of company certified to recognized standards	100% of the company is certified to ISO:27001 or to other widely recognized standards. However, 100% of the company adheres to our global policies and procedures as required by these standards.
Cybersecurity and data privacy training	Annual cybersecurity awareness training is provided to all employees, new hires and contractors.
Cybersecurity and data privacy certifications	Framework and Certifications
Enhancements for the protection of our business information	Recent Enhancements
Data Security Investments	\$17.1M
Types of user data information collected by KBR	Employees, contractors and applicants: - Names, contact information and information required for legal purposes Website visitors, agents / employees of third parties (i.e. customers and vendors): - Names, email addresses, other basic contact information for purposes of business communications We do not use company-held customer data for advertising purposes.

In 2025, 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.
- No controversies related to data protection and information security
- No material data incidents and customer complaints
- No fines related to general protection regulation

PLANET	
Our sustainability-focused revenue	Please see our Sustainability-focused Revenue for more information
Our investment in clean technology	Delivering Sustainability
Our carbon reduction plans, programs and actions	Our Climate Transition Plan
Our use of low-carbon emission alternatives	Delivering Sustainability ; Our Climate Transition Plan
Total energy consumption from non-renewable sources	Electricity: 45,282,838 kWh (91%) Heating: 16,071,961 kWh (100%)
Total energy consumption from renewable sources*	Electricity: 4,732,922 kWh (9%) Heating: 0 kWh (0%)
Total electrical power consumption	50,215,759 kWh
Energy intensity ratio	Electricity: 11.26 kWh/ft ² Heating: 3.60 kWh/ft ²

Our energy efficiency programs	Our Climate Transition Plan			
Our environmental management system and certifications	Environmental Stewardship			
Total recycled waste	2,146 tonnes <i>KBR collected waste generation data from 22 locations. Along with the weight of waste generated, each location reported on the average number of employees present on a given day. These data points were collectively used to establish a weight of waste per employee per working day for each waste category. This average ratio was then extrapolated across KBR's facility headcount.</i>			
Total non-recycled waste	3,823 tonnes <i>KBR collected waste generation data from 22 locations. Along with the weight of waste generated, each location reported on the average number of employees present on a given day. These data points were collectively used to establish a weight of waste per employee per working day for each waste category. This average ratio was then extrapolated across KBR's facility headcount.</i>			
Our corporate carbon Footprint (tCO _{2e})		2023	2024	2025
	Scope 1	5,746	5,145	5,007
	Scope 2 (market-based)	0	0	0
	Scope 3	1,074,147	792,745	740,588
	Total	1,079,893	797,890	745,595
	For the full results please see Our Corporate Carbon Footprint .			

GOVERNANCE - OUR BOARD	
Percentage of independent board members	91%
Independent board members ratio	91%
Our board and committees	For more information on our board, board committees and scheduling, please refer to our Proxy statement. <i>KBR does not have a Management Engagement Committee of the Board of Directors. KBR's board does a substantial portion of its analysis and work with four standing committees, each of which are composed entirely of independent directors. See our KBR 2025 Proxy Statement for more information on the five standing committees.</i>
Women in board leadership roles	Lynn Dugle, Wendy Masiello and Ann Pickard. See our Proxy Statement for more information
Climate-related board competencies and responsibilities	See our Proxy Statement for more information
Board environmental and social Management	See our Proxy Statement and Sustainability, Technology and Cybersecurity Committee
Board nomination and selection	See our Proxy Statement for more information
Board conflicts of interest	See our Proxy Statement for more information
Board communications	See our Proxy Statement for more information
Board performance	See our Proxy Statement for more information
Board delegation	See our Proxy Statement for more information
Shareholder resolution	See our Proxy Statement for more information

Shareholder participation	See our Proxy Statement for more information
Shareholder voting rights	See our Proxy Statement for more information

GOVERNANCE - BUSINESS INTEGRITY	
Our Code of Business Conduct	Our Code of Business Conduct and Code of Business Conduct policy
Our Anti-corruption Compliance Program	Anti-Corruption Compliance Program
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
Gifts and/or entertainment	See our COBC for more information
Prohibition of bribery and facilitating payments	See our COBC for more information
Audits for business integrity	Transparency, Awareness and Oversight and Policies, Procedures and Guidelines for Proper Requisitions, Commitments, Payments and Record Keeping
Political Contributions	See KBR, INC. PAC

GOVERNANCE – ENTERPRISE RISK MANAGEMENT

Governmental contracts revenue	Enterprise Risk Management
Our enterprise risk management processes	Enterprise Risk Management
Our sustainability risk management	Sustainability and Climate Risk Management
Our climate change risk	Our Climate Transition Plan
Our board and risk oversight	Risk Governance

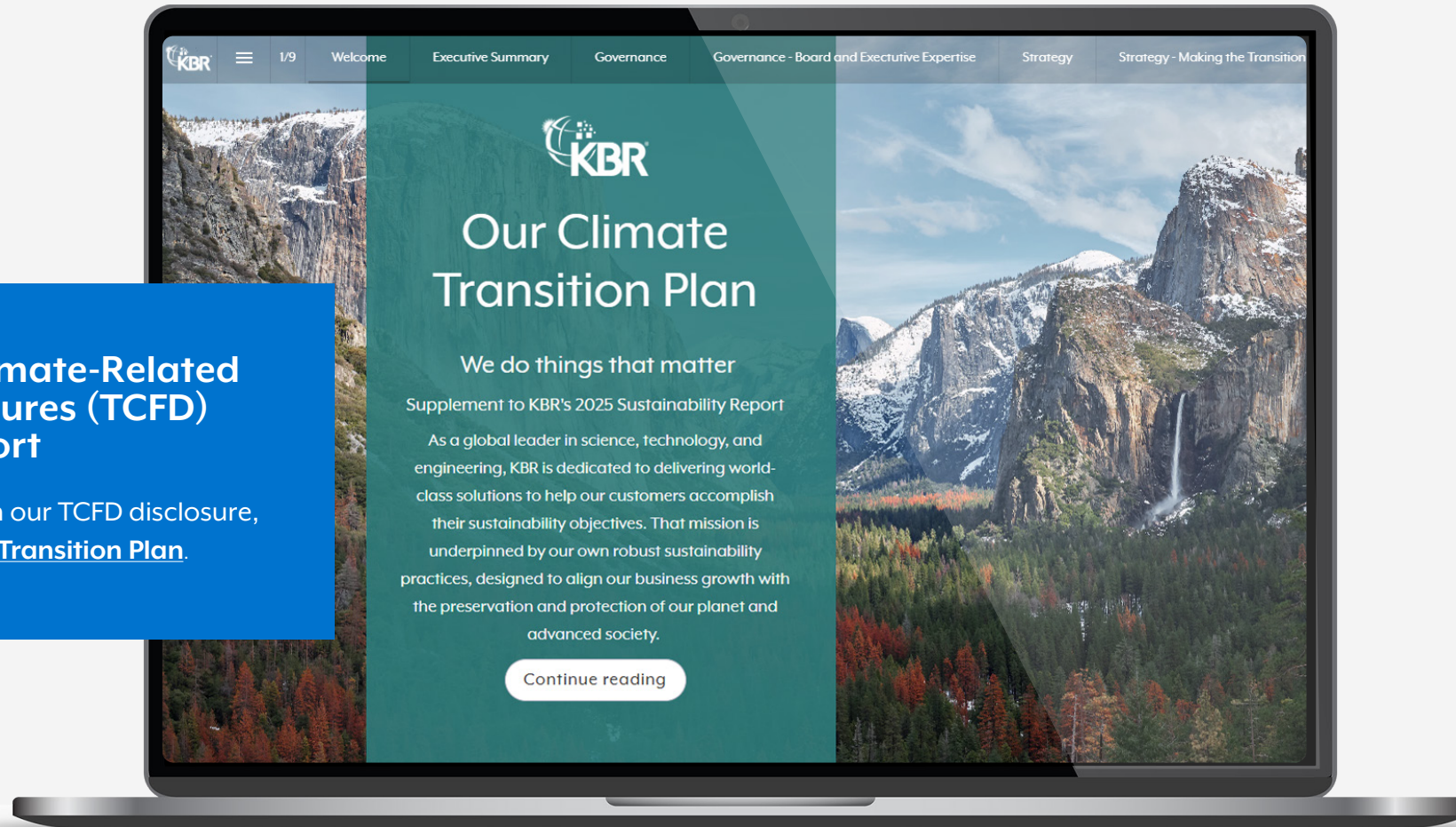
GOVERNANCE – SUSTAINABLE SUPPLY CHAIN

Our supply chain management*	Sustainable Supply Chain , 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 labour, forced labour, human trafficking and slavery ▪ Environmental standards <i>*For both employees and subcontractors.</i>
Our Supplier Code of Conduct	Supplier Code of Conduct
Our supply chain and human rights	Human Rights, Labor Rights and Modern Day Slavery
Supply chain subcontractor audits	Human Rights, Labor Rights and Modern Day Slavery

Percentage of new suppliers screened against social criteria	11%
Percentage of targeted suppliers that have undertaken sustainability questionnaire	28%
Percentage of suppliers signed to the supplier code of conduct	100%
Percentage of targeted suppliers that have undertaken sustainability audits	100% of targeted suppliers 16 on-site modern slavery audits and 286 CTIP audits conducted
Percentage of assessed suppliers engaged in corrective actions or capacity building	100% of poor performing suppliers (scoring lower than 50% in assessments) undertake corrective actions and capacity building
Percentage of buyers across all locations who receive training on sustainable procurement	100% All procurement team employees are required to complete annual COBC training, which covers topics including human rights, health and safety, and cybersecurity. Additional, role-specific training on specialised sustainable procurement topics is also mandated where relevant.
U.S. Small Business Program	All references to SBCs are inclusive of: ▪ Small businesses (SB) ▪ Small disadvantaged businesses (SDB) (including Alaska Native Corporations (ANCs) and Indian Tribes) ▪ Historically Black colleges and universities / minority institutions (HBCU/MI) ▪ Women-owned small businesses (WOSB) ▪ Veteran-owned small businesses (VOSB) ▪ Service-disabled veteran-owned small business (SDVOSB) ▪ Historically underutilized business zone (HUBZone) small businesses. All references to other than small business (OTSB) shall include businesses certifying as large, non-profit, or foreign business concerns.

Taskforce On Climate-Related Financial Disclosures (TCFD) And IFRS S2 Report

For more information on our TCFD disclosure, please see [Our Climate Transition Plan](#).



VALUE REPORTING FOUNDATION – SUSTAINABLE ACCOUNTING STANDARDS BOARD PRIMARY SECTOR REPORT

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 data breaches Cybersecurity and Data Privacy and 2025 Key Sustainability Index
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	See our Workforce Demographics report
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Voluntary turnover: 12% Involuntary turnover: Data unavailable
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Please see our Business Integrity for more information
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Refer to KBR's Form 10-K
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract*	SV-PS-000.A	See Workforce Demographics report
	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.

*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.

GLOBAL REPORTING INITIATIVE (GRI) CORE 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 Delivering Sustainability
	102-3	Location of headquarters	Houston, Texas
	102-4	Location of operations	10-K Report
	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
	102-8	Information on employees and other workers	About KBR, Belong 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 2025.
	102-11	Precautionary Principle or Approach	Our Sustainability Strategy
	102-12	External initiatives	KBR expressly supports the United Nations Declaration of Human Rights (UDHR), also known as the U.N. Human Rights Charter. We have committed to contributing to global progress and intend to use the United Nations Sustainable Development Goals (SDGs) to guide our efforts in future years. We are a member of the U.N. 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
	102-16	Values, principles, standards and norms of behavior	Our Vision and Values
	102-17	Mechanisms for advice and concerns about ethics	Business Integrity . Any suspected 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	Proxy Statement
	102-20	Executive-level responsibility for economic, environmental, and social topics	Our Board
	102-21	Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement and Proxy Report
	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	Stuart Bradie, Chair of the Board, President and CEO

GRI CORE INDEX

Principled Governance

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-24	Nominating and selecting the highest governance body	Our Board and Proxy Statement
	102-25	Conflicts of interest	Proxy Statement
	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	Proxy Statement
	102-29	Identifying and managing economic, environmental, and social impacts	Our Sustainability Strategy
	102-30	Effectiveness of risk management processes	Enterprise Risk Management and 10-K Report
	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	Proxy Statement

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-36	Process for determining remuneration	Proxy Statement
	102-37	Stakeholders' involvement in remuneration	Proxy Statement
	102-38	Annual total compensation ratio	Proxy Statement
	102-39	Percentage increase in annual total compensation ratio	Proxy Statement
	102-40	List of stakeholder groups	Stakeholder Inclusiveness , Proxy Statement
	102-41	Collective bargaining agreements	Global Human Rights Policy
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement
	102-43	Approach to stakeholder engagement	Stakeholder Engagement
	102-44	Key topics and concerns raised	Stakeholder Engagement
	102-45	Entities included in the consolidated financial statements	10-K Report and Proxy Statement
	102-46	Defining report content and topic boundaries	About KBR and Our Sustainability Strategy
	102-47	List of material topics	Our Sustainable Strategy
	102-48	Restatements of information	In 2025, we are using the GRI™ Core Option

GRI CORE INDEX

Principled Governance

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	102-49	Changes in reporting	No changes in reporting
	102-50	Reporting period	January 1, 2025 to December 31, 2025
	102-51	Date of most recent report	2025
	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	The financial data cited in our Proxy Report and 10-K Report was third-party verified. Climate data is third-party verified. See report.
	103-1	Explanation of the material topic and its boundaries	Our Sustainability Strategy
	103-2	The management approach and its components	Our Sustainability Strategy
	102-3	Evaluation of the management approach	Our Sustainability Strategy . 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 2025 Key Sustainability Data

Topic	GRI Standard	Disclosure	Disclosure Information
Strategy	201-3	Defined benefit plan obligations and other retirement plans	Benefits
	202-2	Ratios of standard entry level wage by gender compared to local minimum wage	All employees are paid at least the legally required minimum wage
	202-4	Financial assistance received from government	We received no government financial assistance during the period of this report
	203-1	Infrastructure investments and services support	10-K Report
	204-1	Proportion of spending on local suppliers	Sustainable Supply Chain
	205-1	Operations assessed for risks related to corruption	Business Integrity and Enterprise Risk Management
	205-2	Communication and training about anti-corruption policies	Business Integrity
	205-3	Confirmed incidents of corruption and actions taken	No significant incidents in 2025

GRI CORE INDEX

Planet

Topic	GRI Standard	Disclosure	Disclosure Information
	302-1	Energy consumption within the organization	2025 Key Sustainability Disclosures – Planet
	302-3	Energy intensity	2025 Key Sustainability Disclosures – Planet
	302-4	Reduction of energy consumption	Our Climate Transition Plan
	305	Emissions	Our Climate Transition Plan
	306	Waste	2025 Key Sustainability Disclosures – Planet
	307	Environmental compliance	Environmental Stewardship of Our Facilities
	308	Supplier environmental assessment	Sustainable Supply Chain

Social

Topic	GRI Standard	Disclosure	Disclosure Information
	401	Employment	About KBR
	402	Labor/management relations	Workforce Demographics Report
	403	Occupational health and security	Health, Safety and Security
	404	Training and education	Grow
	405	Diverse and equal opportunity	Belong
	406	Non-discrimination	Belong , 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	10-K Report and Proxy Statement

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	Our Approach to Tax 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 Delivering Sustainability Environmental Stewardship
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 Connect Mental Fitness and Well-being Employee Support Program Health, Safety and Security
4	Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	I&D Community Outreach	Connecting With Our Communities One Ocean General Workplace Skills Job-specific and Technical Skills Management and Executive Leadership Skills Talent Development Programs Matrix Knowledge-sharing and Innovation Educational Partnerships Benefits Educational Reimbursement and Support

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
5	Gender Equality 	Achieve gender equality and empower all women and girls	Total Inclusion Community Outreach Governance	Connecting With Our Communities One Ocean Belong All In Grow Benefits Connect Protecting Human Rights
6	Clean Water and Sanitation 	Ensure availability and sustainable management of water and sanitation for all	Climate Change Governance	Delivering Sustainability Environmental Stewardship Our Climate Transition Plan
7	Affordable and Clean Energy 	Ensure access to affordable, reliable, sustainable, and modern energy for all	Climate Change Efficient Energy Supply Partners	Delivering Sustainability Environmental Stewardship Our Climate Transition Plan
8	Decent Work and Economic Growth 	Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all	Total Inclusion HSS Community Outreach Governance Risk Supply Partners	Our Approach to Tax Global Salaries Paid Connecting With Our Communities Belong Connect Enterprise Risk Management Protecting Human Rights Global Human Rights Policy Sustainable Supply Chain

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	Total Inclusion Climate Change Efficient Energy Reuse/Recycle Governance Risk Supply Partners	Grow Educational Partnerships Technical Mastery Knowledge-sharing and Innovation Cybersecurity and Data Privacy Delivering Sustainability
10	Reduced Inequalities 	Reduce inequality within and among countries	Total Inclusion HSS Community Outreach Governance Supply Partners	Connecting With Our Communities One Ocean Belong All In Grow Educational Institution Partnerships Connect Mental Fitness and Well-being Employee Support Program Health, Safety and Security Delivering Sustainability Business Integrity Protecting Human Rights Global Human Rights Policy Sustainable Supply Chain
11	Sustainable Cities and Communities 	Make cities and human settlements inclusive, safe, resilient, and sustainable	Cleaner Planet Recycle/Reuse Efficient Energy Sustainable Travel Supply Partners Governance	Environmental Stewardship Delivering Sustainability

No.	Sustainable Development Goal	Description	KBR Pillars	Disclosure Information
12	Responsible Consumption and Production 	Ensure sustainable consumption and production patterns	Cleaner Planet Recycle/Reuse Sustainable Travel Supply Partners Governance	One Ocean Delivering Sustainability Environmental Stewardship Our Climate Transition Plan Business Integrity Sustainable Supply Chain Management
13	Climate Action 	Take urgent action to combat climate change and its impacts	Cleaner Planet Recycle/Reuse Efficient Energy Sustainable Travel Risk Governance Supply Partners	One Ocean Our Climate Transition Plan Environmental Stewardship Delivering Sustainability 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 Cleaner Planet Sustainable Travel	One Ocean Delivering Sustainability Environmental Stewardship Our Climate Transition Plan

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	Cleaner Planet Recycle / Reuse Sustainable Travel Supply Partners	Delivering Sustainability Environmental Stewardship Our Climate Transition Plan Sustainable Supply Chain
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	Total Inclusion Community Outreach Cleaner Planet Governance Supply Partners	Belong Connect 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	Total Inclusion Community Outreach Cleaner Planet Recycle / Reuse Sustainable Travel Efficient Energy Supply Partners	U.N. Global Compact One Ocean Connecting With Our Communities Belong Educational Partnerships Technical Mastery Our Climate Transition Plan Protecting Human Rights Sustainable Supply Chain

ABBREVIATIONS

ACATS	Audit and Corrective Action Tracking System
AI	Artificial Intelligence
ANC	Alaska Native Corporations
APAC	Asia-Pacific
BAT	Best available techniques
CCS	Carbon capture and storage
CDP	Climate Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CISO	Chief Information Security Officer
CMMC	Cybersecurity Maturity Model Certification
COBC	Code of Business Conduct
COE	Center of Excellence
COI	Communities of Interest
COP	Communication on Progress
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CtCC	Courage to Care Conversations
CTIP	Combating Trafficking in Persons
CTP	Climate Transition Plan

DC3	Department of Defense Cyber Crime Center
DCISE	Defense Industrial Base Collaborative Information Sharing Environment
DDI	Development Dimensions Inc.
DFARS	Defense Federal Acquisition Regulation Supplement
DOJ	Department of Justice
DRP	Dispute Resolution Program
EEOI	Equal Employment Opportunity
ELT	Executive Leadership Team
EMEA	Europe, Middle East and Africa
EMS	Environmental Management System
ENVID	Environmental Impacts Identification
ERG	Employee Resource Groups
ERM	Enterprise Risk Management
ESG	Environment, Social and Governance
ESPP	Employee Stock Purchasing Program
EU	European Union
EVP	Employee Value Proposition
FAQ	Frequently asked questions
FAR	Federal Acquisition Regulation

FCPA	Foreign Corrupt Practices Act
FIR	Fatality Incident Rate
FOSS	Future of STEM Scholars Initiative
GLDP	Global Leadership Development Program
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GRRS	Global Records Retention Schedule
HBCU	Historically Black Colleges and Universities
HiPo	High Potential Incident Rate
HR	Human Resources
HRIS	Human Resource Information System
HSE	Health, Safety and Environment
HSERS	Health, Safety and Environment Incident Reporting System
HSS	Health, Safety and Security
HSSE	Health, Safety, Security and Environment
HUBZone	Historically Underutilized Business Zone
IFRS	International Financial Reporting Standards
ILO	International Labor Organization

ABBREVIATIONS

IMS	Information Management System
IR	Incident Rate
ISO	International Organization for Standardization
ISSB	International Sustainability Standards Board
ISOA	International Stability Operations Association
IT	Information Technology
ITAR	International Traffic in Arms Regulations
ITIMS	Information Technology Integrated Management System
KBRS	KBR Supplier Portal
KCB	British Order of Chivalry
KPI	Key Performance Indicators
LTIR	Lost Time Incident Rate
MFA	Multifactor Authentication
MI	Minority Institutions
MSA	Modern Slavery Act
MSCI	MSCI Inc. (formerly Morgan Stanley Capital International)
NIST	National Institute of Standards and Technology
Ok NoW	Network of Well-being
OAW	Operation Allies Welcome
OHS	Occupational Health and Safety

OTSB	Other than Small Business
OWS	Operation Warp Speed
PCB	Polychlorinated Biphenyls
PO	Purchase Orders
PTSD	Post-traumatic stress disorder
QMS	Quality Management System
RoSPA	Royal Society for the Prevention of Accidents
SAFE	Sustaining Accident Free Environments
SB	Small Businesses
SBC	Small Business Concerns
SBTi	Science Based Targets initiative
SCOC	Supplier Code of Conduct
SDB	Small Disadvantaged Businesses
SDG	Sustainable Development Goals
SEC	Securities and Exchange Commission
SFO	Serious Fraud Office
SME	Subject Matter Expert
SMS	Service Management System
SOX	Sarbanes-Oxley
SPE	Supplier Performance Evaluation

STEM	Science, technology, engineering and mathematics
SDVO SB	Service-disabled Veteran-owned Small Business
TCFD	Taskforce on Climate-related Financial Disclosures
TRIR	Total Recordable Incident Rate
TSTI	Total Safety Task Instruction
UAE	United Arab Emirates
U.K.	United Kingdom
U.N.	United Nations
U.S.	United States
USAF	United States Air Force
VOSB	Veteran-owned Small Businesses
WGEA	Workplace Gender Equality Agency
WOSB	Women-owned Small Businesses

Forward-looking Statements

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Some examples include statements regarding our plans, objectives, goals, strategies, future events, targets and backlog information, sustainability-related initiatives, targets and goals, including our climate-related targets, and other information that is not historical. When used in this report, the words “believe,” “may,” “estimate,” “continue,” “anticipate,” “intend,” “plan,” “expect” and similar expressions are intended to identify forward-looking statements. Such statements are based upon our current expectations and various assumptions, which are made in good faith, and we believe there is a reasonable basis for them. However, because forward-looking statements relate to the future, they are subject to inherent risks, uncertainties and other factors that are difficult to predict and which could cause actual results to differ materially from the forward-looking statements contained in this report.

Additional information about potential risk factors that could affect our business and financial results is included in our most recently filed Form 10-K, any subsequent Forms 10-Q and 8-K, and any other U.S. Securities and Exchange Commission filings. We caution you not to place undue reliance on the forward-looking statements included in this report, which speak only as of the date hereof. We disclaim any intent or obligation, except as required by law, to revise or update this information to reflect new information or future events or circumstances. We also disclaim any duty to comment on or correct information that may be contained in reports published by investment analysts or others.



Corporate Headquarters
601 Jefferson Street / Houston, TX 77002 / +1 713.753.2000 / kbr.com

kbr.com/sustainability