



A sustainable future begins now.

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Kellogg Brown & Root Limited
Carbon Reduction Plan

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COMMITMENT
TO ACHIEVING
NET ZERO

KBR IS COMMITTED TO
ACHIEVING NET ZERO
EMISSIONS BY 2050.

02. BASELINE EMISSIONS FOOTPRINT

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

02

Additional details relating to the Baseline Emissions calculations:

- Our carbon emissions are calculated using an operational control approach, as described in the GHG Protocol. Therefore, only the following Kellogg Brown & Root Limited sites are considered: Leatherhead (office), Cumbria (Office), & Swindon (office & warehouse) which constitute the complete UK operational-control boundary for Kellogg Brown & Root Limited.
- The following Kellogg Brown & Root Limited subsidiary has its own PPN 006 compliant Carbon Reduction Plans and is excluded from all data reported in this Kellogg Brown & Root Limited Carbon Reduction Plan:



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

<https://www.fnc.co.uk/media/j2dytbw/frazer-nash-consultancy-net-zero-progress-report-2026.pdf>



We have estimated emissions associated with the following activities:

- employees working from home
- hotel stays
- employee commuting



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





03

03. CURRENT EMISSIONS REPORTING

Baseline year 2023

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

Scope 1	Location based		732
	Market based*		387
Scope 2	Location based		742
	Market based**		0
Scope 3 (including sources)	Category 4	Upstream Transportation & Distribution	176
	Category 5	Waste generated in operations	5
	Category 6	Business Travel	5,210
	Category 7	Employee Commuting & Working from	1,357
	Category 9	Downstream Transportation & Distribution	0
			Not applicable. Kellogg Brown & Root Limited is a services organisation & has no downstream transportation or distribution of sold products within the reporting boundary.
	Total		6,742
Total Emissions (location based)			8,216

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

Data reporting year 2025

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

Scope 1		Location based	579
Scope 2		Location based	536
		Market based*	0
Scope 3 (including sources)	Category 4	Upstream Transportation & Distribution	15
	Category 5	Waste generated in operations	35
	Category 6	Business Travel	5,248
	Category 7	Employee commuting & working from Home	1,528
	Category 9	Downstream Transportation & Distribution	0
			Not applicable. Kellogg Brown & Root Limited is a services organisation & has no downstream transportation or distribution of sold products within the reporting boundary.
	Total		6,826
Total Emissions (location based)			7,941

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

04



04. EMISSIONS REDUCTION TARGETS

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

Near-Term

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

Long-Term

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

Overall Net-Zero

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

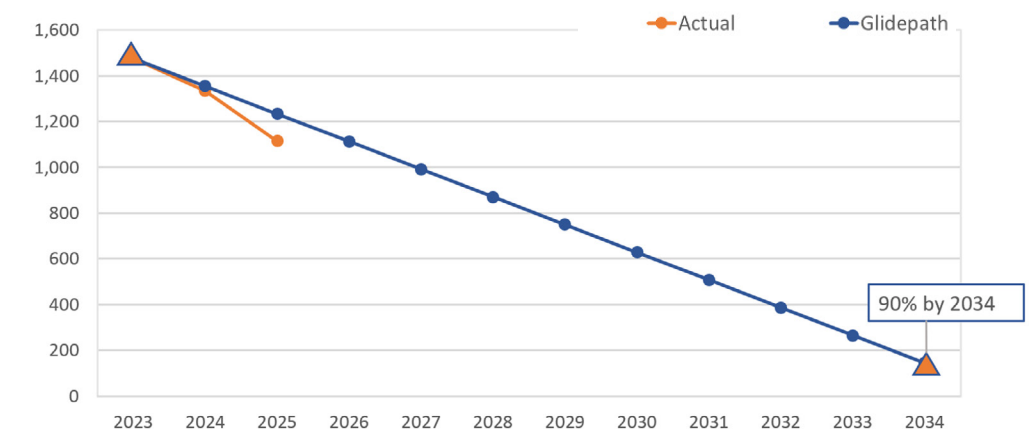
*The target boundary includes land-related emissions & removals from bioenergy feedstocks.

We project that carbon emissions will decrease over the next 3 years to 6,335 tCO₂e by 2029. This is a reduction of 22.9% from the 2023 baseline.

Progress against targets

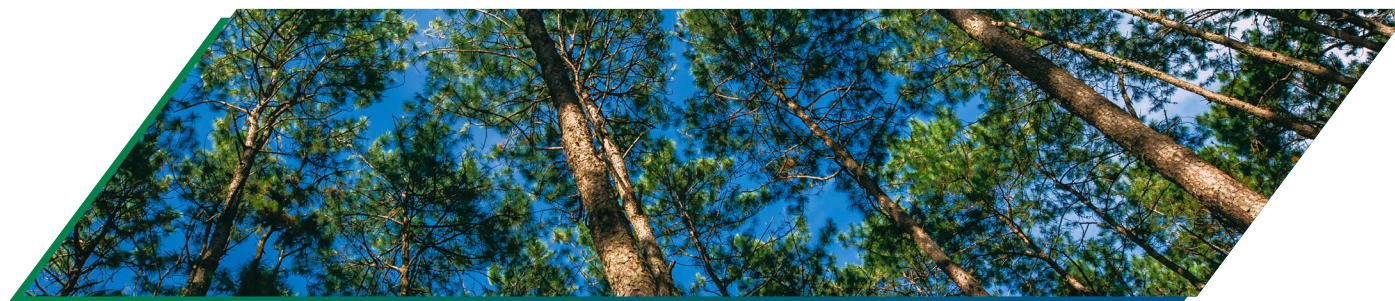
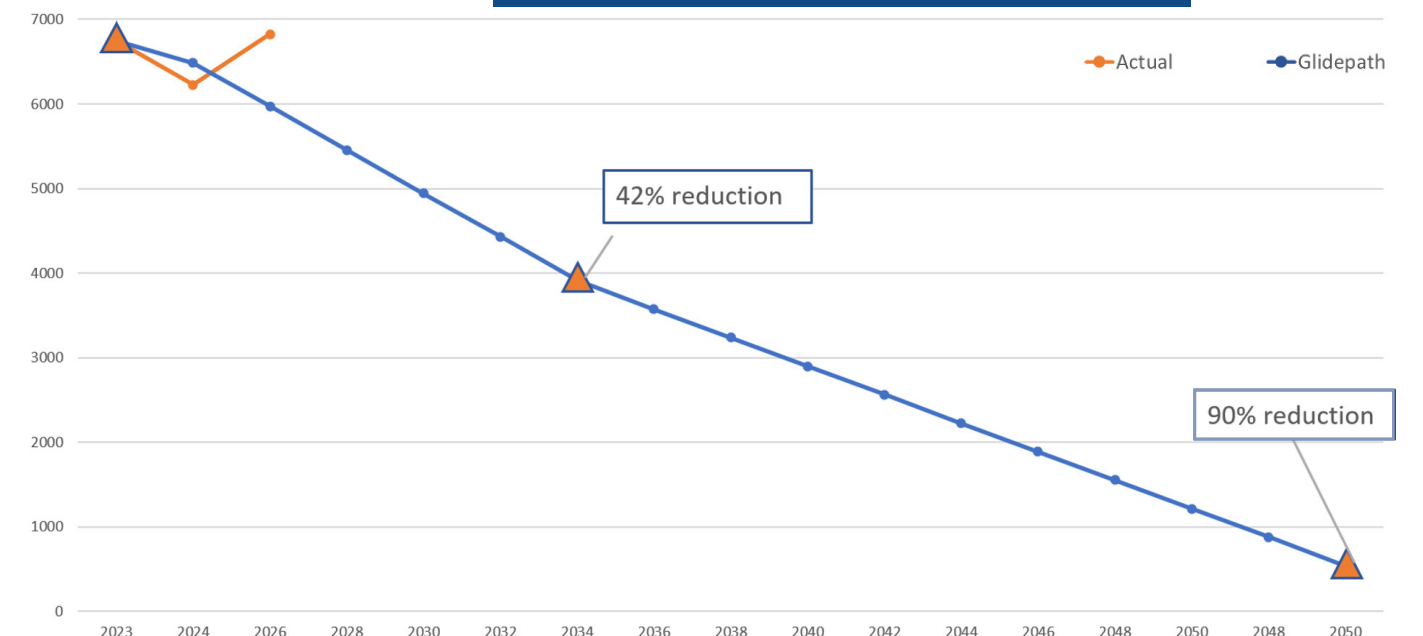
Overall progress against our Scope 1 and Scope 2 science-based target is shown in Figure 1 below. In 2025 we reduced our combined Scope 1 & 2 emissions by 16% since 2024 & 24% since our 2023 baseline, ahead of our SBTi near-term trajectory.

Glidepath of Scope 1 & 2 vs Actual Emissions



Progress against our Scope 3 target is shown in Figure 2 below. This reflects an overall increase of 10% in the five Scope 3 categories measured since 2024, and 1% since the 2023 baseline. The increase in our Scope 3 emissions reflects increases in business travel, employee commuting, homeworking & waste associated emissions. There has been a reduction in upstream transportation & distribution associated emissions.

Progress against our Scope 3 target



05. CARBON REDUCTION PROJECTS

Completed carbon reduction initiatives

The following environmental management measures & projects have been completed or implemented since the 2023 baseline. Overall reported emissions decreased by 275 tCO2e, or approximately 3%, compared to the 2023 baseline. The following environmental management measures & projects have been completed or implemented since the 2023 baseline. These measures will be in effect when Kellogg Brown & Root Limited performs the contract.

We are a Business Ambition for 1.5°C campaign member, part of the UN-backed Race to Zero campaign and a member of the Climate Ambition Alliance, confirming our commitment to the most ambitious carbon reduction pathways.

In June 2022 we committed to setting science-based targets. We submitted our near-term & long-term Net Zero targets to the SBTi for approval in July 2024. Our targets were validated & approved in January 2025.

Operations and Energy

- Reduced employee commuting emissions through implementation of an agile working policy.
- Modernised & partially electrified the company vehicle fleet.
- Installed LED lighting at the Leatherhead office.
- Installed on-site solar photovoltaic panels at the Swindon facility.
- Procured Renewable Energy Guarantees of Origin (REGOs) for the Leatherhead, Cumbria and Swindon sites.
- Achieved zero waste to landfill at the Leatherhead office & Swindon site.
- Installed electric vehicle (EV) charging infrastructure at the Leatherhead & Swindon offices.
- Implemented a shuttle coach service (meeting latest emissions standards) between Leatherhead Railway Station & the office to promote public transport use.

Policies, Systems and Governance

- Embedded KBR's global sustainability pillars across operations since their launch in 2019.
- Maintained & continually improved an Environmental Management System certified to ISO 14001:2015.
- Published global Environmental & Sustainability Policies incorporating our Net Zero strategy.
- <https://www.kbr.com/en/document/3276>
- <https://www.kbr.com/en/document/3271>
- Implemented an executive compensation programme linked to sustainability & Net Zero performance.
- Deployed a new global environmental reporting system, Greenstone, by Cority to support our GHG emissions reporting & carbon reduction action tracking.

Carbon Management and Reporting

- Continued voluntary reporting to CDP, MSCI, ISS, Sustainalytics & EcoVadis.
- Offset Scope 1 emissions (via Gold Standard credits) & Scope 2 emissions (via Renewable Energy Certificates).
- Accounted for GHG emissions associated with Defence Nuclear Technology Solutions Division project activities.
- Developed & implemented bespoke carbon reduction plans at project level.
- Incorporated estimation of GHG savings into bid/tender processes where data is available.

05

Supply Chain Engagement

- Launched a Net Zero maturity assessment for suppliers.
- Introduced the KBR Sustainable Supply Chain Charter.
- <https://www.kbr.com/en/document/4456>
- Monitored GHG emissions of approximately 500 key suppliers via CDP Supply Chain programme.
- Assessed environmental performance of key suppliers (top 35% by spend and critical suppliers) using EcoVadis & internal sustainability questionnaires.

People and Culture

- Introduced an electric vehicle salary sacrifice scheme (via Octopus).
- Established sustainability change champions at the Swindon site to drive local initiatives (e.g. energy efficiency campaigns & litter-picking).
- Introduced sustainability pledges at both project & individual leadership levels.
- Delivered Carbon Literacy training workshops for senior leadership (via Lighthouse Sustainability).
- Provided cycle bikes at the Swindon site to support low-carbon travel.
- Delivered our flagship environmental sustainability initiative "One Ocean" to promote environmental awareness & education in local communities & schools.
- Recognised sustainability achievements through our quarterly "Zero Harm" awards.
- Appointed dedicated sustainability roles (Sustainability Manager in 2022 & Sustainability Specialist in 2024).

Future carbon reduction

In the future we plan to assess & consider implementing the following Measures:

Supply Chain

- Continue to monitor & improve supply chain GHG emissions data.
- Introduce incentives to support supplier decarbonisation.

Policies and Governance

- Continue to maintain & enhance the ISO 14001:2015 certified Environmental Management System.
- Update the business travel policy to align with Environmental & Sustainability Policy requirements.
- Develop & implement Net Zero-aligned contract clauses.

Carbon Management

- Continue integrating GHG emissions reduction considerations into tendering processes.
- Expand tracking & reporting capabilities for Scope 3 emissions.

People and Behaviour

- Deliver a structured environmental behavioural change & training programme across the workforce.
- Target emissions from business travel & commuting through communications campaigns, toolbox talks & carpooling initiatives.
- Promote sustainability engagement through internal communications, including a "Sustainability Scoop" feature in monthly newsletters.



06

DECLARATION AND SIGN OFF

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

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans. Emissions have been reported & recorded in accordance with the published reporting standard for Carbon Reduction Plans & the GHG Reporting Protocol corporate standard¹ and uses the appropriate government emission conversion factors for greenhouse gas company reporting.²

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

This Carbon Reduction Plan was approved by the board of directors of KBR limited on the 1st September 2026.

Signed on behalf of the Supplier:

KBR Vice President

Date: 1st September 2026

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