



UK Gender Pay Gap Report 2019



KBR's UK gender pay gap is 28.8%. This isn't where we want to be. It reflects a talent gap caused by a gender imbalance across the industry.

Introduction

Women currently represent



10.1% of our Senior Leadership Team

9.6% of our Senior management

15.6% of our management roles



It is essential to our future that everyone - everyone - feels empowered and everyone has the resources and opportunity to realise their full potential.



Stuart Bradie President and CEO

As an international enterprise operating in over 40 countries, with a population of 36,000 employees globally, we want to attract and retain the best global talent.

The KBR Behaviours are:

We Deliver

We are committed to standing by our promises to deliver projects through collaboration, discipline and the KBR Way.

We Value Our People

We value and respect our employees as people. We are committed to Zero Harm for every person. We emphasize development of each person to reach his or her full potential.

We are People of Integrity

We are people of character. We value honesty, trust, courage, prudence and tenacity. We will not sacrifice our integrity.

We Empower Our Employees

We trust our employees to be independent decision makers while being held accountable to quality and delivery. We enable our employees to be proactive in their work and adaptive to change.

We Lead by Example

We own our work, individually and as a company. We have a passion to deliver high quality work and a will to succeed. We value the success of KBR over individual success.

We are ONE KBR.



KBR Behaviours

The KBR behaviours are a set of principles that drive our day-to-day business activities. They are the backbone of our corporate culture and reinforce our mission, vision and values and ensure our motto.

We Deliver

We Value Our People

We are People of Integrity

We Empower Our Employees

We Lead by Example

The Gender Pay Gap - Definition

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap is not the same as equal pay. Pay audits are undertaken annually to ensure parity.

In this report we set out our KBR UK gender pay gap data. We set out our commitment to reducing the gap and our progress in doing so. The factors in causing the gap remain the same: fewer women than men in leadership positions, and fewer women than men in executive positions, which attract higher rates of pay.

At KBR we appreciate the complexities around tackling gender under-representation both internally and externally. We are committed to increasing the number of women we have across all disciplines of the organisation. We are delivering education programmes on unconscious bias and gender neutral recruitment. Cultivating diversity in our workforce is critical for us to achieve our innovation ambitions.



Susana Chambers
Director, HR

I have witnessed a palpable change in attitudes towards gender diversity across KBR, its subsidiaries and joint ventures, that have made real progress but there is still so much more that we can do - and are doing.

The commitment to WISE (Women In Science & Engineering) 10 Steps; the introduction of 'unconscious bias' awareness training for Hiring Managers; and the Social Engagement strategy are three tangible demonstrations of the business recognising the need to change.

KBR remain committed to the attraction, development and retention of female talent with the appropriate targets being set across the business.



KBR Gender Pay Gap

Key Facts



The gender pay gap is not the same as equal pay.



Women represent 20% of the UK workforce.



The number of women in the Upper Quartile pay band has increased on 2017.



There are more women in Senior Leadership roles than ever before.



The mean and median gender pay gap has improved on 2017.



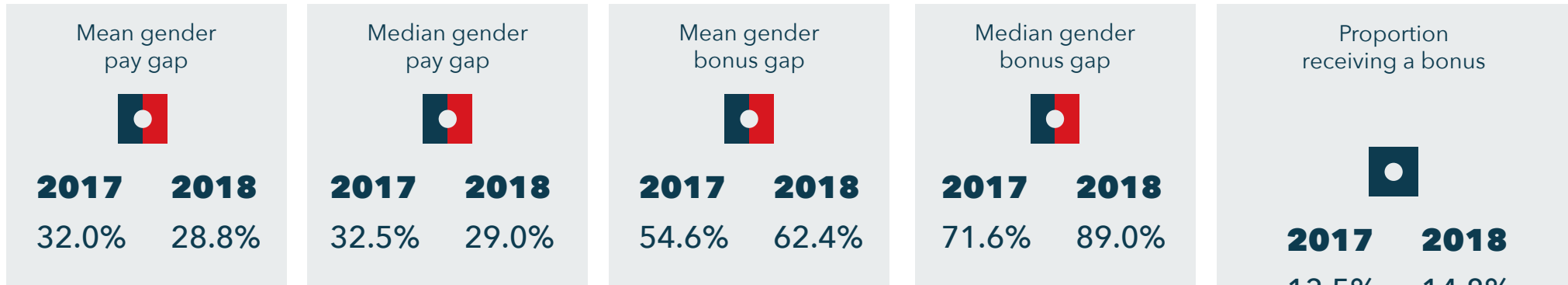
In 2018, more female employees were in roles that received bonuses than in 2017.

KBR is committed to addressing the issue of unconscious bias within the business and delivering gender specific diversity initiatives

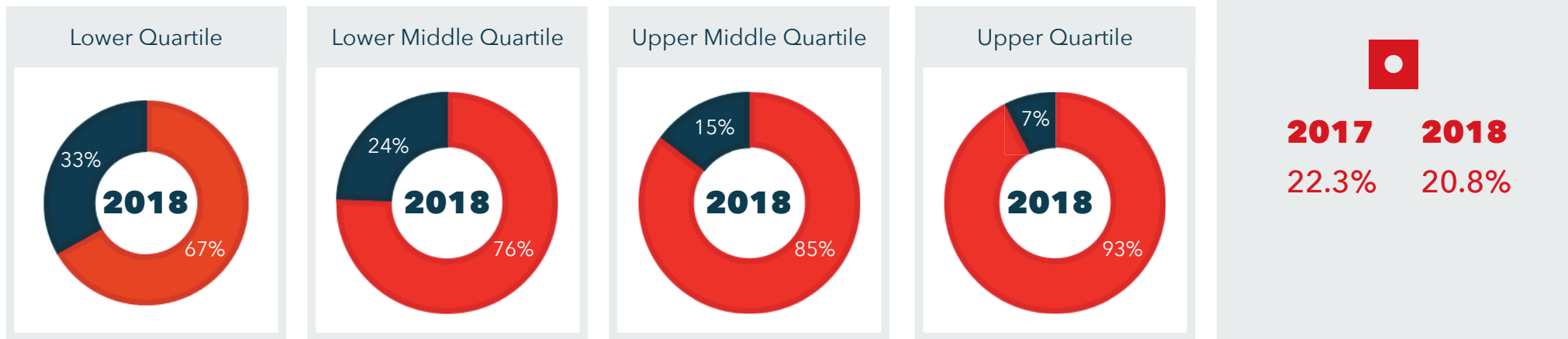
Understanding Our Pay Gap



KBR Population 2017 79% Male 21% Female 2018 80% Male 20% Female



The charts below show the proportion of males and females in each quartile pay band:



What we are doing to address the gap

Aspire - KBR's gender parity employee network

"Through being the Chair of Aspire from 2016 – 2018 I have seen a fundamental shift in the conversations, cultures and priorities around gender parity at KBR. I credit the shift to transparent and conscious conversations to the Aspire network and the awareness raising events that the network hosted. Through the network we have uncovered areas for improvement and also areas of best practice within the business, where gender parity & inclusion thrive. We can use these areas of best practice as examples for other parts of the business to learn and grow. The network has empowered people to bring the conversation of gender parity to the table and it is discussed openly & frankly throughout all levels of the business – these conversations have planted the seeds of change for KBR which are now beginning to grow."



Vicky Paley
Chairperson, Aspire 2018

Aspire - KBR's gender parity employee network

"Aspire UK continues working towards transforming the culture at KBR and making diversity and inclusion an intrinsic part of the way we work and operate. The results from 2017-2018 present an improvement in some areas however they also highlight that there is still a great amount of work to be done to reduce the gender pay gap, especially to improve the representation of female professionals at high levels. It is definitely about talent and merit so we need to demonstrate that women and men are equally capable of holding positions of responsibility and leadership. These results encourage Aspire to continue working towards our objective of achieving gender parity."



Adriana Vargas-Colwill
Chairperson, Aspire 2019

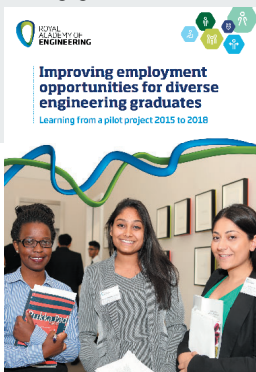
Work in the Community - Attracting future generations with aspirations of a fully inclusive workforce

What we are doing to address the gap

Graduate Engineering Engagement Programme

KBR is a participant employer in the Graduate Engineering Engagement Programme (GEEP). GEEP is a collaborative employer programme, led by the Royal Academy of Engineering, to increase the transition of engineering graduates from diverse backgrounds into engineering employment. It is delivered in partnership with SEO London (Sponsors for Educational Opportunity).

Delivery of the programme is in response to the need to address the engineering skills gap by inspiring, attracting, recruiting and retaining people from diverse backgrounds into engineering employment. It also aims to address the unequal employment outcomes of ethnic minority engineering graduates highlighted through Academy research.



Open Doors - attracting the next generation of female employees

Open Doors is a chance for students, parents, teachers and local businesses to see inside the UK headquarters of KBR. With interactive displays and hands-on experiences, attendees get a real perspective on the range of career opportunities available across the KBR portfolio of engineering, government services, technology and consulting including our large-scale projects. It showcases the huge range of jobs and career paths including our apprenticeship and graduate schemes with a strong focus on the benefit of STEM subjects. Our Open Doors 2019 aims to attract in excess of 500 visitors and we will be actively promoting Open Doors to our schools in our catchment and extended regions with an emphasis on the next generation of female employees.



Jane Saunders
Manager, Communications

Flexible Working

Whilst we have a campus standard work pattern, there are a number of possible working patterns designed around balancing career and life, added to which are flexible start and finish times, options for part-time working, sabbaticals, and different employment options all centred around flexibility to attract and retain a diverse workforce.

KBR

Declaration

We confirm the information and data reported are accurate as of the snapshot date of 5th April 2018 and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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