



# UK Gender Pay Gap Report 2022

Snapshot: 5 April 2021





**KBR's UK gender  
pay gap is 26.6%**

**This is a 5.4%  
improvement since  
reporting commenced  
in 2017**

We recognise that the pay gap is not where we want it to be and continue to undertake significant endeavours towards achieving complete parity

# INTRODUCTION

As of 5 April 21, women represented



10% of our UK Regional Leadership Teams

7.4% of our Senior management

17.3% of our management roles

*We believe that all our individual differences and perspectives are valuable. By embracing those differences and working together, we're more innovative, resilient, safer and better prepared to conquer any challenge.*

In 2021 KBR was ranked 80th in Forbes list of the World's Top Ranking Female Friendly Companies.



*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 bring together the best and brightest to deliver technology and solutions that help our customers accomplish their most critical missions and objectives. In doing so, we strive to create a better, safer and more sustainable world.

### **We Value Our People**

Our people are the heart of everything we do. We are dedicated to creating diverse and inclusive 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 grow and reach their full potential.

### **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 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 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, fuels our passion for delivering for our customers, and makes us a better, stronger, more effective and efficient company.

### **We are ONE KBR**

## **KBR Values**

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

### **We Value Our People**

#### **We Deliver**

#### **We are People of Integrity**

#### **We Empower Our Employees**

#### **We are a Team of Teams**

# 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.

## ***Better, Stronger, Together***

***KBR's culture is built on a commitment to Zero Harm – doing the right thing and making decisions that count for our planet, our communities, our business and, most importantly, our people.***

*2020 and the first quarter of 2021 have seen great strides towards greater levels of Inclusion and Diversity across KBR.*

*2020 saw the appointment of KBR's new Chief People Office, Jenni Myles.*

*Jenni's position on the global Executive Leadership Team has seen Inclusion & Diversity pushed to the forefront of our agendas.*

*The introduction of an Inclusion & Diversity dashboard is a real game changer for KBR, providing the platform for real time data and discussions in respect of parity. This new tool gives managers responsibility and accountability for I&D in their teams and the chance to truly make a difference.*

*In 2020 KBR established its maturity as being an organisation that is "Leader-Led" with Inclusion with achievements in respect of initiatives and development of good practises to reduce workforce imbalance.*

*In 2021, we will progress to an "integrated" phase of maturity, aligning businesses and manage who will take ownership of and responsibility for inclusion and workforce equality.*

*To assist us achieve this integration, 2021 has already seen increased data capture; the introduction of an Inclusion & Diversity dashboard, alignment and expansion of our Employee Resource Groups (such as Aspire UK - our Gender Parity ERG) and increased resources for education.*

*2021 saw KBR undertake an Employee Survey to get the views of our workforce and subsequent workshops to develop improvement activity under the themes of Inclusion & Diversity and Compensation.*

*2022 has seen an increase to our family friendly policies; and improvements to the management of our talent cycle.*

*Our goal is that by 2022 KBR will be a magnet for diverse talent and be known for possessing a culture of belonging and equality.*

**Susana Chambers** HR Director

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*I'm really excited about the breadth of opportunities that exist for me within KBR and the ability to take my career in a number of different directions.*

**Leanne Huitson**

Chief of Staff, Government Solutions EMEA





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*I've always felt that the world was my oyster at KBR, and that I had the support to grow and develop to best meet my potential. Both within my team and wider, I have been able to benefit from the expertise around me to learn. I've had opportunities to undertake training and develop my technical and management skills. Sometimes this is specific advice, sometimes it is to help me think about my own style, and sometimes it's just a sounding board.*

**Charlotte Watson**

Senior Consultant, Transforming Forensics Business Design Lead

# Understanding Our Pay Gap



Women



Men

## KBR Population

2020

77% Male 23% Female

2021

79% Male 21% Female

Mean Gender Pay Gap



2020	2021
24.4%	26.6%

Median Gender Pay Gap



2020	2021
27.7%	31%

Mean Gender Bonus Gap



2020	2021
62.7%	57.6%

Median Gender Bonus Gap



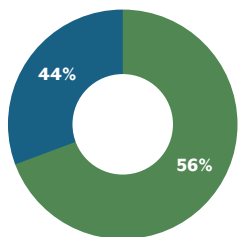
2020	2021
82.2%	83.5%

Proportion of Women Receiving a Bonus

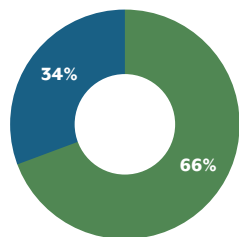


2020	2021
15.4%	18.5%

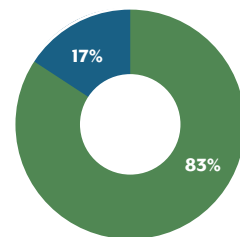
Lower Quartile



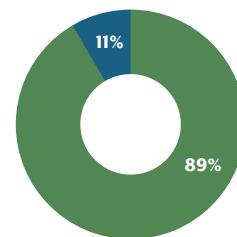
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



*In order to elevate and advance KBR's focus on inclusion and diversity (I&D), we formed the Global I&D Committee at the beginning of 2020 that includes cross-functional business leaders from across the organisation. The committee reports directly to KBR's CEO and Executive Leadership Team (ELT) and operates alongside the Sustainability Committee. The team's mission is to review, assess and ultimately champion new initiatives that support KBR's journey toward increased global diversity and doing so in a way that promotes inclusivity and enhances our company's team-of-teams culture.*



*As a military Spouse with frequent house moves, regular office work at KBR Leatherhead was not achievable for me. KBR supported my transient lifestyle by facilitating flexible autonomous output driven work as part of the business acquisition team. I have been able to continue valid employment irrespective of my husbands' postings and commitments.*

**Ginnie Dallard**  
Project Manager





# What we are doing to address the gap

We have implemented "agile" working weeks that remove both the barriers associated with primary care givers (in the form of both child and elder care) and the geographical constraints in respect of talent attraction and retention.

KBR have become a signatory of the Women In Nuclear charter. Adding to our existing commitment to Women In Defence.

Our action plans for Inclusion & Diversity are for 80% of our managers and 75% of our employees to have completed Unconscious Bias and related Inclusion training before the end of 2022.

To help with our aspiration for parity, we have introduced Inclusion & Diversity dashboards for all managers. These dashboards provide data whereby managers can monitor the level of diversity within their teams and look at specific areas to address in their own teams.

All our recruitment adverts are screened for gender neutral wording and, whilst not always viable, we aspire to having interview panels that are mixed and diverse. Before any role is advertised, we always consider whether the position could be a flexible working opportunity.

*Our employees are the heart of everything we do, and we are dedicated to creating collaborative environments that transcend cultures and geographical boundaries, where all ideas, viewpoints and input are heard, respected and considered. We're also committed to ensuring that every employee feels valued and part of the ONE KBR team of team, regardless of race, religion, disability, sex, sexual orientation, or gender identity or expression.*

Introduction and roll out of the KBR values play-book

Introduction of I&D regional plan

Introduction of I&D dashboard on Workday

I&D working group

Enhanced family friendly policies

ASPIRE UK Employee Resource Group

Commitment to Women In Defence charter

Commitment to Women In Nuclear charter

Women In Science & Engineering (WISE) membership and WISE 10 Steps programme

Agile Working to increase attraction across a wider array of talent

Gender neutral checks of all recruitment advert wording

Unconscious bias and leading diversity online courses

***34% of hires between start of April 21 and end of March 22 have been female***

***OUR AMBITION FOR 2022 IS FOR 44% OF OUR HIRES TO BE WOMEN***

***34% of promotions between the start of April 21 and end March 22 have been female***



## Declaration

We confirm the information and data reported are accurate as of the snapshot date of 5th April 2021 and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**[kbr.com](http://kbr.com)**

