



KBR Annual Shareholder Meeting Q&A May 19, 2021

Question:

With reference to the significant award against the company by the UK Employment Tribunal for discriminatory unfair dismissal last month, what corrective governance actions have you taken to prevent a recurrence of such unlawful and abhorrent treatment of an employee and avert the risk of further damage to the company's reputation?

Answer:

Stuart Bradie, KBR President and Chief Executive Officer, responded, "The first thing I would say – that we regret any pain caused in this case, and we obviously respect the court's decision in this matter. And KBR continues to be fully committed to conducting our business honestly and with integrity, and we've conducted a formal independent review, you know, following from this, to identify lessons learned, and we'll adopt those lessons learned. We remain focused on continually evolving our processes and to create a workplace where our employees feel valued and respected, and we affirm today that we do not tolerate any form – *any form* – of discrimination. Now, we embrace a culture of continuous improvement, and let me give you an appropriate and recent example. In late 2020, we reviewed, updated, and rolled out our corporate and cultural values. I think this was fitting given the substantial changes that had taken place in recent years, not only in business mix but importantly in our culture also, and all our processes and procedures are under constant review to ensure they align with these values. So, hopefully that answers this question. Thank you."