kyndryl

Fiscal 2025 Environment and People Data Book

This data book supports Kyndryl's Fiscal 2025 Corporate Citizenship Report (CCR) and includes key non-financial environmental and people data and performance disclosure metrics. All information is for the fiscal year (FY) noted. For more information on our environment and people programs, please see the Enviroment, People and Our Business chapters of our CCR.

Additional information and performance disclosures related to our environment, people and trust programs are available on our Non-financial Reporting Hub, including the following reports:

- Fiscal 2025 TCFD Report
- Fiscal 2025 GRI Content Index
- Fiscal 2025 SASB Content Index
- Fiscal 2025 CDP Response
- Fiscal 2025 UN SDG Mapping

Environment

GHG emissions, waste and water methodologies

To promote the accuracy and integrity of our environmental disclosures, we engaged ERM Certification and Verification Services Incorporated (ERM CVS) to perform a limited assurance engagement on scope 1 greenhouse gas (GHG) emissions, scope 2 GHG emissions, scope 3 GHG emissions, waste and water data for our fiscal year 2025 (April 1, 2024, to March 31, 2025). Details of the methodologies used and third-party assurance are provided below.

Organizational boundary

Kyndryl's organizational boundary applies to the company's scope 1 and 2 GHG emissions, energy, waste and water from our globally managed properties, and we define the boundary using the operational control approach. The boundary includes data centers and non–data centers (e.g., offices, warehouses, etc.) that are owned and operated, leased and operated, and serviced. Serviced sites are defined as locations that are operated by a third party. The sites included within our organizational boundary are determined through internal systems which are used to track leases and assets. Our approach accounts for emissions of new properties entering our portfolio within the fiscal year on a monthly basis and excludes the emissions of any closed properties only for the period that they cease to operate. Data is reported following the end of Kyndryl's fiscal year, covering April 1 to March 31. Overseen by the Senior Vice President of Global Citizenship and Sustainability, the Global Citizenship and Sustainability (GCS) team is responsible for monitoring and reporting environmental data. GCS works collaboratively with other teams within Kyndryl, including Real Estate and Data Center Services, Procurement, Logistics, Asset Management, Finance, Human Resources and Legal.

Environmental data and metrics boundaries

Kyndryl considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas (GHG) Protocol to assess, calculate and report direct and indirect GHG emissions. Specifically, we follow: GHG Protocol: A Corporate Accounting and Reporting Standard, Revised Edition; GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard; GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard; GRI 306: Waste 2020; and GRI 303: Water and Effluents 2018.

There is uncertainty in quantifying GHG emissions and other environmental data with mathematical models, calculations and data collection. The models used are not always able to accurately measure the relationship between various inputs and the resulting GHG emissions, in part due to incomplete scientific knowledge and assumptions built into models. Kyndryl also works with and relies on third parties to collect and provide relevant environmental data regarding third-party emissions. Therefore, the data provided in this report is subject to limitations.

Scope 1 and 2

Kyndryl's GHG emissions include scope 1 emissions from operated facilities, fleet vehicle fuel and fugitive releases from refrigerants at operated facilities. In our baseline year, fiscal 2023, our disclosed fleet-related emissions, which include Kyndryl-owned and -leased vehicles, were specific to the United States. However, due to improved data capture, our fiscal 2024 and 2025 scope 1 emissions include global fleet-related emissions. Emissions from employee commuting activity are captured in scope 3 category 7.

Emissions from purchased electricity, hot water, chilled water and steam for operated facilities, as well as emissions generated from the electricity required to power and support Kyndryl's IT load in serviced data centers, are included in Kyndryl's scope 2 emissions. Other GHG emissions from serviced sites are captured in Kyndryl's scope 3 category 1 (purchased goods and services) emissions. In fiscal 2023, scope 2 GHG emissions included a small percentage from serviced offices, but in fiscal 2024 and 2025, these emissions were excluded from scope 2 and accounted for in scope 3.

Scope 1 and 2 emissions are inclusive of CO_2, CH_4 and N_20, including biogenic emissions from renewable sources. PFCs, NF_3 and SF_6 were not found in Kyndryl's operations, and biogenic CO_2 emissions from renewable sources were found to be insignificant in Kyndryl's operations.

Kyndryl's scope 1 and 2 emissions are provided in units of metric tons of carbon dioxide equivalent ($mtCO_2e$). We calculated scope 1 and 2 emissions using Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report (AR 6, 100-year horizon), except for cases of purchased electricity where a subset of emission factors are provided with an embedded GWP. In such cases, the embedded GWP is applied without conversion to AR 6. GWP values related to fugitive releases of refrigerants are sourced from either WMO Scientific Assessment of Ozone Depletion[1] or the UNEP Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022 Assessment Report.[2] CO_2e emissions are calculated by multiplying actual or estimated energy and fuel usage or refrigerant gas loss by the relevant emission factor and / or GWP. All emission factors are reviewed annually.

Scope 3

By using industry best practices, following the WRI / WBCSD GHG Protocol's Corporate Value Chain (Scope 3) guidance and evaluating our business model, Kyndryl determined which scope 3 categories to include or exclude in our boundary as indicated by the table below. More information is provided in the section on our scope 3 methodology.

Table 1. Kyndryl scope 3 categories

Scope 3 approach	Scope 3 category	Status
Category 1	Purchased goods and services	Included
Category 2	Capital goods	Included
Category 3	Fuel- and energy-related activities	Included
Category 4	Upstream transport	Included
Category 5	Waste generated in operations	Included
Category 6	Business travel	Included
Category 7	Employee commuting	Included
Category 8	Upstream leased assets	Excluded
Category 9	Downstream transport	Excluded
Category 10	Processing of sold products	Excluded
Category 11	Use of sold products	Excluded
Category 12	End of life (EoL) treatment of sold products	Excluded
Category 13	Downstream leased assets	Excluded
Category 14	Franchises	Excluded
Category 15	Investments	Excluded

[1] WMO (World Meteorological Organization), Scientific Assessment of Ozone Depletion: 2022, Global Ozone Research and Monitoring Project — Report No. 278, pp. 460, Geneva, Switzerland, 2022.

[2] Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022 Assessment Report as published by the United Nations Environment Programme.

Waste

Following the operational control approach, Kyndryl's waste boundary includes non-hazardous and hazardous waste from all operated sites — including data centers and non-data centers. Our waste boundary also includes Kyndryl's electronic waste (e-waste) — sometimes referred to as product end-of-life management (PELM) waste — from owned IT assets. Non-hazardous waste includes waste streams such as general mixed trash, paper, metal, plastic and cardboard. Hazardous waste includes waste streams such as batteries, petroleum waste and electronic components.

Water

Kyndryl's water use primarily comes from water used in our data centers for cooling and humidification. Water usage in our offices is comparatively much smaller, and generally is limited to restrooms and other facilities. Water withdrawal, discharge and consumption at operated data centers and offices, as well as water used to support Kyndryl's IT load in serviced data centers, is included in Kyndryl's water boundary.

Methodology and emission factors

Scope 1 and 2

Scope 1 emissions consist of:

- Stationary combustion of fossil fuels in stationary equipment and machinery at Kyndryl-operated sites
- Mobile combustion of fossil fuels from Kyndryl's owned and leased mobile fleet
- Fugitive refrigerant releases at Kyndryl-operated sites

Scope 2 emissions relate to emissions from the generation of electricity, steam, hot water and chilled water purchased by Kyndryl for site operations and from the electricity required to power and support Kyndryl's IT load in serviced data centers.

Stationary combustion

Fossil fuels from stationary combustion sources include natural gas, fuel oil #2, liquified petroleum gas (LPG) and diesel. Kyndryl collects data on these sources from third-party invoices. Missing natural gas data is either gap-filled based on the coincident month or most recent month if the coincident month is not available, or estimated based on electricity consumption using an intensity factor. The intensity factor is based on actual data available for natural gas consumption per electricity consumption. To estimate missing fuel oil #2 or diesel for data centers, we use electricity consumption at the sites and an intensity factor based on actual data available for the appropriate fossil fuel per electricity consumption. Kyndryl does not gap-fill or estimate missing data for LPG, and we do not gap-fill for fuel oil #2 or diesel. See Table 2 for complete details. Estimation accounts for approximately 11.7% of stationary combustion–related activity data, and gap-filled data accounts for approximately 0.4% of stationary combustion–related activity data.

Table 2. Stationary combustion data

Fuel type	Actual data	Gap-filled data	Estimated data
Natural gas			
Data center	Yes	Yes — as needed, gap-filling is done using data from a similar month (e.g., March 2024 used for March 2025)	Yes — as needed, estimation is done using intensity factor specific to data centers
Non–data center	Yes	Yes — as needed, gap-filling is done using data from a similar month (e.g., March 2024 used for March 2025)	Yes — as needed, estimation is done using intensity factor specific to non–data centers
Fuel oil #2			
Data center	Yes	No — data is not reported in a set cadence and missing data must be estimated	Yes — as needed, estimation is done based on average monthly fuel oil use at the facility
Non–data center	Fuel oil #2 for backup electricity at non–data center facilities is negligible		
Liquid petroleum gas (LPG)			
Data center	Yes	No — all LPG use is reported	No — all LPG use is reported
Non–data center	LPG used at non–data center facilities is negligible		
Diesel			
Data center	Yes	No — data is not reported in a set cadence and missing data must be estimated	Yes — as needed, estimation is done based on average monthly diesel use at the facility
Non–data center	Diesel for backup electricity at non–data center facilities is negligible		

Mobile combustion

Fleet fuel consumption is tracked by our Global Procurement Car Leasing, Car Rental and Compensation group. For fiscal 2023 and 2024, annual fuel consumption — including gasoline, diesel and compressed natural gas — and electricity consumption for electric and hybrid vehicles was assumed based on the typical consumption rate. In fiscal 2023, our disclosed fleet-related emissions were specific to the U.S. In fiscal 2024, they were global. In fiscal 2025, we introduced a minor methodological update to our fleet-related emissions calculations by incorporating annualized contractual mileage data for each fleet. This more granular data, which was not available in previous years, now enables more precise emissions estimates. The fuel-based method is applied to calculate CO_2 emissions using fuel economy figures and mileage data for each vehicle. CH_4 and N_2O tailpipe emissions are estimated separately using the distance-based method.

Fugitive refrigerant releases

For refrigerant releases, the type and loss amount are recorded in our Environmental Incident Reporting System in the period in which it is refilled. Refrigerant gas loss is calculated based on site-specific refrigerant management records. The calculation assumes that the period in which the refrigerant was refilled is the same as the period in which it was released.

Purchased electricity, steam, hot water and chilled water

Data on purchased electricity, steam, hot water and chilled water consumed at Kyndryl sites is collected from third-party invoices. Missing electricity, hot water and chilled water data is either gap-filled or estimated based on the availability of data. Gap-filled data is based on the coincident month for utilized data centers and other sites, or based on the most recent month if the coincident month is not available, the data center is decreasing use due to closure or the data center is increasing use due to ramping up. Estimated electricity data for data centers is calculated using an intensity factor based on actual electricity consumption data per data center IT load multiplied by the IT load of the site requiring estimation. Intensity factors are calculated separately for operated data centers and serviced data centers. The intensity factor

for non–data centers is calculated based on actual electricity consumption per net rentable floor space. The intensity factor is then multiplied by the net rentable floor space of the non–data center requiring estimation. Estimated hot water data is calculated only for non–data centers and based on an intensity factor calculated using actual hot water consumption data per electricity consumption, then multiplied by the electricity consumption of the non–data center requiring estimation. For purchased electricity–, hot water– and chilled water–related activities, estimation accounts for approximately 12.8% of data and gap-filling accounts for approximately 3.8% of data.

Using the market-based method, GHG emissions from purchased energy include renewable electricity sourced from energy contracts, property owners or retiring Guarantees of Origin (GOs) and Renewable Energy Credits (RECs). Renewable electricity applicable to the calendar year has been contracted for and will be retired within the fiscal year.

Emission factors

Emission factors applied by scope and source are as documented in Tables 3, 4 and 5 below.

Table 3. Emission factors for energy

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Australia	Australian National Greenhouse Accounts Factors August 2024 Table 1; breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Australian National Greenhouse Accounts Factors August 2024 Table 2; breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Australian National Greenhouse Accounts Factors August 2024 Table 5	Australian National Greenhouse Accounts Factors August 2024 Table 8	(Diesel oil) Australian National Greenhouse Accounts Factors August 2024 Table 8	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Diesel oil) Australian National Greenhouse Accounts Factors August 2024 Table 8
Brazil	Brazil Ministry of Science, Technology and Innovation — Fator de Emissão Médio Inventários Corporativos 2024 (2023 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	Brazil Ministry of Science, Technology and Innovation — Fator de Emissão Médio Inventários Corporativos 2024 (2023 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Canada	National Inventory Report 1990 – 2022 (2024) — Table A13-1 to A13-14 (Generation Intensity (g GHG / kWh electricity generated))	National Inventory Report 1990 – 2022 (2024) — Table A13-1 to A13-14 (Generation Intensity (g GHG / kWh electricity generated))	(Province-specific Marketable Natural Gas) National Inventory Report 1990 – 2022 (2024) — Table A6.1-1 and Table A6.1-3 (Residential, Construction, Commercial / Institutional, Agriculture)	(Refinery LPGs) National Inventory Report 1990 – 2012 (2014) — Table A8-4 andTable A8-5 (Latest Available)	(Light Fuel Oil — Forestry, Construction, Public Administration Commercial / Institutional) National Inventory Report 1990 – 2022 (2024) — Table A6.1-5	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, August 2024 (figure 3); breakdown estimated based on electricity breakdown % from National Inventory Report 1990 – 2022 (2024) — Table A13-1 to A13-14 (Generation Intensity (g GHG / kWh electricity generated))	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, August 2024 (figure 3, assuming electric driven); breakdown estimated based on electricity breakdown % from National Inventory Report 1990 – 2022 (2024) — Table A13-1 to A13-14 (Generation Intensity (g GHG / kWh electricity generated))	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, August 2024 (figure 3); breakdown estimated based on electricity breakdown % from National Inventory Report 1990 – 2022 (2024) — Table A13-1 to A13-14 (Generation Intensity (g GHG / kWh electricity generated))	(Light Fuel Oil — Forestry, Construction, Public Administration, Commercial / Institutional) National Inventory Report 1990 – 2022 (2024) — Table A6.1-5
China	Ministry of Ecology and Environment of the People's Republic of China — Notice on the Management of GHG Emissions Reporting for Power Generation Enterprises from 2023 to 2025 (2022 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	Ministry of Ecology and Environment of the People's Republic of China — Notice on the Management of GHG Emissions Reporting for Power Generation Enterprises from 2023 to 2025 (2022 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
European Union	European Environment Agency CO_2-emission intensity from electricity generation Nov. 2024 (2023 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	European Environment Agency CO_2-emission intensity from electricity generation Nov 2024 (2023 year data); breakdown estimated based on Electricity breakdown % from International Energy Agency 2024	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Germany	Germany Umweltbundesamt — Entwicklung der spezifischen Treibhausgas Emissionen des deutschen Strommix in den Jahren 1990 – 2023 (2024) (Tabelle 2: THG-Emission-faktor ohne Vorketten) (2021 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 2: Residual Mixes 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
Hong Kong, China	International Energy Agency 2024	International Energy Agency 2024	WRI Stationary Combustion Tool V4.2, latest GWP applied	Hong Kong Carbon Accounting Guidelines. Table 1.1 – 1.3 (revised 2010)	Hong Kong Carbon Accounting Guidelines. Table 1.1 – 1.3 (revised 2010)	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	Hong Kong Carbon Accounting Guidelines. Table 1.1 – 1.3 (revised 2010)
Ireland	(Electricity generation) Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 2: Residual Mixes 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data, net calorific value NCV, for CO_2); WRI Stationary Combustion Tool V4.2, latest GWP applied (for CH_4 and N_2O)	Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data, for CO_2); WRI Stationary Combustion Tool V4.2, latest GWP applied (for CH_4 and N_2O)	(Diesel / Gas oil (100% petroleum)) Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data, for CO_2); (Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied (for CH_4 and N_2O)	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Diesel / Gas oil (100% petroleum)) Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data, for CO_2); (Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied (for CH_4 and N_2O)

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Japan	International Energy Agency 2024	International Energy Agency 2024	(Indigenous natural gas as proxy) National Greenhouse Gas Inventory Document of Japan 2024 Table 3-11, 3-23, 3-24	National Greenhouse Gas Inventory Document of Japan 2024 Table 3-11, 3-23, 3-24	(Gas oil or diesel oil (crude oil origin)) National Greenhouse Gas Inventory Document of Japan 2024 Table 3-11, 3-23, 3-24	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas oil or diesel oil (crude oil origin)) National Greenhouse Gas Inventory Document of Japan 2024 Table 3-11, 3-23, 3-24
Mexico	México Registro Nacional de Emisiones (2024 year data) (Published Feb. 28, 2025); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	México Registro Nacional de Emisiones (2024 year data) (Published Feb. 28, 2025); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Calculadora de emisiones para el Registro Nacional de Emisiones V8.1 Mzo. 2023	Calculadora de emisiones para el Registro Nacional de Emisiones V8.1 Mzo. 2023	Calculadora de emisiones para el Registro Nacional de Emisiones V8.1 Mzo. 2023	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	Calculadora de emisiones para el Registro Nacional de Emisiones V8.1 Mzo. 2023
Netherlands	Netherlands CO_2-emissiefactoren 2024 (published Jan 2024) - Elektriciteit Stroom (onbekend); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 2: Residual Mixes 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
New Zealand	Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (Electricity used — 2023 year data) (published May 2024)	Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (Electricity used — 2023 year data) (published May 2024)	Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (2022 year data) (published May 2024)	Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (2022 year data) (published May 2024)	(Light Fuel Oil) Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (2022 year data) (published May 2024)	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	Measuring Emissions: A Guide for Organisations — 2024 Emission Factors Workbook (2022 year data) (published May 2024)

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Portugal	Portugal Fator de Emissão da Eletricidade 2024 (2022 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 2: Residual Mixes 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) US EIA form 1605 (2010). Appendix N	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
Singapore	Energy Market Authority — Singapore Energy Statistic 2024 (Table 2.4 — Grid Emission Factor (GEF) — 2023 year data) (for CO_2); breakdown estimated based on electricity breakdown % from International Energy Agency 2024 (for CH_4 and N_2O)	Energy Market Authority — Singapore Energy Statistic 2024 (Table 2.4 — Grid Emission Factor (GEF) — 2023 year data) (for CO_2); breakdown estimated based on electricity breakdown % from International Energy Agency 2024 (for CH_4 and N_2O)	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator Version 2 (last updated 30 Nov 2023)	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator Version 2 (last updated 30 Nov 2023)	(Gas / Diesel oil) Singapore National Environment Agency (NEA) Reckonable Emissions Calculator Version 2 (last updated 30 Nov 2023)	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) Singapore National Environment Agency (NEA) Reckonable Emissions Calculator Version 2 (last updated 30 Nov 2023)
Switzerland	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 5: Production Mix 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 5: Production Mix 2023 (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
Taiwan, China	Energy Administration Taiwan, China — Electricity Carbon Emission Factor (2022 year data) (Published in 2023); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Energy Administration Taiwan, China — Electricity Carbon Emission Factor (2022 year data) (Published in 2023); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
Thailand	Thailand Ministry of Energy Policy and Planning Office (2024 year data) (Published in 2025 (for CO_2); breakdown estimated based on electricity breakdown % from International Energy Agency 2024 (for CH_4 and N_2O)	Thailand Ministry of Energy Policy and Planning Office (2024 year data) (Published in 2025 (for CO_2); breakdown estimated based on electricity breakdown % from International Energy Agency 2024 (for CH_4 and N_2O)	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied
United Kingdom	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	Association of Issuing Bodies European Residual Mixes 2023 (Version 1.0, 2024-05-30), Table 2: Residual Mixes 2023 (for CO_2), UK Government GHG Conversion Factors for Company Reporting 2024 V1.1 (for CH_4 and N_2O)	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1, Gross Calorific Values used per document guidance	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1, Gross Calorific Values used per document guidance	(Gas Oil) U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1, Gross Calorific Values used per document guidance	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas Oil) U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1, Gross Calorific Values used per document guidance

Table 3. Emission factors for energy *(continued)*

Country	Purchased electricity — location-based	Purchased electricity — market-based	Natural gas	Liquefied petroleum gas (LPG) (stationary)	Fuel oil #2	Purchased steam	Purchased chilled water	Purchased hot water	Diesel (stationary)
United States, Puerto Rico, other U.S. territories	EPA eGRID 2023 (Updated Jan. 2025)	EPA eGRID 2023 (Updated Jan. 2025)	EPA Emission Factors for GHG Inventories 2024, last modified June 5, 2024	EPA Emission Factors for GHG Inventories 2024, last modified June 5, 2024	EPA Emission Factors for GHG Inventories 2024, last modified June 5, 2024	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, Aug. 2024 (figure 3); breakdown estimated based on electricity breakdown % from EPA eGRID 2022 (Updated Jan. 2024)	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, Aug. 2024 (figure 3, assuming electric driven); breakdown estimated based on electricity breakdown % from EPA eGRID 2022 (Updated Jan. 2024)	U.S. Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions, August 2024 (figure 3); breakdown estimated based on electricity breakdown % from EPA eGRID 2022 (Updated Jan. 2024)	(Distillate Fuel Oil #2 as Proxy) EPA Emission Factors for GHG Inventories 2024, last modified June 5, 2024
All other countries and territories	International Energy Agency 2024	International Energy Agency 2024	WRI Stationary Combustion Tool V4.2, latest GWP applied	WRI Stationary Combustion Tool V4.2, latest GWP applied	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Conversion from Purchased Electricity) U.S. EIA form 1605 (2010) Appendix N	U.K. Government GHG Conversion Factors for Company Reporting 2024 V1.1	(Gas / Diesel oil) WRI Stationary Combustion Tool V4.2, latest GWP applied

Table 4a. Emissions for fleet vehicle fuel — Fuel-based emission factors (CO_2)

Country	Purchased electricity — location-based	Gasoline (mobile)	Diesel (mobile)
Australia	Australian National Greenhouse Accounts Factors August 2024 Table 1; breakdown estimated based on electricity breakdown % from International Energy Agency 2024	(Automotive gasoline) Australian National Greenhouse Accounts Factors August 2024 Table 8	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Brazil	Brazil Ministry of Science, Technology and Innovation — Fator de Emissão Médio Inventários Corporativos 2024 (2023 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
China	Ministry of Ecology and Environment of the People's Republic of China — Notice on the Management of GHG Emissions Reporting for Power Generation Enterprises from 2023 to 2025 (2022 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
European Union	European Environment Agency CO_2-emission intensity from electricity generation Nov 2024 (2023 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Germany	Germany Umweltbundesamt — Entwicklung der spezifischen Treibhausgas Emissionen des deutschen Strommix in den Jahren 1990 - 2023 (2024) (Tabelle 2: THG-Emission-faktor ohne Vorketten) (2021 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Ireland	(Electricity generation) Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data) (for CO_2), International Energy Agency 2024 (for CH_4 and N_2O)	(Gasoline / Petrol (100% petroleum)) Sustainable Energy Authority of Ireland (SEAI) Conversion and Emission Factors V1.3 (published May 2024) (2023 year data, for CO_2); (Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied (for CH_4 and N_2O)	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Japan	International Energy Agency 2024	(Gasoline (crude oil origin)) National Greenhouse Gas Inventory Document of JAPAN 2024 Table 3-11, 3-23, 3-24	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024

Table 4a. Emissions for fleet vehicle fuel — Fuel-based emission factors (CO_2) *(continued)*

Country	Purchased electricity — location-based	Gasoline (mobile)	Diesel (mobile)
Mexico	México Registro Nacional de Emisiones (2024 year data) (Published 28 Feb 2025); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	Calculadora de emisiones para el Registro Nacional de Emisiones V8.1 Mzo. 2023	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Netherlands	Netherlands CO_2-emissiefactoren 2024 (published Jan 2024) — Elektriciteit Stroom (onbekend); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
Portugal	Portugal Fator de Emissão da Eletricidade 2024 (2022 year data); breakdown estimated based on electricity breakdown % from International Energy Agency 2024	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024
United States	N / A	Table 1. CO_2 Emission Factors by Fuel in tab "Mobile Combustion — Fuel Use" from Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx	N / A
United Kingdom	UK Government GHG Conversion Factors for Company Reporting 2024 V1.1	Table 1. CO_2 Emission Factors by Fuel in tab "Mobile Combustion — Fuel Use" from Emission_Factors_for_Cross_Sector_Tools_V2.0_0.xlsx	N / A
All other countries and territories	International Energy Agency 2024	(Motor gasoline) WRI Stationary Combustion Tool V4.2, latest GWP applied	(Using mobile Diesel Fuel CO_2 EF, with Petroleum Products CH_4 and N_2O EFs as proxy) EPA Emission Factors for GHG Inventories 2024, last modified 5 June 2024

Table 4b. Emissions for fleet vehicle fuel — Distance-based emission factors (CH_4 and N_2O)

Country	References
United States	GHG Protocol Emission Factors from Cross-Sector Tools (March 2024), Mobile Combustion — Distance, Table 1. CH_4 and N_2O Emission Factors for U.S. and Other Regions by Vehicle Distance
All other countries and territories	GHG Protocol Emission Factors from Cross-Sector Tools (March 2024), Mobile Combustion — Distance, Table 2. CO_2, CH_4, N_2O Emission Factors for U.K. by Vehicle Distance, updated to use UK Government GHG Conversion Factors for Company Reporting (2024)

Table 5. Emission factors for refrigerants

Refrigerant	References
R-22	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 66, Table 3.I-1
FM200	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 67, Table 3.I-1
R-114	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 67, Table 3.I-1
R-32	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 66, Table 3.I-1
R-134A	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 67, Table 3.I-1
R-407C	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 70, Table 3.I-2
R-410A	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 71, Table 3.I-2
Ammonia	UN Environment Programme: Refrigeration, Air Conditioning and Heat Pumps Technical Options Committee 2022, Assessment Report, pp 68, Table 3.I-1

Scope 3

The methodology for data collection, analysis and estimation for each applicable scope 3 category is provided in the following sections. Each category of data was analyzed separately before being combined to represent Kyndryl's scope 3 emissions.

Purchased goods and services (category 1) and capital goods (category 2)

To calculate Kyndryl's category 1 and 2 emissions, we use both the spend-based and activity-based method in line with the GHG Protocol's Technical Guidance for Calculating Scope 3 Emissions. For activity-based, we collect supplier-specific data using either the emissions that the supplier provides or the supplier's emission intensity factors, which are estimated from their disclosed emissions and revenue. For spend-based, we collect data on the economic value and amount spent on purchased goods and services and capital goods, adjust for inflation and then multiply this amount by the relevant environmentally extended input-output (EEIO) emission coefficients from the EPA Supply Chain dataset. For fiscal 2025, 66.3% of our scope 3 category 1 and 2 spend were calculated using the activity-based emission method and 33.7% were calculated using the spend-based emission method.

Fuel- and energy-related activities (category 3)

Kyndryl's category 3 emissions include emissions from transmission and distribution (T&D) losses and upstream emissions of direct and indirect energy and fuel. We calculate T&D losses by multiplying the compiled purchased electricity data (methodology described above in the section on scope 1 and 2 emissions) by the appropriate grid loss coefficients. Following the industry average data method, the grid loss coefficients are derived from multiple sources such as the U.S. EPA e-Grid and International Energy Agency (IEA), depending on the location of the sites. The upstream emissions of direct and indirect energy and fuel are calculated based on the well-to-tank (WTT) approach. Compiled electricity and fuel consumption data (methodology described above in the section on scope 1 and 2 emissions) is multiplied by WTT emission factors, which are obtained from the United Kingdom Government's Department of Business, Energy and Industrial Strategy (U.K. GOV BEIS) and IEA Life Cycle Total Upstream Factors.

Upstream transportation and distribution (category 4)

We use the well-to-wheel (WTW) method to measure Kyndryl's category 4 emissions for the full life-cycle analysis of transportation, including:

- Raw material extraction to use
- Outsourced logistics services used to transport or distribute products from tier 1 suppliers to Kyndryl facilities
- Transport between Kyndryl's own facilities

Emissions calculations are conducted by a Kyndryl transportation service provider covering approximately 60% of Kyndryl's total transportation and then extrapolated to estimate total category 4 emissions.

Waste generated in operations (category 5)

Kyndryl's category 5 emissions come from general waste generated from operations and wastewater treatment. Following the waste type–specific measurement method, we use the waste emission factors from the U.S. EPA Emission Factors Hub to determine the disposal methods and their corresponding emissions. We assess, categorize and harmonize waste data based on the EPA's disposal methods and material type, and apply corresponding emission factors to calculate emissions. We calculate emissions from wastewater treatment based on Kyndryl's activity data related to water withdrawal and discharge, and by applying the U.K. GOV BEIS emission factors.

Business travel (category 6)

Kyndryl's business travel emissions are calculated using a hybrid approach combining distance-based and spend-based methods. The main data source is Kyndryl's primary business travel service provider, which uses a distance-based methodology and applies emission factors from the U.K. Department for Environment, Food & Rural Affairs (DEFRA). Business-related emissions from travel activities not captured by Kyndryl's primary travel service provider are estimated using emission intensities derived from similar types of travel reported by the main provider. The remaining emissions are estimated using a hybrid of distance-based and spend-based methods and U.S. EPA emission factors.

Employee commuting (category 7)

Kyndryl's emissions from employees' daily commutes are based on the results of employee surveys, which are conducted to identify employee travel patterns across Kyndryl. The results, which are based on sample size, are extrapolated to the rest of the employee population using workplace indicator values. EPA distance-based emission factors for various transportation methods are used to calculate commute-related emissions.

Excluded categories

Upstream leased assets (category 8)

An analysis of fiscal year source spend data indicates two types of leased assets — auto leases and IT equipment leases. Emissions corresponding to both types of assets are included in scope 2 and scope 3 (categories 1 and 2) based on how Kyndryl currently collects this data. Fuel-related emissions from leased vehicles are included in our scope 1 emissions.

End-of-life treatment of sold products (category 12)

Due to the current processes and disposal methods in place, product end-of-life management (PELM) is treated similarly to operational waste. Insignificant quantities of electronic equipment sold to customers are collected as waste and processed by a third-party logistics and waste processing contractor. The actual quantity of this electronic equipment waste is not available, as this waste is included and reported under PELM waste, which also includes waste collected from our facilities. Emissions corresponding to PELM are therefore included under scope 3 category 5.

Remaining categories

Categories 9, 10, 11, 13, 14 and 15 are excluded as Kyndryl is not a product manufacturing company and does not own franchises or downstream leased assets.

Waste

Kyndryl collects data on both hazardous and non-hazardous waste. Hazardous waste includes batteries, petroleum waste and electronic components. Non-hazardous waste includes general mixed trash, paper, metal, plastic and cardboard. Facilities waste data is collected where available at Kyndryl-operated sites. Facilities waste data is not collected at serviced sites, as we do not have any financial or operational control over waste management. When non-hazardous waste data is unavailable, we estimate using a proxy factor based on average waste generated at sites per electricity load for data centers, or average waste generated at sites per square meter for offices and other non–data center sites. Because all hazardous waste data must be reported, no estimates are required. For IT electronic waste, also referred to as PELM waste, which comes from both operated and serviced sites, our logistics and waste service providers provide quarterly data.

Water

Kyndryl collects water data where available at our operated sites. Serviced data centers are included within our water boundary to ensure that we take responsibility for the water required to run the IT equipment that we operate, including at these sites. Serviced non–data centers are not included in our water boundary, as Kyndryl does not have any financial or operational control over water management. Water data includes water withdrawn for supply to the site and wastewater discharged from each facility within scope of the boundary. The difference between the two amounts is calculated as water consumption. For data centers where water withdrawal data is not available, a proxy factor of water withdrawn in relation to electricity, calculated using Kyndryl actual data from representative sites, is used to estimate water withdrawn. For operated non–data centers (e.g., offices), a proxy factor of water withdrawn in relation to net rentable floor space, calculated using Kyndryl actual data from representative sites, is used to estimate water withdrawn. When wastewater discharge data is not available for data centers, a proxy factor of wastewater discharged in relation to a site's water withdrawn is calculated using Kyndryl actual data from representative sites, and then used to estimate wastewater discharge. For operated non–data centers, it is assumed that 90% of water withdrawn is discharged as wastewater, as there is minimal cooling or any other operations occurring at these sites that would result in material water consumption. For sites with partial actual data, missing data is either gap-filled based on the previous year's data for the corresponding month or the most recent month if the coincident month is not available, the site is a data center that is decreasing use due to closure or the site is a data center that is increasing use due to ramping up.

Independent environmental assurance report

ERMCVS

Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Kyndryl Inc. ("Kyndryl") to provide limited assurance in relation to the Selected Information set out below and presented in the Kyndryl Fiscal 2025 Environment and People Data Book (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement

Whether the following Selected Information for Fiscal Year (FY) 2025 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report unless otherwise noted.

Selected Information

Disclosure	Unit
Greenhouse Gas Emissions	
Scope 1 GHG emissions	metric tons of CO_2e
Scope 2 GHG emissions (location-based)	metric tons of CO_2e
Scope 2 GHG emissions (market-based)	metric tons of CO_2e
Scope 3 GHG Emissions total and by category: ▪ Category 1: Purchased goods and services ▪ Category 2: Capital Goods ▪ Category 3: Fuel-and energy-related activities ▪ Category 4: Upstream transport and distribution ▪ Category 5: Waste generated in operations ▪ Category 6: Business travel ▪ Category 7: Employee Commuting	metric tons of CO_2e
Waste	
Waste Streams (excluding PELM*) Hazardous Waste – Diverted	metric tons
Waste Streams (excluding PELM*) Hazardous Waste – Disposed	metric tons
Waste Streams (excluding PELM*) Non-Hazardous Waste – Diverted	metric tons
Waste Streams (excluding PELM*) Non-Hazardous Waste – Disposed	metric tons
PELM* Hazardous Waste – Diverted	metric tons
PELM* Hazardous Waste – Disposed	metric tons
PELM* Non-Hazardous Waste – Diverted	metric tons
PELM* Non-Hazardous Waste – Disposed	metric tons
Total Hazardous Waste – Diverted	metric tons
Total Hazardous Waste – Disposed	metric tons
Total Non-Hazardous Waste – Diverted	metric tons
Total Non-Hazardous Waste – Disposed	metric tons
Water	
Total Water Discharge	megaliters
Total Water Withdrawn	megaliters
Total Water Consumption	megaliters
Total Water Discharge in High Water Stress Areas	megaliters
Total Water Withdrawn in High Water Stress Areas	megaliters

*PELM - product end–of–life management

ENGAGEMENT SUMMARY (CONTINUED)

Reporting period

FY2025 - April 1, 2024 – March 31, 2025

Reporting criteria

- The GHG Protocol Corporate Accounting and Reporting Standard WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions
- GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions
- World Resource Institute Aqueduct Water Risk Atlas (4.0)
- Kyndryl's reporting criteria as explained in Kyndryl's Fiscal Year 2025 Data Book
- GRI Sustainability Reporting Standards and Principles:
  - GRI 306: Waste 2020
  - GRI 303: Water and Effluents 2018

Assurance standard and level of assurance

We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board.

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective responsibilities

Kyndryl is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.

ERM CVS' responsibility is to provide a conclusion to Kyndryl on the agreed assurance scope based on our engagement terms with Kyndryl, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for FY2025 are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated fiscal year 2025 group data for the Selected Information, which included testing the completeness and mathematical accuracy of conversions and calculations and consolidation in line with the stated reporting boundary;
- Conducting one in-person visit (Marham, Canada) to review local reporting processes and consistency of reported annual data with selected underlying source data for each indicator. We interviewed relevant staff, reviewed site data capture and reporting methods, checked calculations, and assessed the local internal quality and assurance processes;
- Evaluating the conversion and emission factors and assumptions used;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

August 20, 2025
Malvern, PA

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. We did not undertake source data verification at any operated facilities.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Kyndryl in any respect.

Kyndryl environmental targets and performance

Environmental targets

Kyndryl is committed to reaching net-zero GHG emissions by 2040. This commitment includes our near-term target to reduce absolute scope 1, 2 and 3 GHG emissions 50% by fiscal 2030 from our fiscal 2023 base year. Within this near-term target, we committed to reducing absolute scope 1 and 2 GHG emissions 75% by fiscal 2030 from our fiscal 2023 base year and reducing absolute scope 3 GHG emissions from purchased goods and services, capital goods and fuel- and energy-related activities within the same timeframe. The Science Based Targets initiative (SBTi) has validated Kyndryl's net-zero science-based target by 2040 and near-term science-based emissions reduction targets. Kyndryl is committed to making absolute emission reductions in line with SBTi's guidance and requirements in both the near and long term. In line with SBTi's guidance and consistent with our intended reduction methods, our goals are based on our market-based emissions.

Kyndryl's emissions reduction plan includes an integrated financial and emissions model that details the steps and actions needed to reach our goals. We continue to update and review this model and our GHG management program to best support our efforts. Our emissions reduction plan focuses on our internal emissions, which come primarily from data center operations and our value chain.

Our additional environmental targets include:

- Obtaining 100% of our purchased electricity from renewable sources by 2030
- Diverting 100% of our IT e-waste from landfills by 2030
- Reducing our water consumption in high water-stressed areas[3] by 30% by 2030, against our fiscal 2023 base year

[3] This includes sites within our water boundary located in extremely high (>80%) and high (40 – 80%) water-stressed areas, obtained through World Resources Institute Aqueduct 4.0 Water Risk Atlas Metadata.

Environmental performance

Environmental performance data and metrics are for the fiscal year, April 1 to March 31, as noted in each table, unless otherwise specified. Refer to the sections on GHG emissions, waste and water methodologies and our independent assurance report for more information on boundaries for the performance metrics.

Table 6. Sustainability training

Kyndryl continues to develop education and training programs that enable our employees to support both our sustainability objectives and those of our customers. Our bespoke Mission Net-Zero course is critical to building a culture that values and actively pursues environmental stewardship, leading to long-term benefits for our company, people and the planet. Table 6 shares the total number of employees and percentage that have completed the course since its launch through the end of the stated fiscal year. Learn more in the Being a preferred service provider section of our CCR.

Metric	FY 2024	FY 2025
Total number of employees that have completed training since course launch	14,000	40,000
Percent of employees that have completed training since course launch	17.5%	54.8%

Table 7: Total GHG emissions[4]

Metric ($mtCO_2e$)[5]	FY 2023 (base year)	FY 2024	FY 2025[6]
Scope 1 GHG emissions Direct GHG emissions from stationary combustion, mobile combustion and fugitive releases of refrigerants	37,316	33,890	37,834[7]
Scope 2 GHG emissions (location-based) Indirect GHG emissions from the generation of electricity, steam, hot water and chilled water purchased by Kyndryl for operated and serviced sites using the location-based method	398,500	387,081	328,349
Scope 2 GHG emissions (market-based) Indirect GHG emissions from the generation of electricity, steam, hot water and chilled water purchased by Kyndryl for operated and serviced sites using the market-based method	280,761	258,113	196,405
Scope 3 GHG emissions Indirect GHG emissions from upstream and downstream value chain activities	838,912	740,210	709,713
Total emissions — scope 1 and 2 (location-based)	435,816	420,971	366,182
Total emissions — scope 1 and 2 (market-based)	318,077	292,002	234,239
Total emissions — scope 1, 2 and 3 (location-based)	1,274,727	1,161,181	1,075,895
Total emissions — scope 1, 2 and 3 (market-based)	**1,156,989**	**1,032,213**	**943,952**

[4] Individual values may not add up to totalized values based on rounding.

[5] $mtCO_2e$ = metric tons of carbon dioxide equivalent.

[6] Fiscal 2025 scope 1, scope 2 location-based, scope 2 market-based and scope 3 greenhouse gas emissions received limited assurance from ERM CVS. Please see the assurance report on page 19 of this document for more information.

[7] The fiscal 2025 refrigerant emissions volume was significantly impacted by a single loss of R-114 — a refrigerant with a very high Global Warming Potential (GWP). The loss was identified during the decommissioning of a stand-by chiller, although the exact period of the release is unknown. The estimated fugitive emissions — based on the chiller's last recorded charge volume — have been fully accounted for in our fiscal 2025 scope 1 refrigerant emissions. This refrigerant loss accounts for more than 50% of our fiscal 2025 scope 1 refrigerant emissions.

Table 8: Scope 1 GHG emissions breakdown[4]

Scope	Metric	FY 2023 (base year)	FY 2024	FY 2025[6]
Facilities Direct GHG emissions from stationary combustion	$mtCO_2e$	31,431	20,144	19,300
	% of scope 1 emissions	84.2%	59.4%	51.0%
	% of total emissions[8]	2.7%	2.0%	2.0%
Refrigerant Direct GHG emissions from fugitive releases of refrigerants	$mtCO_2e$	5,859	8,334	14,950
	% of scope 1 emissions	15.7%	24.6%	39.5%
	% of total emissions[8]	0.5%	0.8%	1.6%
Fleet Direct GHG emissions from mobile combustion	$mtCO_2e$	25	5,412	3,584
	% of scope 1 emissions	0.1%	16.0%	9.5%
	% of total emissions[8]	0.00%	0.5%	0.4%
Total scope 1 GHG emissions	$mtCO_2e$	37,316	33,890	37,834
	% of total emissions[8]	3.2%	3.3%	4.0%

Table 9. Scope 2 GHG emissions breakdown[4]

Scope	Metric	FY 2023 (base year)	FY 2024	FY 2025[6]
Purchased electricity (location-based, operated sites) Indirect GHG emissions from the generation of electricity purchased by Kyndryl for operated sites using the location-based method	$mtCO_2e$	318,457	267,170	204,089
Purchased electricity (location-based, serviced data sites) Indirect GHG emissions from the generation of electricity purchased by Kyndryl for serviced sites (i.e., third-party operated) using the location-based method	$mtCO_2e$	75,700	115,491	122,207
Purchased electricity (market-based, operated sites) Indirect GHG emissions from the generation of electricity purchased by Kyndryl for operated sites using the market-based method	$mtCO_2e$	232,304	165,313	101,631
	% of scope 2 emissions[9]	82.7%	64.0%	51.7%
	% of total emissions[8]	20.1%	16.0%	10.8%
Purchased electricity (market-based, serviced data sites) Indirect GHG emissions from the generation of electricity purchased by Kyndryl for serviced sites (i.e., third-party operated) using the market-based method	$mtCO_2e$	44,114	88,380	92,382
	% of scope 2 emissions[9]	15.7%	34.2%	47.0%
	% of total emissions[8]	3.8%	8.6%	9.8%
Steam, hot water and chilled water Indirect GHG emissions from the generation of steam, hot water and chilled water purchased for site operations	$mtCO_2e$	4,343	4,420	2,392
	% of scope 2 emissions[9]	1.5%	1.7%	1.2%
	% of total emissions[8]	0.4%	0.4%	0.3%
Total scope 2 (market-based) GHG emissions	$mtCO_2e$	280,761	258,113	196,405
	% of total emissions[8]	24.3%	25.0%	20.8%

[8] Total emissions reference the summation of scope 1, scope 2 market-based and scope 3 emissions.

[9] Refers to scope 2 market-based emissions.

Table 10: Scope 3 GHG emissions breakdown[4]

Scope 3 category	Metric	FY 2023 (Base year)	FY 2024	FY 2025[6]
Category 1 Purchased goods and services	$mtCO_2e$	548,511	505,259	504,096
	% of scope 3 emissions	65.4%	68.3%	71.0%
	% of total emissions[8]	47.4%	48.9%	53.4%
Category 2 Capital goods	$mtCO_2e$	67,184	36,157	31,122
	% of scope 3 emissions	8.0%	4.9%	4.4%
	% of total emissions[8]	5.8%	3.5%	3.3%
Category 3 Fuel- and energy-related activities	$mtCO_2e$	109,841	90,135	75,578
	% of scope 3 emissions	13.1%	12.2%	10.6%
	% of total emissions[8]	9.5%	8.7%	8.0%
Category 4 Upstream transportation and distribution	$mtCO_2e$	1,433	1,246	434
	% of scope 3 emissions	0.2%	0.2%	0.1%
	% of total emissions[8]	0.1%	0.1%	0.0%

Table 10: Scope 3 GHG emissions breakdown[4] *(continued)*

Scope 3 category	Metric	FY 2023 (Base year)	FY 2024	FY 2025[6]
Category 5 Waste generated in operations	$mtCO_2e$	2,299	1,655	1,291
	% of scope 3 emissions	0.3%	0.2%	0.2%
	% of total emissions[8]	0.2%	0.2%	0.1%
Category 6 Business travel	$mtCO_2e$	41,292	50,870	43,751
	% of scope 3 emissions	4.9%	6.9%	6.2%
	% of total emissions[8]	3.6%	4.9%	4.6%
Category 7 Employee commuting	$mtCO_2e$	68,351	54,888	53,441
	% of scope 3 emissions	8.1%	7.4%	7.5%
	% of total emissions[8]	5.9%	5.3%	5.7%
Total scope 3 GHG emissions	$mtCO_2e$	838,912	740,210	709,713
	% of total emissions[8]	72.5%	71.7%	75.2%

Table 11. GHG emissions intensity

Metric	FY 2023 (base year)	FY 2024	FY 2025
Total scope 1 and 2 GHG emissions intensity (revenue[10]) (market-based) $mtCO_2e$ / million USD	18.7	18.2	15.6
Total scope 1 and 2 GHG emissions intensity (employee[11]) (market-based) $mtCO_2e$ / employee	3.5	3.7	3.2

Table 12. Energy consumption and intensity

Metric	FY 2023 (base year)	FY 2024	FY 2025
Scope 1 total energy (MWh)	174,770	138,828	129,119
Scope 2 total energy (MWh)	1,493,168	1,444,320	1,289,195
Purchased electricity (MWh)	1,440,086	1,400,119	1,259,889
Total percentage grid electricity[12]	86.3%	88.4%	88.8%
Total percentage renewable electricity[13]	50.7%	51.4%	57.8%
Heating, cooling and steam (MWh)	53,082	44,201	29,306
Total scope 1 and 2 energy consumption (MWh)	1,667,938	1,583,148	1,418,314
Average data center power usage effectiveness (PUE)	1.8	1.8	1.9[14]
Energy intensity by revenue[10] (MWh / million USD)	98.0	98.6	94.2

[10] Kyndryl's fiscal 2023, 2024 and 2025 revenue can be found on page 30 of our Fiscal 2025 Annual Report.

[11] Kyndryl's fiscal 2023, 2024 and 2025 headcount can be found on page 12 of our Fiscal 2023 Annual Report, page 12 of our Fiscal 2024 Annual Report and page 11 of our Fiscal 2025 Annual Report.

[12] Total Percent Grid Electricity calculated according to SASB disclosure TC-SI-130a.1.

[13] We are managing our renewable energy procurement to reach our goal of 100% renewable electricity by 2030, aiming to follow RE100 guidance. We include grid electricity only where permissible by RE100.

[14] Kyndryl is consolidating legacy data centers and shifting IT workloads to more modern, energy-efficient sites and cloud platforms. In the near term, this has the inevitable consequence of reducing utilization levels, which in turn has an impact upon the PUE.

Table 13: Scope 1 and 2 emissions by geography (market-based)

Geography	FY 2023 (base year)	FY 2024	FY 2025
Asia Pacific ($mtCO_2e$)	113,994	100,798	100,829
Europe, the Middle East and Africa ($mtCO_2e$)	73,198	67,862	47,855
North America ($mtCO_2e$)	113,619	110,763	68,676
Latin America ($mtCO_2e$)	17,266	12,580	16,879
Total	**318,077**	**292,002**	**234,239**

Table 14: Facility diversion and disposal metrics[4, 15]

Metric		FY 2023[16] (base year)	FY 2024	FY 2025
Facility waste diverted[17]				
Non-hazardous waste diverted (excluding PELM[18]) (metric tons)	Recycle	Not disclosed	659.0	555.7
	Compost	Not disclosed	78.0	25.1
	Subtotal	**2,415.7**	**737.1**	**580.8**
Hazardous waste diverted (excluding PELM[18]) (metric tons)	Recycle	Not disclosed	836.7	975.1
	Subtotal	**1,119.6**	**836.7**	**975.1**
Total facility waste diverted (excluding PELM[18]) (metric tons)		3,535.3	1,573.8	1,555.9

Table 14: Facility diversion and disposal metrics[4, 15] *(continued)*

Metric		FY 2023[16] (base year)	FY 2024	FY 2025
Facility waste disposed[17]				
Non-hazardous waste disposed (excluding PELM[18]) (metric tons)	Waste to energy	Not disclosed	232.7	91.7
	Incineration	Not disclosed	25.3	10.0
	Landfill	Not disclosed	323.3	218.6
	Other[19]	Not disclosed	1.0	3.1
	Subtotal	**1,413.2**	**582.3**	**323.4**
Hazardous waste disposed (excluding PELM[18]) (metric tons)	Waste to energy	Not disclosed	1.2	1.2
	Incineration	Not disclosed	4.1	28.7
	Landfill	Not disclosed	0.0	0.2
	Other[20]	Not disclosed	3.0	18.8
	Subtotal	**12.9**	**8.3**	**48.9**
Total facility waste disposed (excluding PELM[18]) (metric tons)		1,426.1	590.6	372.3
Total facility waste		**4,961.3**	**2,164.4**	**1,928.2**

[15] Fiscal 2023 data was not assured by a third party. For fiscal 2024 and 2025, ERM CVS has assured the waste metrics. Please see the fiscal 2025 assurance report on page 19 of this document for more information.

[16] In fiscal 2024, Kyndryl improved data reporting methods to include more detailed waste disposal and diversion methods. Waste data in fiscal 2023 designated with "Not disclosed" indicates categories where data was more generally reported prior to this improvement.

[17] Following GRI 2021 standards, Kyndryl categorizes waste that is resold externally, recycled or composted as waste diverted from disposal. Waste that is sent to the landfill, incinerated with or without energy recovery or otherwise disposed of is categorized as waste directed to disposal.

[18] PELM = Product end of life management (IT electronic waste).

[19] Includes fuel blending and chemical treatment.

[20] Includes aqueous and chemical treatment, fuel blending and pyrolysis.

Table 15: Product end of life management (PELM)[4, 15, 18]

Metric		FY 2023 (base year)	FY 2024	FY 2025
IT electronic PELM diverted[17]				
Non-hazardous PELM diverted (metric tons)	Recycle	1,833.1	1,871.0	1,464.1
	Resale	Not disclosed	Not disclosed	0.1
	Subtotal	**1,833.1**	**1,871.0**	**1,464.2**
Hazardous PELM diverted (metric tons)	Recycle	42.4	54.3	18.9
	Resale	12.8	16.1	15.8
	Subtotal	**55.2**	**70.4**	**34.7**
Total IT electronic PELM diverted (metric tons)		**1,888.3**	**1,941.4**	**1,498.9**
IT electronic PELM disposed[17]				
Non-hazardous PELM disposed (metric tons)	Waste to energy	88.1	87.9	89.9
	Incineration	44.0	48.9	27.8
	Landfill	0.6	0.01	0.01
	Subtotal	**132.7**	**136.8**	**117.7**
Hazardous PELM disposed (metric tons)	Waste to energy	0.0	0.0	0.0
	Incineration	0.3	0.3	0.2
	Landfill	0.0	0.0	0.0
	Subtotal	**0.3**	**0.3**	**0.2**
Total IT electronic PELM disposed (metric tons)		**133.0**	**137.1**	**117.9**
Total IT electronic PELM		**2,021.3**	**2,078.5**	**1,616.8**

Table 16: Diversion and disposal totals (facility plus PELM)[15]

Metric	FY 2023 (base year)	FY 2024	FY 2025
Non-hazardous (metric tons)			
Diverted[17]	4,248.8	2,608.1	2,045.0
Disposed[17]	1,545.9	719.1	441.1
Subtotal	5,794.7	3,327.2	2,486.1
Hazardous (metric tons)			
Diverted[17]	1,174.8	907.1	1,009.8
Disposed[17]	13.2	8.6	49.1
Subtotal	1,188.0	915.7	1,058.9
Total (metric tons)	6,982.7	4,242.9	3,545.0

Table 17: Water usage[21]

Metric	FY 2023 (base year)	FY 2024	FY 2025
Water withdrawal (megaliters)			
Withdrawal in high water-stressed[3] areas	926	801	691
Percentage withdrawal in high water-stressed areas	43%	41%	39%
Total withdrawal — all facilities	2,163	1,958	1,791
Water discharge (megaliters)			
Discharge in high water-stressed[3] areas	317	249	192
Percentage discharge in high water-stressed areas	38%	35%	30%
Total discharge — all facilities	837	721	633
Water consumption (megaliters)			
Consumption in high water-stressed[3] areas	609	551	499
Percentage consumption in high water-stressed areas	46%	45%	43%
Total consumption — all facilities	1,326	1,237	1,158
Water intensity (water consumption / revenue[10]) m^3 / million USD	77.9	77.1	76.9

[21] Fiscal 2023 data was not assured by a third party. Fiscal 2024 and 2025 water metrics for all facilities and water metrics for high water-stressed areas for water withdrawal, discharge and consumption were assured by ERM CVS. Please see the fiscal 2025 assurance report on page 19 of this document for more information.

People performance

People performance data and metrics are for the fiscal year, April 1 to March 31, as noted in each table, unless otherwise specified. For more information on our people efforts, please see the People chapter of our CCR.

Table 18: Employee engagement

Kyndryl has maintained our high level of employee engagement and continues to be above industry average levels, specifically for our Empathy and Inclusion Index score and annual employee engagement score. We also continue to achieve near best-in-class results on our Empathy and Inclusion Index.

Metric	FY 2023	FY 2024	FY 2025
Annual employee engagement participation rate	78.0%	78.0%	81.0%
Empathy and Inclusion Index score[22]	85.7%	85.1%	85.3%[23]
Annual employee engagement score	75.5%	74.2%	75.1%[24]

Table 19: Employee health and safety

Kyndryl is considered low risk and is partially exempt from keeping an OSHA 300 log in the U.S. We track global recordable injuries and illnesses, but we are not legally required to do so. We strive for a healthy and safe workplace for all Kyndryl employees.

Metric		FY 2023	FY 2024	FY 2025
Global headcount covered by an ISO 45001–certified Health and Safety Management System (HSMS)	Number[25]	90,000	80,000	73,000
	Percent	100%	100%	100%
Recordable work injuries	Number	24	30	16
	Total Recordable Incident Rate (TRIR)[26]	0.027	0.038	0.022[27]

[22] Empathy and Inclusion Index score is an aggregate of Kyndryl workplace trust, respect and belonging measurements.

[23] Industry comparisons are taken from the 2023 refreshed average scores of 6,000+ companies across industries worldwide. Industry benchmark comparison for Empathy and Inclusion Index score is 80.8%.

[24] Industry comparisons are taken from the 2023 refreshed average scores of 6,000+ companies across industries worldwide. Industry benchmark comparison for Engagement score is 72.7%.

[25] Headcount as reported in our fiscal 2023, 2024 and 2025 Annual Reports.

[26] Total Recordable Injury Rate (TRIR) is presented as a rate per 200,000 worker-hours per year (the equivalent of hours worked in one year by 100 employees).

[27] The count of injuries globally is low overall and far below the industry benchmark (0.30) per the U.S. Bureau of Labor Statistics.

Table 20: Representation[28]

The table below displays gender representation across Kyndryl.

Metric		FY 2023	FY 2024	FY 2025
Total global headcount[25]		90,000	80,000	73,000
Employee workforce	Women	29.3%	29.6%	29.3%
	Men	70.7%	70.4%	70.6%
Board of Directors[29]	Women	30.0%	30.0%	30.0%
	Men	70.0%	70.0%	70.0%
Executives[30]	Women	29.0%	28.4%	30.0%
	Men	71.0%	71.5%	69.4%
C-suite executives (CEO and direct reports)	Women	Not disclosed	36.4%	50.0%
	Men	Not disclosed	63.6%	50.0%
Non-executive managers	Women	Not disclosed	25.8%	26.0%
	Men	Not disclosed	74.2%	73.9%

Table 21: U.S. employees by ethnicity / race (calendar year)[28, 31]

The data below is from Kyndryl's unofficial submission of U.S. EEO-1 data as of December 31 for the years indicated.

Metric	2022	2023	2024
Percent of U.S. employees by ethnicity / race			
Asian	14.8%	15.4%	16.2%
Black / African American	8.3%	8.5%	8.1%
Hawaiian Natives / Pacific Islanders	0.3%	0.2%	0.2%
Hispanic	6.7%	6.9%	6.7%
Native American / Alaskan Natives	0.6%	0.6%	0.5%
Two or more races	0.3%	0.5%	0.8%
White	69.0%	67.9%	67.4%
Percent of U.S. executives[30] by ethnicity / race			
Asian	13.7%	14.4%	16.0%
Black / African American	4.6%	4.3%	4.6%
Hawaiian Natives / Pacific Islanders	0.0%	0.0%	0.0%
Hispanic	7.6%	7.6%	7.7%
Native American / Alaskan Natives	0.5%	0.8%	0.8%
Two or more races	0.5%	1.4%	1.4%
White	73.0%	71.5%	69.4%

[28] Percentages may not add up to 100% due to rounding and / or respondents selecting an option not represented in the table.

[29] As reported in Kyndryl's 2023, 2024 and 2025 Proxy Statements.

[30] At Kyndryl, executives are defined as vice presidents, senior vice presidents and C-level officers.

[31] The data above is from Kyndryl's unofficial submission of U.S. EEO-1 data as of December 31 for the years indicated. The data includes all active and inactive full-time and part-time employees in the Kyndryl U.S. organization for the reporting period. Some data may differ slightly from the representation and hiring trends tables shown, due to EEO-1 reporting criteria.

Table 22: Kyndryl's volunteering program

At Kyndryl, we believe we must recognize, support and provide opportunities for volunteer efforts that create positive change and empower our workforce. We scaled participation in Deed, our platform that allows all Kyndryls to volunteer or donate across our social impact priority areas. To learn more about our volunteer initiatives, see the responsibility to our global community section of our CCR.

Metric	FY 2023	FY 2024	FY 2025
Employee volunteer campaigns and events	50+ campaigns events not disclosed	50+ campaigns 350+ volunteer events	12 campaigns[32] 550+ volunteer events
Nonprofit organizations supported through Deed	870+	480+	550+
Deed volunteer hours logged globally	17,000+	31,000+	37,000+

[32] In fiscal 2025, the number of campaigns has decreased as we have empowered and incentivized Kyndryls to create their own events and community-based activations, either individually or with communities. This effort is exemplified by the increase in volunteer events.

Forward-looking statements

This document contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact included in this document, including statements concerning the Company's plans, objectives, goals, beliefs, business strategies, future events, business condition, results of operations, financial position, business outlook and business trends and other non-historical statements in this report are forward-looking statements. Such forward-looking statements often contain words such as "aim," "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "may," "objectives," "opportunity," "plan," "position," "predict," "project," "should," "seek," "target," "will," "would" and other similar words or expressions or the negative thereof or other variations thereon. Forward-looking statements and other statements regarding our corporate citizenship progress, plans, practices, commitments, goals and targets involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied, including as the result of changes in circumstances, estimates that turn out to be incorrect, standards of measurements that change over time, assumptions not being realized or other risks and uncertainties. For a more detailed discussion of these factors, see the information under "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2025 that may be further updated from time to time in the Company's subsequent filings with the Securities and Exchange Commission. Our forward-looking statements speak only as of the date of this document or as of the date they are made. Except as required by law, we assume no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Historical, current, and forward-looking environmental and social-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. Statements regarding our Environment, People and Trust targets, goals and commitments are aspirations and we caution you that these statements are not guarantees of future performance, nor promises that commitments, goals or targets will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may adjust our commitments, goals or targets or establish new ones to reflect changes in our business, operations, or plans. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our initiatives, policies and procedures based on cost, timing, or other considerations. Furthermore, data, statistics and metrics included in this document generally are non-audited estimates, are not prepared in accordance with GAAP, continue to evolve and may be based on assumptions believed to be reasonable at the time of preparation but may be subject to revision. Certain information contained herein has been obtained from third parties. While these third-party sources are believed to be reliable, we make no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, or completeness of any of such information contained herein and expressly disclaim any responsibility or liability therefor.

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