



kyndryl.

Fiscal 2026
Corporate Citizenship Report

Powering Progress for the Future

The Heart of Progress™

Dear fellow stakeholders,

From our first day as an independent company, Kyndryl has been guided by a clear purpose: to advance the vital systems that power human progress. Corporate citizenship has been integral to that purpose. It shapes how we operate, how we support our people and communities, and how we help customers navigate an increasingly complex technology landscape.

Our customers — and the communities we serve — are navigating a significant period of technological change. As organizations modernize mission-critical IT environments, embrace artificial intelligence and respond to evolving security, regulatory and sustainability expectations, they need trusted partners who can help them move forward with confidence. This transformation calls on all of us to prepare people with the skills to thrive as we strengthen the resilience of our communities, progress our sustainability commitments and ensure innovation is guided by responsibility and trust. By achieving goals across the three domains of our corporate citizenship strategy — environment, people and trust — we continue to create long-term value for our customers and stakeholders.

Environment

Reducing our environmental impact strengthens our operational resilience and enables us to better help customers improve efficiency, navigate evolving sustainability requirements and achieve their business objectives. We continue to make progress toward our Science Based Targets initiative-validated net-zero goals while transforming our operations to become more efficient and resilient. We also maintained our EcoVadis Gold rating and were once again recognized as a leader in digital sustainability services, reflecting our leadership in environmental stewardship and innovation.

People

As technology continues to evolve, so too must the skills and capabilities of our workforce. This year, we expanded AI learning opportunities through our new AI Learning Hub and continued investing in the technical and professional development of our people around the world. During the year, our people invested 3.5 million hours in learning, helping ensure they have the expertise to guide customers through rapidly evolving technologies, including AI. Just as importantly, our employee engagement continued to increase, surpassing the industry average — a reflection of The Kyndryl Way culture we continue to build together. Beyond our own workforce, Kyndryl Foundation continued expanding access to AI and cybersecurity education, supporting more than 46,000 learners and extending grants to nonprofit organizations across 13 countries.

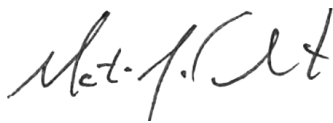
Trust

Trust remains foundational to our business. Every day, customers rely on Kyndryl to operate and modernize their mission-critical systems. As AI becomes more deeply integrated into the way businesses operate, we continue to strengthen the governance processes, cybersecurity capabilities and responsible AI practices that help us serve our customers and manage emerging risks. For the fifth consecutive year, we achieved a 100% completion rate for our Code of Conduct training, demonstrating our enduring focus on integrity and accountability.

Our progress reflects the dedication of Kyndryls around the world and the strength of our partnerships with customers, technology partners and communities. We are encouraged by the external recognition that these efforts continue to receive, including by TIME, USA Today and The Economist, among others.

As we look ahead, we know the pace of technological change will only accelerate. I am proud of the progress we have made and grateful to the Kyndryls, customers and partners whose collective effort makes it possible. Together, we will continue building a more resilient, sustainable and inclusive future as we advance the vital systems that power human progress.

Sincerely,



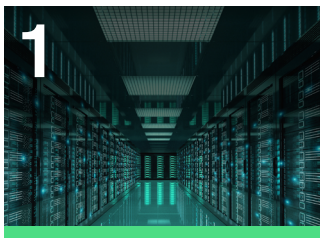
Martin Schroeter
Chairman and Chief Executive Officer

“

Our progress reflects the dedication of Kyndryl employees around the world and the strength of our partnerships with customers, technology partners and communities.”



Contents



Powering Progress for Our Business

Kyndryl at a glance

Our strategy

Environment, people and trust at Kyndryl



Powering Progress for the Environment

Accelerating toward a sustainable future

Managing climate risk

Managing system performance

Being a preferred provider and advancing reputation

Responsible supply chain



Powering Progress for Our People and Communities

Empowering our people: Kyndryls

Talent acquisition

Talent retention

Belonging and well-being

Health and safety

Responsibility to our global community

Human rights



Powering Progress for Trust

Building integrity into our business

Our accountability structures

Cybersecurity, privacy and data governance

Our approach to AI

Business conduct and ethics

Our approach to advocacy and public policy



Data and Disclosures

Environment and People Data Book

TCFD Report

SASB Content Index

GRI Content Index

UN SDG Mapping

CDP Response

1

Powering Progress for Our Business

In this chapter

Kyndryl at a glance

Our strategy

Environment, people
and trust at Kyndryl

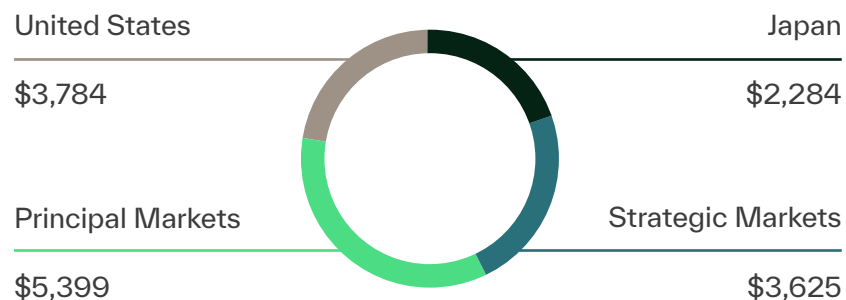
Kyndryl at a glance



~72,000
employees,¹ whom
we call Kyndryls

Kyndryl is a leading provider of mission-critical enterprise technology services, offering advisory, implementation and managed service capabilities to thousands of customers in more than 60 countries. As the world's largest IT infrastructure services provider, Kyndryl designs, builds, manages and modernizes the complex information systems that the world depends on every day.

Fiscal 2026 revenue by segment (\$ in millions)



Our four reportable segments consist of the following:

United States

This reportable segment is comprised of Kyndryl's operations in the United States.

Principal Markets

This reportable segment represents the aggregation of our operations in Canada, France, Germany, India, Italy, Spain / Portugal and the United Kingdom / Ireland.

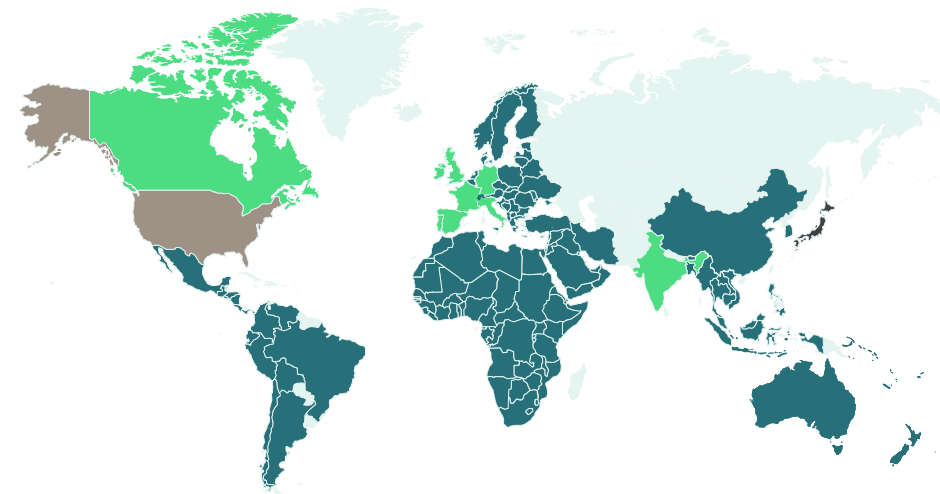
Japan

This reportable segment is comprised of Kyndryl's operations in Japan.

Strategic Markets

This reportable segment is comprised of Kyndryl's operations in all other countries where we operate, which includes countries in regions such as Latin America, Benelux, ASEAN and Australia / New Zealand.

Thousands of customers across 60+ countries



Our fiscal 2026 business highlights

Further solidifying IT
services leadership
position

\$15.1B

Fiscal 2026 revenue

Strong balance sheet
and capital allocation

\$2.6B **\$4.8B**

Cash

Available liquidity²

Source: [Fiscal 2026 Annual Report](#)

¹ Employee count as of March 31, 2026 (fiscal year end 2026)

² Consists of \$2.6 billion of cash and \$2.2 billion of undrawn senior unsecured credit facility

Our strategy

At Kyndryl, our strategy is centered on our ability to build and enrich trusted relationships with customers and technology partners. We are differentiated through our proven ability to create and deploy scale-derived intellectual property, provide mission-critical expertise across industries and partner with a broad ecosystem of leading technology providers to deliver capabilities that best suit customers' needs.

To execute our strategy, our operating model increasingly reflects that of a flat, fast and focused services company that's centered around our customers' success. We have built a strong foundation for our business with our "three-A's" initiatives:

Executing on our three-A's initiatives

Alliances

Our alliances initiative is driving signings, certifications and revenues with our broad ecosystem of partners and capabilities.

Advanced Delivery

Our advanced delivery initiative is transforming service delivery through upskilling, automation and agentic AI.

Accounts

Our accounts initiative is addressing elements of our business with substandard margins.

Our technology services

We provide advisory, implementation and managed services in and across a range of agentic AI, IT modernization, public and private clouds and cybersecurity solutions to help customers modernize at scale, strengthen resilience and unlock greater business value. Our services are differentiated based on our expertise, quality of services and intellectual property and data around IT patterns across customers in a number of areas of expertise, including:



Cloud



Security and Resilience



Network and Edge



Applications, Data and AI



Digital Workplace



Core Enterprise

Engaging customers with new innovations and technical expertise

kyndryl consult

Design-led advisory and implementation services

Providing our customers access to proven expertise to address their most complex business and technology challenges

kyndryl bridge

An AI-powered open integration digital platform

Giving our customers real-time insights into their complex IT estates and unprecedented control over customizing their mission-critical operations

Read more about Kyndryl's business and our fiscal 2026 financial performance in our [Fiscal 2026 Annual Report](#).



Environment, people and trust at Kyndryl

Our corporate citizenship strategy is aligned with our strategic business priorities and designed to strengthen operational performance, enhance risk management and enable sustainable growth. In our fourth fiscal year, we continued to power human progress and drive long-term business value by supporting environmental stewardship, fostering employees' sense of belonging and promoting good governance practices.

In this report, we use the terms **environment**, **people** and **trust** to describe the broader impacts, risks and opportunities related to sustainability and responsible business practices. Together, these pillars form Kyndryl's corporate citizenship strategy.

Environment

We seek to advance sustainable business practices that improve operational efficiency, support supply chain resilience and reduce risk. By embedding sustainability into our operations and service delivery, we strive to enhance resilience, manage costs and support regulatory readiness. We also develop and deliver innovative sustainability solutions that help our customers meet their own environmental goals, which can deepen relationships and create growth opportunities.



People

We focus on strengthening our ability to attract, develop and retain skilled talent in a competitive market. By investing in skills development, employee engagement, well-being and an inclusive workplace culture, we aim to enhance productivity, innovation and collaboration. Our commitment to health and safety, human rights and community impact supports workforce stability and reinforces our reputation as an employer of choice.

Trust

Trust is foundational to delivering value in mission-critical services. Through governance, ethical business practices and compliance programs, we mitigate risk, safeguard our reputation and maintain relations with our customers, shareholders and other stakeholders.

“

At Kyndryl, corporate citizenship is at the core of how we build trust, support our people and customers, and drive long-term value. By embedding responsible practices and governance into our operations, we strengthen our resilience as a trusted partner worldwide.”

Faith Taylor

Senior Vice President of Global Citizenship and Sustainability

Leader of Environment, People and Trust global programs

Fiscal 2026 corporate citizenship achievements³

	Highlights	
 Environment	- Reduced our scope 1 and 2 (market-based) emissions by 46% and applicable⁴ scope 3 emissions by 29% against our fiscal 2023 base year, advancing toward our validated Science Based Targets initiative 2030 near-term and 2040 net-zero targets - Achieved a 99.91% diversion rate for IT e-waste from landfills and reduced water consumption in water-stressed areas by 22% against our fiscal 2023 base year, contributing to our 2030 environmental goals - Maintained our Gold EcoVadis sustainability rating and CDP Climate Change score of B, reflecting continued external recognition of our sustainability management, governance and reporting practices - Scaled sustainability services across decarbonization, data and AI, with ISG recognition as a digital sustainability leader in IT Solutions and Services for the second consecutive year - Advanced supply chain decarbonization by engaging top-tier suppliers to set science-based targets and report emissions, strengthening visibility into value chain emissions and supplier climate performance	
 People	- Increased employee engagement in our fiscal 2026 Annual Engagement Survey, surpassing the industry average and approaching the Global Top 10% benchmark⁵ - Expanded AI learning and development through the launch of our AI Learning Hub and new AI-enabled programs that help Kyndryls build future-ready skills - Advanced our skills-based talent strategy, with 85% of Kyndryls achieving a “great” Career Profile to better match skills with opportunities - Maintained enterprise-wide certification of our Health and Safety Management System to the ISO 45001 standard - Helped train over 46,000 learners through Kyndryl Foundation and announced third-year grants to 14 non-profit organizations across 13 countries, continuing to support access to AI and cybersecurity education	
 Trust	- Achieved 100% completion rate by eligible employees for the Kyndryl Code of Conduct training course for the fifth consecutive year - Continued to strengthen cybersecurity resilience through a risk-based, standards-aligned program integrated into enterprise risk management to protect systems, data and customer trust - Continued to evolve our AI Governance Framework to stay ahead of emerging technology and proactively mitigate risk, building lasting customer trust - Further developed our governance processes and structures to align with various standards and best practices for ethical, responsible business operations	

³ Some highlights may span beyond fiscal 2026.

⁴ Includes categories 1 (purchased goods and services), 2 (capital goods) and 3 (fuel- and energy-related activities), which form the boundary of Kyndryl's Science Based Targets initiative-validated 2030 near-term targets.

⁵ Fiscal 2026 employee engagement score was 80. The industry average and Global Top 10% benchmark come from Microsoft Viva Glint's database of over 1,300 global customers. See the [annual engagement survey](#) section for more information.

Identifying our priorities

In 2024, Kyndryl conducted a double materiality assessment⁶, executed by an independent third party, to identify and prioritize sustainability topics based on their importance to our business and our stakeholders. The process considered both financial and non-financial impacts.

The assessment identified five material topics for Kyndryl:

- Business conduct and ethics
- Culture and employee experience
- Cybersecurity, privacy and data governance
- Greenhouse gas emissions and climate
- Responsible supply chain

Stakeholder engagement

We engage regularly with key stakeholders — including employees, customers, investors, partners, suppliers, educators, communities and governments — to inform our strategy and disclosures. This engagement improves our risk management, supports regulatory readiness, enhances our reputation and enables us to create long-term value.

⁶ “Materiality” and related terms, as used in this report, are distinct from, and should not be confused with, such terms as defined and used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and reporting. “Double materiality assessments” refer to the process by which companies identify and prioritize the urgency of various sustainability topics to external stakeholders and business success. The inclusion of information or the absence of information in this report should not be construed to represent the company’s belief regarding the materiality of the information for SEC or other financial reporting purposes.

Key stakeholder groups	Engagement focus	Business value
Academia	We engage with academic institutions to advance research, innovation and talent development aligned with our business and sustainability priorities. Through these collaborations, we contribute to knowledge sharing and the development of future skills.	Education and training, partnerships and sponsorships
Communities	Kyndryl strives to have a positive impact on the communities where we operate. Through Kyndryl Foundation and our social impact work, we support communities across our focus areas. For more information, see the responsibility to our global community section of this report.	Volunteering, partnerships and sponsorships, philanthropy
Customers	We apply our expertise as the world’s largest IT infrastructure services company to help customers achieve their environmental and business goals. For more information, see the advancing our market reputation and sustainability expertise section of this report.	Solution co-creation and delivery, requests for information (RFIs), education
Employees	We invest heavily in the talent and systems needed to foster an inclusive global culture that supports our people and enables them to maximize their contributions. For more information, see the People chapter of this report.	Annual and pulse surveys, training and development, all-staff meetings, Kyndryl Inclusion Networks (KINs)
Governments	We work with elected and local officials as well as regulatory bodies on issues such as responsible legal and regulatory engagement, cybersecurity, privacy, data protection, AI and climate risk. We collaborate with key stakeholders including regional, national and local policymakers to navigate issues that require global dialogue.	Thought leadership, government presentations and meetings
Investors	We engage with our shareholders to ensure their understanding of our business strategy and its alignment to our policies and practices around governance, environmental sustainability, and people and communities. We seek their input and feedback to remain well-informed regarding their perspectives.	Investor presentations and conferences, regulatory filings, annual shareholder meeting
Partners	We collaborate, innovate and co-create sustainable solutions with our ecosystem of strategic partners to support our customers’ digital transformations and solve complex business challenges.	Solution co-creation, meetings, trade shows and events
Suppliers	We manage our approach to responsible sourcing, business ethics, environmental sustainability and human rights in alignment with our commitment to the Responsible Business Alliance’s (RBA) standards for supplier action and reporting. For more information, see the responsible supply chain section of this report.	Education and training, surveys, Code of Conduct/ RBA

Oversight and governance

Our Board of Directors provides oversight of Kyndryl's corporate citizenship strategy, supported by established governance structures and committees. See our [2026 Proxy Statement](#) for more information. Management execution is overseen through the Corporate Citizenship Executive Committee.

Corporate Citizenship Executive Committee

Kyndryl's corporate citizenship program is overseen by our CEO and Global Head of Corporate Affairs as well as our Senior Vice President (SVP) of Global Citizenship and Sustainability. The Corporate Citizenship Executive Committee meets at least quarterly to track our strategic progress. Our Global Head of Corporate Affairs and SVP of Global Citizenship and Sustainability report to the Board periodically with respect to environmental and corporate responsibility matters.

“

Corporate citizenship remains central to how Kyndryl operates. We've built it into our business to deliver lasting benefits for customers, employees and communities. Our strategy reflects our belief that sustainable growth and societal progress go hand in hand.”

Una Pulizzi

Global Head of Corporate Affairs and Corporate Citizenship Executive Committee Chairperson



Executive Committee

Title	Role
Chairman and Chief Executive Officer	Executive Sponsor
Global Head of Corporate Affairs	Chairperson
Chief Administrative Officer	Executive Sponsor of the Environmental Working Group
Chief Human Resources Officer	Executive Sponsor of the People and Social Working Group
General Counsel and Corporate Secretary	Executive Sponsor of the Trust and Governance Working Group
Chief Financial Officer	Committee Member
Senior Vice President of Global Citizenship and Sustainability	Leader of the Corporate Citizenship Executive Committee and Environmental Working Group, focused on climate change, environmental resources, supply chain, human rights, social impact, Kyndryl Foundation and overall corporate citizenship management
Vice President, Legal	Leader of the People and Social Working Group, focused on talent, well-being and belonging, health and safety, and compensation
Vice President, Legal	Leader of the Trust and Governance Working Group, focused on cybersecurity, data privacy, ethics, AI, business continuity and risk management
Vice President, Kinship @ Kyndryl	Committee Member

Managing corporate citizenship-related risk

In addition to the oversight and governance provided by Kyndryl's Corporate Citizenship Executive Committee and Board of Directors, our Enterprise Risk Management (ERM) program helps us identify, assess and manage risk related to our corporate citizenship strategy across global operations. As part of our ERM:

- Enterprise service, global practice and country management teams complete risk assessment surveys, ranking identified inherent and residual risks based on their impact on Kyndryl's operations, reputation and finances.
- Individual ownership of risk management is assigned to executives to enable the development of strategies to manage risk throughout our business.



Regulatory compliance and readiness

As corporate citizenship-related regulatory expectations and requirements continue to develop globally, we are evolving our governance, compliance and disclosure processes to support regulatory compliance and readiness. We work with cross-functional leaders to define reporting requirements across our operations and to advance management systems aligned with international standards, including the International Sustainability Standards Board (ISSB), the EU Corporate Sustainability Reporting Directive (CSRD) and other jurisdiction-specific frameworks as necessary.

To manage complexity across the more than 60 countries in which we operate, we use a technology-enabled approach with centralized governance processes and controls in an audit-ready environment. This enables us to identify, monitor and disclose required information efficiently while supporting consistent and reliable reporting across jurisdictions.

2

Powering Progress for the Environment

In this chapter

Accelerating toward
a sustainable future

Managing climate risk

Managing system
performance

Being a preferred
provider and
advancing reputation

Responsible
supply chain

Accelerating toward a sustainable future

At Kyndryl, we are working to operate sustainably, reduce our greenhouse gas (GHG) emissions and achieve our environmental goals. For our customers, we design and deliver innovative services that support their own sustainability ambitions and help them drive business value.

Our environmental sustainability priorities

Our environmental sustainability strategic priorities align with our business objectives and map to the United Nations Sustainable Development Goals (SDGs) and our non-financial reporting requirements. In June 2026, we updated our priorities to reflect evolving business needs and organizational changes. Our Environmental Sustainability Policy outlines our approach to sustainability across business activities and services.

01

Manage climate risk and environmental operational efficiency

02

Manage system performance and regulatory compliance

03

Be a preferred service provider and advance market reputation

Managing climate risk and environmental operational efficiency

Kyndryl has a global ISO 14001- and 50001-certified Environmental and Energy Management System (E&EnMS) that establishes programs, metrics and goals to manage our environmental and climate-related risks. In line with our [double materiality assessment](#), the system focuses on GHG emissions and climate as a material topic, while also addressing broader stakeholder priorities, including water and waste management.

Our Global Citizenship and Sustainability (GCS) team, led by our Senior Vice President (SVP) of GCS, provides strategic direction and oversight for sustainability-related initiatives. Environmental goals are set, tracked and measured through cross-functional implementation of the E&EnMS by teams including GCS, Real Estate and Data Center Services (RDC), Procurement, Asset Management, Logistics, Finance, Human Resources and Legal.

Our environmental initiatives are included in our Enterprise Risk Management (ERM) program. Together, the ERM program and E&EnMS help us assess and manage our environmental and climate-related risks, appropriately allocate resources and provide regular internal reporting. For more information, see the sections on our [E&EnMS](#) and [ERM](#).

Greenhouse gas emissions and climate

Kyndryl is focused on reducing our GHG emissions, enhancing our energy efficiency and managing our climate-related impacts, risks and opportunities (IROs). Climate change and GHG emissions are material to our business, reflecting the role of energy use, infrastructure decisions and supplier activities in our operating model. Our [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) Report contains details on our strategy, management and governance of climate IROs. Our management of GHG emissions and climate-related IROs enables us to comply with regulatory requirements, provide transparent disclosures and drive long-term business resilience. See our [Corporate Citizenship Non-Financial Reporting Hub](#) for more information.

Our net-zero target

Our net-zero target aligns with the goal of the Paris Agreement to limit warming to 1.5°C and is grounded in the latest science from the Intergovernmental Panel on Climate Change (IPCC). The Science Based Targets initiative (SBTi) has validated our near-term target to reduce absolute scope 1, 2 and 3 GHG emissions 50% by fiscal 2030 from our fiscal 2023 base year. As part of our near-term target, we also set a goal to reduce absolute scope 1 and 2 GHG emissions by 75% from our fiscal 2023 base year, and reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, and fuel- and energy-related activities within the same timeframe. SBTi has validated our target to reach net-zero GHG emissions by 2040. We monitor progress through defined emissions and energy performance indicators and review it through established management and governance processes. Read more about [our path to net-zero](#) to learn how we are advancing toward these goals.

2030 targets

75%

reduction in scope 1 and scope 2 GHG emissions

50%

reduction in overall GHG emissions, including scope 3

100%

of purchased electricity to be obtained from renewable sources



Net-zero GHG emissions by

2040

GHG progress, metrics and inventory

In fiscal 2026, we reduced our scope 1 and 2 (market-based) GHG emissions by 15% compared to fiscal 2025 and by 46% against our fiscal 2023 baseline, advancing toward our target to reduce scope 1 and 2 emissions by 75% by 2030. This reduction is primarily due to the execution of our data center consolidation and optimization strategy, the migration of IT workloads to more energy-efficient data centers, and increased use of renewable electricity.

We also continued to reduce emissions across our value chain. Overall, we reduced our total scope 3 emissions (categories 1–7) by 4% compared to fiscal 2025 and by 28% against our fiscal 2023 baseline. For scope 3 categories 1 (purchased goods and services), 2 (capital goods) and 3 (fuel- and energy-related activities), we reduced our emissions by 6% compared to fiscal 2025 and by 29% against our fiscal 2023 baseline, supporting our goal to reduce emissions from these categories as part of our 2030 targets. This progress was driven by continued improvements in our top-tier supplier engagement program; lower overall energy consumption, resulting in reduced upstream and transmission-loss related emissions; and lower employee commuting emissions.

Across scopes 1, 2 (market-based) and 3, we have reduced total GHG emissions by 32% since fiscal 2023. More directly aligned with our SBTi-validated 2030 targets, we have reduced combined scope 1, 2 (market-based) and scope 3 categories 1, 2 and 3 emissions by 34% against our fiscal 2023 baseline, advancing toward our goal to achieve a 50% reduction in these emissions by 2030. These results demonstrate meaningful progress toward both our 2030 emissions reduction targets and our ambition to achieve net-zero GHG emissions by 2040.

⁷ Total emissions include scope 1, 2 and 3 GHG emissions. Energy data includes all energy consumed at operated sites and the portion of electricity required to support the Kyndryl IT load at serviced (i.e. third-party) data centers; see the [Environment and People Data Book](#) for more details on emissions definitions, calculations and methodology.

⁸ In fiscal 2026, Kyndryl recalculated historical environmental data for fiscal 2023, 2024 and 2025, including electricity, renewable electricity, energy and emissions. The recalculations reflect increased availability of actual data and updates to our reporting boundary, select calculation methodologies and select emission factors. See the [Environment and People Data Book](#) for more information.

⁹ From the GHG Protocol Scope 2 Guidance: Location-based method reflects the average emissions intensity of grids on which energy consumption occurs while the market-based method reflects emissions from electricity that companies have purposefully chosen.

¹⁰ mtCO₂e = metric tons of carbon dioxide equivalent

¹¹ Kyndryl's fiscal 2023, 2024, 2025 and 2026 revenues can be found in our [annual reports](#).

Kyndryl's emissions, energy consumption and intensity^{7,8}

Category	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026
Total scope 1 and 2 emissions (market-based, ⁹ mtCO ₂ e ¹⁰)	332,230	280,790	208,119	178,004
Total scope 3 emissions (mtCO ₂ e)	1,055,871	821,762	800,114	765,762
Total emissions (market-based, mtCO ₂ e)	1,388,100	1,102,552	1,008,233	943,766
Total emissions (location-based, mtCO ₂ e)	1,533,561	1,248,587	1,161,382	1,070,824
Scope 1 and 2 (market-based) emissions intensity (mtCO ₂ e / million USD fiscal year revenue ¹¹)	19.5	17.5	13.8	11.8
Purchased electricity (MWh)	1,590,006	1,430,835	1,265,081	1,115,283
Total renewable electricity (%)	54%	54%	63%	63%
Total energy (MWh)	1,753,441	1,598,375	1,423,260	1,256,739

Between fiscal 2023 (base year) and fiscal 2026, Kyndryl achieved:

46%

reduction in scope 1 and scope 2 (market-based) GHG emissions

29%

reduction in applicable* scope 3 emissions

34%

reduction in scope 1, 2 (market-based) and applicable* scope 3 emissions

30%

reduction in total purchased electricity

28%

reduction in total energy consumption (scope 1 and 2 combined)

40%

improvement in GHG intensity (scope 1 and 2 market-based GHG emissions / revenue)

* Includes categories 1 (purchased goods and services), 2 (capital goods) and 3 (fuel- and energy-related activities), which form the boundary of Kyndryl's SBTi-validated 2030 near-term targets.

Kyndryl follows best practices aligned with the GHG Protocol to track, measure and calculate emissions. Our GHG inventory includes scope 1, 2 and applicable¹² scope 3 emissions associated with carbon dioxide, methane, nitrous oxide and hydrofluorocarbons¹³ using an operational-control boundary consistent with our financial reporting approach. To support the accuracy and integrity of our reporting, we engaged a third party to perform a limited assurance review of our scope 1, 2 and 3 GHG emissions metrics. See our [Fiscal 2026 Environment and People Data Book](#) for our scope 1, 2 and 3 assurance report and more details on our methodology and calculations.

Our path to net zero

We are working to reduce our emissions, which come primarily from data center operations and our value chain. To advance toward our net-zero targets, we are:

Executing our data center transformation strategy

Kyndryl is consolidating legacy data centers and shifting workloads to modern, energy-efficient environments, including cloud platforms and third-party colocation facilities, which often offer access to renewable electricity and efficient energy performance. Our modern [data center strategy](#) is built around operational efficiency, portfolio optimization, decarbonization and sustainability-aligned services for customers. We consider energy efficiency and renewable energy use when selecting new data center locations.



Improving energy efficiency

We increase energy efficiency in our data center operations by modernizing and refreshing IT equipment, and consolidating and virtualizing IT workloads. We also implement cooling and airflow efficiency projects through AI and automation. In fiscal 2026, Kyndryl reduced energy use through our energy efficiency projects by 15,000 MWh, resulting in the avoidance of approximately \$2 million in electricity costs. Additionally, Kyndryl operates one of the largest data center portfolios accepted into the [EU Code of Conduct for Energy Efficiency in Data Centres \(EU CoC\)](#), which forms the basis of the disclosure requirements of the EU's Energy Efficiency Directive. Overall, our data centers had a weighted average power usage effectiveness¹⁴ (PUE) of 1.8 in fiscal 2026. Our ongoing data center transformation, including consolidation of offices and data centers, continues to be the single largest structural driver of energy and emissions reduction across our portfolio.

¹² Includes scope 3 categories 1-7. See the [Environment and People Data Book](#) for more details on our determination of our scope 3.

¹³ Emissions related to other Kyoto Protocol GHGs were not emitted in Kyndryl business operations. See the [Environment and People Data Book](#) for more details.

¹⁴ Power usage effectiveness (PUE) is the total energy consumed by the data center divided by the energy consumed by IT equipment. The closer the value is to 1, the more energy efficient the data center.



Procuring our purchased electricity from renewable sources

We are reducing our emissions by prioritizing renewable electricity sources when possible. In fiscal 2026, 63% of our purchased electricity came from renewable sources. As we manage our renewable energy procurement to reach our goal of 100% renewable electricity by 2030, we aim to follow RE100 guidance — an industry best practice for determining renewable energy sourcing and reporting. In the last fiscal year, we focused on expanding and maintaining renewable electricity supply contracts across markets, reflecting our ongoing emphasis on contract-based renewable procurement as a key part of our emissions reduction efforts.

Engaging our supply chain and improving data

We continue to engage our supply chain on climate action through ongoing education, information sharing and data collection efforts; additional detail is provided in our [responsible supply chain](#) section. We utilize CDP's (formerly Carbon Disclosure Project) Supply Chain program to help us understand suppliers' carbon reduction programs, emissions intensity trends and engagement practices. The program also allows us to calculate emissions from top-tier suppliers and target supply chain emissions reduction efforts. We are continuously improving our approach to supply chain emissions by incorporating more supplier-specific data into our calculations through purposeful collaboration with our top-tier suppliers. Our approach enhances both the precision of our insights and our alignment with evolving industry standards.

Waste

Kyndryl supports a circular economy by prioritizing waste diversion over disposal. To limit environmental impact, we work to avoid and reduce waste, comply with regulatory requirements, and partner with responsible suppliers, vendors and Original Equipment Manufacturers (OEM). We strive to limit our primary operational waste sources: facility waste and electronic waste (e-waste) from IT assets.

Our waste management strategy

We manage waste in accordance with internal standards, international guidelines and regulations that define recom-

mendations for waste avoidance, reuse, recycling and disposal. Through our global E&EnMS, we operate waste prevention and management processes which handle hazardous and non-hazardous waste. The processes are reviewed annually, with relevant training provided to both Kyndryl employees and suppliers. Our waste management program also includes an internal evaluation process to customize solutions for our customers, maximize existing capacity in data centers and enable internal reuse or resale of IT assets. If an IT asset cannot be reused or resold, we work with our scrap suppliers to properly recycle or dispose of waste.

Kyndryl's waste diversion program is supported by long-term partnerships with OEMs, certified electronics recyclers and logistics providers. These partners support regulatory compliance, cooperative recycling and take-back programs, as well as Extended Producer Responsibility (EPR) regimes.

Tracking our progress

We aim to divert 100% of IT e-waste from landfills by 2030 through reuse, resale, OEM buyback and takeback programs, recycling and incineration (with or without energy recovery). In fiscal 2026, our diversion rate of IT e-waste from landfills was 99.91%. We engaged a third party to perform a limited assurance review of select reported waste metrics for fiscal 2026. See our [Fiscal 2026 Environment and People Data Book](#) for more information and data.

Water

Our goal is to reduce our total water consumption in our data centers and operated offices in high water-stressed areas, as defined by the World Resources Institute, by 30% by 2030, against our fiscal 2023 base year. We use water in our data centers mainly for cooling and humidification. We primarily discharge water to municipal treatment plants, with minimal discharge to surface water bodies. Our E&EnMS outlines our requirements regarding water management for our sites and helps us comply with relevant regulations and standards.

Tracking our progress

In fiscal 2026, Kyndryl consumed 854 megaliters of water, and 40% of our water consumption¹⁵ took place in water-stressed areas.¹⁶ We achieved a 5% year over-year reduction in overall water consumption and a 3% year-over-year reduction in water consumption in water-stressed areas. Since fiscal 2023, we have reduced our water consumption in water-stressed areas by 22%, advancing toward our 30% reduction goal by 2030. The improvement was primarily due to our data center transformation strategy, which involves consolidating legacy data centers and shifting IT workloads to more modern, energy- and water-efficient sites. We engaged a third party to perform a limited assurance review of select reported water metrics for fiscal 2026. See our [Fiscal 2026 Environment and People Data Book](#) for more information.

Biodiversity

We believe we have a minimal direct impact on biodiversity, and it has not been deemed a material topic for Kyndryl. However, we acknowledge the importance of biodiversity and the significant connection between climate and nature. Using the Integrated Biodiversity Assessment Tool (IBAT), we conducted multi-site and site-specific assessments and identified focus locations. During fiscal 2026, Kyndryl employees completed over 5,000 volunteer hours related to the environment and biodiversity projects including cleanup activities, habitat restoration and tree planting. Kyndryl also launched a [collaboration](#) in Luxembourg using agentic AI and advanced data capabilities to support biodiversity monitoring and improve understanding of ecosystem health. In fiscal 2027, we will continue to identify opportunities to improve biodiversity in and near the locations we operate.

¹⁵ Following GRI 2021 standards, Kyndryl defines water consumption as the sum of all water that has been withdrawn and not released back to surface water, groundwater, seawater or a third party over the course of the reporting period.

¹⁶ Water-stressed sites include Kyndryl operated sites and serviced data centers in extremely high (>80%) and high (40 – 80%) water-stressed areas, obtained through World Resources Institute Aqueduct 4.0 Water Risk Atlas Metadata.



Managing system performance and regulatory compliance

Kyndryl reports our progress using frameworks and disclosures such as:

- Taskforce on Climate-related Financial Disclosures (TCFD)
- Global Reporting Initiative (GRI) Standards 2021
- Sustainability Accounting Standard Board (SASB) Software and IT Services Standard
- UN Sustainable Development Goals Mapping
- CDP (formerly Carbon Disclosure Project)

These disclosures are available on Kyndryl's [Corporate Citizenship Non-Financial Reporting Hub](#).

Operationalizing our sustainability goals

To responsibly and proactively manage our environmental, energy and climate impacts, Kyndryl implemented a global Environmental and Energy Management System (E&EnMS). Our E&EnMS has been globally certified to ISO 14001 and 50001 standards.

Our E&EnMS helps us evaluate impacts related to our most significant environmental aspects and energy uses, determine potential risks and opportunities, and develop and execute controls to effectively address risks. As part of our E&EnMS, our responsible data center operations include:

- Efficient energy and water use
- Renewable electricity consumption
- Waste diversion
- Refrigerant and chemical leak prevention and management
- Climate change mitigation and adaptation

Our E&EnMS provides controls to manage our environmental and energy programs, meet our compliance obligations, address corrective actions, and monitor and measure our performance. We outline roles and responsibilities and have clear lines of accountability to top management as we continually progress toward our goals.

We provide information regarding our E&EnMS to internal and external parties through training and communications. In fiscal 2026, we continued strengthening the integra-

tion of climate-related considerations, including greenhouse gas emissions identified as a material topic through our double materiality assessment, into our E&EnMS to support ongoing risk management, corrective actions and performance tracking.

Compliance and regulations

We are focused on providing resources and programs that enable compliance with applicable laws, regulations and other obligations. We monitor regulatory developments, report where required and work to maintain compliance with current environmental and other non-financial reporting requirements. See the section on [regulatory compliance and readiness](#) for more information.



Being a preferred service provider and advancing our market reputation

As Kyndryl works with customers and partners to advance sustainability, our collaborative approach and engaged workforce make us a preferred service provider.

Collaborating with customers

We remain actively engaged with current and potential customers on their — and our — sustainability goals, efforts and progress. In fiscal 2026, we continued to receive a significant amount of sustainability-related customer inquiries, such as requests for information received through RFPs, supplier assessments and due diligence processes. Growing analyst and market attention to sustainability services reflects the strategic importance of this work. We serve as a trusted partner by supporting customers with high-value sustainability expertise, providing guidance on sustainability strategy, reporting and technology.

Advancing our market reputation and sustainability expertise

In collaboration with our global ecosystem of partners, we provide sustainability expertise and technology capabilities that help customers improve energy and cost performance, manage emissions and navigate evolving regulatory requirements. We contribute deep technical knowledge and a collaborative approach to each engagement, serving as a trusted advisor across customer sustainability programs.

Our proprietary Kyndryl Sustainability Advisor, built on Kyndryl Bridge, provides customers with a unified dashboard that tracks sustainability metrics across hybrid IT environments, identifies inefficiencies and generates AI-driven recommendations for optimization.

Our services for decarbonization include technology energy efficiency, infrastructure optimization, FinOps, application and workload modernization, and code efficiency improvements. These services help organizations reduce resource consumption, optimize platform energy usage, and improve the carbon and cost profile of their technology estates.

We also help customers deploy Internet of Things (IoT) devices, edge capabilities, smart sensors, digital twins and advanced analytics to gain real time sustainability insights and optimize energy use and assets across facilities and operational environments. With these capabilities, customers can reduce costs, better manage operational volatility, and scale decarbonization across their technology and operations.

Customer success

Smart cities — Intelligent lighting and urban data

Kyndryl helped a municipality improve public lighting efficiency and safety by implementing a platform with remote control, dynamic brightness and scheduling, and integrated weather and event data. The solution provides real-time insights into energy use and system performance, enabling more responsive urban services and supporting AI-driven decision making across municipal operations.

Kyndryl Sustainability Advisor — AI-enabled energy and emissions insights

Kyndryl supported a global chemical company in embedding sustainability into its IT operations by implementing Kyndryl Sustainability Advisor (KSA). The solution provides a unified, real-time view of energy use, system performance and emissions across their complex hybrid IT environment, enabling greater transparency and control.

Using AI-driven analytics, KSA automated data collection and pinpointed inefficiencies, informing targeted actions such as server consolidation and hardware refresh. This supported continuous, data-driven optimization so the company could improve efficiency while reducing environmental impact. As a result, the company saw a 24% improvement in data center energy optimization, reduced approximately 300 megawatt-hours of potential energy and avoided nearly 150 metric tons of CO₂e.

Agritech — Precision agriculture and geospatial analytics

Kyndryl supported a leading food and beverage producer in modernizing its agricultural data ecosystem to improve crop yield and operational efficiency. By implementing a cloud-based analytics and geospatial platform on Azure, the producer was able to integrate drone imagery, GIS and field data into a unified environment for real-time analysis and visualization.

Using advanced analytics and AI-driven insights, the platform streamlines data processing and enables timely, data-driven decision making. This supports improved crop management, optimized water use and reduced reliance on pesticides, helping the organization enhance productivity while advancing its sustainability goals.

Thought leadership: Translating sustainability into business value

Throughout fiscal 2026, Kyndryl's thought leadership positioned sustainability as a strategic lever for operational resilience and cost optimization that enables customers to achieve measurable business outcomes. We highlighted how sustainable infrastructure, combined with AI-driven efficiencies, can reduce energy use, improve system reliability and drive long-term value creation. These insights reflect our role as a trusted technology partner that helps organizations embed sustainability into their core business strategy — driving performance, resilience and innovation at scale while advancing environmental and social outcomes.

Global Sustainability Barometer

Our latest Global Sustainability Barometer, featuring insights from leaders across 20 countries and nine industries, highlights the need for integrated, data-driven solutions to translate sustainability ambition into measurable value. According to the report, while 85% of organizations rate sustainability as a top strategic priority and 59% report financial benefits from their sustainability investments, only 35% are using AI centrally to drive their sustainability goals.

Engaging Kyndryls

Sustainability training, education and programs

We engage Kyndryl employees in our sustainability efforts through company-wide programs including our Mission Net-Zero course, Green Guild and the Eco Stream Network.

Mission Net-Zero

Kyndryl's Mission Net-Zero course provides a foundational introduction to sustainability and Kyndryl's net-zero strategy. More than 50% of Kyndryl employees have completed the course. In fiscal 2027, we continue to explore ways to drive further engagement and reach.

Green Guild

The Green Guild is an employee-led community that fosters a culture of sustainability through innovation, collaboration and responsible technology use. In fiscal

2026, the guild engaged more than 500 members globally through its learning sessions and workstreams. Through this activity, the Green Guild supported the publication of enterprise sustainability guidance and helped strengthen Kyndryl's sustainability capabilities, aligned with our business and environmental goals.

Eco Stream Network

The Eco Stream Network is a grassroots employee initiative that empowers Kyndryl employees to take individual and collective action to advance sustainability in their communities. Operating across 50+ countries, the network supports sustainability engagement through structured learning and participation-oriented initiatives. In fiscal 2026, the network generated approximately 2,240 hours of sustainability enablement and over 800 hours of employee volunteering in local community activities.



Responsible supply chain

Kyndryl's supply chain is critical to business performance and stakeholder trust. We manage our supply chain in accordance with environmental, labor, human rights and ethical considerations. Recognizing the potential impact of supplier performance on our operations, reputation and long-term resilience, we integrate our approach into our governance and enterprise risk management processes.

In line with our [Environmental Sustainability Policy](#), [Global Human Rights and Modern Slavery Policy](#) and [supplier responsibility](#) efforts, Kyndryl works with suppliers to strengthen resilience, promote responsible sourcing, and manage environmental and social impacts. By setting clear expectations and engaging suppliers, we support sustainable business practices while delivering value to our customers.

Kyndryl is an affiliate member of the Responsible Business Alliance (RBA). We work to comply with the RBA Code of Conduct in our own operations and progressively apply its principles to our suppliers. We expect suppliers to establish and maintain appropriate management systems while upholding internationally recognized standards for labor and human rights, environmental responsibility and ethical conduct. We also expect them to comply with applicable laws and regulations.

Our strategic approach

Kyndryl's responsible supply chain (RSC) strategy embeds internationally recognized standards for labor, human rights, health and safety, environmental responsibility and ethics into our supplier relationships.

We implement our RSC strategy through structured due diligence and monitoring processes to identify, assess and mitigate sustainability-related risks across the supply chain. These processes include supplier onboarding requirements, contractual obligations and risk-based screening.

Before onboarding, Kyndryl conducts due diligence on suppliers to confirm they meet procurement criteria. These criteria include: financial stability, legal compliance, ability to meet business requirements, adherence to environmental and social standards, and alignment with ethics and anti-bribery expectations.

During onboarding, suppliers must acknowledge the RBA Code as a condition of engagement. This requirement — which covers labor practices, human rights, environmental responsibility and ethical conduct — is met by either:

1. Signing an acknowledgment letter to the RBA Code
2. Demonstrating a management system that meets or exceeds the RBA Code for applicable aspects of their operations

Kyndryl's standard base agreement also requires suppliers to ensure ongoing compliance with all applicable laws and contractual obligations in delivering their services.

After onboarding, we conduct due diligence for select suppliers using RBA Self-Assessment Questionnaires, which evaluate performance across labor, human rights, environmental and ethical criteria. We also use the RBA Risk Assessment Platform, which applies a scoring model to assess supplier risk and provide a confidence rating. These assessments are tracked and monitored to support compliance and proactively address potential risks.

Where non-compliance or elevated risk is identified, Kyndryl works with suppliers to implement corrective action plans. Progress is monitored through follow-up reviews, with escalation mechanisms in place when issues persist, including limiting or excluding suppliers from business opportunities.

Additionally, our [Global Human Rights and Modern Slavery Policy](#) sets expectations for suppliers to comply with all employment laws, respect human rights and take measures to remedy adverse human rights and modern slavery impacts. This includes maintaining labor standards that address forced and child labor, hours, wages and benefits, freedom of association, health and safety, environmental responsibility and ethical practices. Where feasible, Kyndryl prioritizes local and regional sourcing to reduce supply chain disruption risk and lower transportation-related environmental impacts.



Training

All new procurement employees are required to complete training on governance and sourcing practices to support consistent application of our RSC expectations.

Kyndryl employees and contractors have access to training modules aligned with our RSC strategy. These modules reflect Kyndryl's corporate training framework and include topics such as RBA standards, environmental management, health and safety, ethics and responsible business practices. Training completion is tracked to support global coverage, reinforce compliance and promote consistent application of responsible supply chain practices across the enterprise.

Tracking our progress

We continuously monitor and assess supplier performance to evaluate alignment with our standards and goals. In fiscal 2026, 98.6% of new suppliers signed an acknowledgment letter committing to the RBA Code of Conduct, while the remaining 1.4% met the requirement by demonstrating equivalent internal controls.

In support of our net-zero targets, we engage with suppliers to decarbonize our value chain. In early 2026, we launched a campaign encouraging top-tier suppliers to strengthen environmental practices by setting SBTi-aligned targets and reporting emissions through CDP. These efforts improve visibility into supplier performance, enhance data quality on value chain

impacts, and inform procurement and enterprise risk management decisions to further advance supply chain decarbonization.

Responsible sourcing

We strive to build a supply base that fosters innovation, enhances economic resiliency and competitiveness, and aligns with our sustainability objectives. Kyndryl is committed to providing suppliers with equal opportunity to compete for our business. This commitment applies to all firms regardless of the business owner's race, color, religion, creed, national origin, sex, gender, gender identity or expression, sexual orientation, pregnancy, caste, genetics, disability, age, or any other factors prohibited by law.

3 Powering Progress for Our People and Communities

In this chapter

Empowering our people:
Kyndryls

Talent acquisition

Talent retention

Belonging and
well-being

Health and safety

Responsibility to our
global community

Human rights

Empowering our people: Kyndryls

Kyndryl is a people-centric services company focused on being the heart of progress for our customers and our communities. Our people — whom we call Kyndryls — bring unique perspectives and skillsets to our customers. We create a flexible, engaging workplace that supports both performance and well-being. Through our differentiated culture — called The Kyndryl Way — we attract, retain, develop and engage a highly skilled workforce. We empower Kyndryls to develop their skills and careers while supporting their physical, mental, social and financial well-being. We also encourage them to contribute to their communities — whether by volunteering or supporting important causes — as we support communities in which we operate through [Kyndryl Foundation](#). By aligning our work with positive social and environmental impact, we're working to build a better future for everyone.

Our double materiality assessment identified culture and employee experience as a material topic, which encompasses talent acquisition, talent retention, belonging and well-being, and health and safety, all discussed in this section.

Our culture

In 2022, we introduced The Kyndryl Way — how we define our services-led culture. Since then, we have transformed our culture through behaviors, systems and symbols to embody these principles and ways of working. As we near our fifth anniversary as an independent company, The Kyndryl Way continues to define the expectations of how Kyndryls work together and deliver value. We are proud of the progress on our cultural transformation.

The Kyndryl Way

Purpose

Together, each of us advances the vital systems that power human progress.

Mission

To be a technology services company that is a partner and an employer of choice.

Engaging with one another, with our customers and our communities, we are:



Restless

to continuously anticipate, learn and innovate



Empathetic

to serve with trust and transparency



Devoted

to shared success

How we organize ourselves, our work and our decisions to support our customers:



Flat

to empower accountable, inclusive teams



Fast

to cultivate simplicity everywhere



Focused

to deliver exceptional services

As our industry rapidly evolves, our culture fuels our business. We continue to develop leadership skills that drive engagement, including modeling The Kyndryl Way. To train nearly all 6,000 managers, we hosted monthly sessions, held our fourth annual in-person Leadership Summit and ran workshops on our Leadership Behaviors. We also hold leaders accountable for their team's engagement as part of our annual goal-setting process called Compass. People managers were assigned a Responsibility to Others goal focused on role-modeling The Kyndryl Way and creating engaged, ambitious teams. Their progress on this goal was part of their performance review.

This year, we measured progress on our cultural evolution in our annual employee survey. Scores that represent how Kyndryls experience The Kyndryl Way were strong across all dimensions.¹⁷ We are in the Global Top 10%¹⁸ on our cultural pillars of Devoted, reflecting our focus on understanding and meeting internal and external customer needs, and Flat, reflecting our expectation that employees take ownership and act with accountability.

¹⁷ Measured dimensions of The Kyndryl Way include Restless, Empathetic, Devoted, Flat, Fast and Focused.

¹⁸ The Global Top 10% represents Microsoft Viva Glint's best-in-class benchmark of Top 10% of all companies per each item in Glint's database of over 1,300 global customers from June 2025.



Talent acquisition

Our talent acquisition strategies are one component of a broader integrated Talent Supply Chain model. We find qualified Kyndryls for work opportunities that use their skills and are aligned to their career aspirations. This serves our customers and is central to our Talent Journey and our larger retention strategy, covered in more detail in the [talent retention](#) section. As a growing company with new customer opportunities, we strive to hire people with the right experience and skills to build collaborative teams that meet demand.

Our approach to talent acquisition

Our talent acquisition strategy is tightly aligned to our business strategy, helping us anticipate future needs and build comprehensive hiring plans. We use a dual model: highly skilled Kyndryl teams focus on leadership recruitment, while embedded Recruitment Process Outsource (RPO) teams manage experienced and early-career hiring.

To further strengthen our RPO model, we selected a new partner in fiscal 2026 to elevate the end-to-end experience for both candidates and hiring managers. In our selection, we prioritized modernized processes and industry-leading technology that enhanced operational efficiency, expanded workforce insights and reduced operational risk. We believe the benefits of this transformation will be realized in fiscal 2027.

We track our progress through real-time reporting, and we continue to invest in our core people systems to better forecast skill needs and strengthen our talent pipeline.

We increased our focus on early careers to infuse modern skills, fresh perspectives, and talent ready for growth and career progression into Kyndryl. We continue to build out programs that offer strong employment opportunities for early career candidates and grow talent to meet business needs. We engage with educational institutions to foster relationships with schools, create connections for students and graduates, and build a talent pipeline for Kyndryl.

- In India, we engage with more than 250 universities with tech talks and hackathons. For example, our AINNOVATION program, in partnership with Microsoft, trained more than 50,000 students. And the AIAscend hackathon, in partnership with Amazon Web Services, expanded our learning ecosystem to 5,000+ faculty and 30,000+ learners, helping attract, develop and convert top talent into future hires.
- In Japan, our ambassador program is increasing campus presence and student connections at 30 targeted universities.
- In Hungary, Kyndryl's teach classes in network studies, database management and project management to students at Széchenyi Technical High School.

Globally, we participate in professional conferences, school career fairs and student information sessions to build a broad-reaching candidate pipeline.

We invest in programs that help early career talent gain practical experience, mentorship and consideration for permanent roles by engaging with Kyndryl teams. Our internships combine real-world impact and skills development, creating a pathway from early talent to full-time careers:

- In Italy, 87% of interns have converted to regular hires.
- The internship program in Canada has grown >90% over the past two years.
- The CIO organization's internship program has seen a 68% increase in the past year and a >50% conversion rate to full-time roles.
- The Kyndryl Consult two-year development program scaled to more than 700 hires across more than 20 countries, providing training and development aligned to Consult career pathways. In a segment of this program, we provided an apprentice program with BPP University in the U.K., which resulted in apprentices attaining a Digital Tech Solutions degree.

We are committed to fair and equal hiring as outlined in the Kyndryl Global Employment Standards and our Corporate Policy on Workforce Belonging and Well-being. Together, these standards and policy detail our defined corporate approaches and practices related to freely chosen employment and non-discrimination in hiring, as outlined in our global [Equal Employment Opportunity \(EEO\) Policy](#).

We invest in programs that help early career talent gain practical experience, mentorship and consideration for permanent roles by engaging with Kyndryl teams.



Talent retention

With our globally consistent and transparent programs, we help our people seize opportunities to build skills, grow their careers and achieve success. Kyndryl assesses our people-related opportunities and challenges annually, at a minimum. Our human capital priorities are aligned with our strategy and developed with input from our CEO, Group President, senior leaders and Board of Directors. We actively monitor attrition and ask leaders to take actions that support retention and engagement. We continuously work to ensure we have the right people with the right skills to meet customer needs. In fiscal 2026, our global voluntary turnover rate was 7.5%, better than the industry average of 12.9%.¹⁹

Annual Engagement Survey

Employee engagement is essential to transforming our business and empowering Kyndryls to provide excellent service to our customers. Our Annual Engagement Survey is one critical way we measure progress on our cultural evolution and our goal to be an employer of choice. Our annual survey — with the theme “Your feedback fuels our progress” — gives all Kyndryls the opportunity to provide feedback on how we can achieve this goal. We benchmark feedback against other employers and provide anonymized insights to our people managers so they can strengthen their leadership skills and their team’s experience.

¹⁹ Industry average based on Randstad Intelligence research of 14 peer and comparator companies (FY24–FY25 data; Sept. 2026).

Our fiscal 2026 Annual Engagement Survey results:

81%
Participation

80
Engagement score

This score measures the degree to which Kyndryls would recommend the company as a great place to work. We increased our level of employee engagement by five points over the prior year, surpassing the industry average and approaching the Global Top 10% benchmark.¹⁸

81
Responsibility to others index score

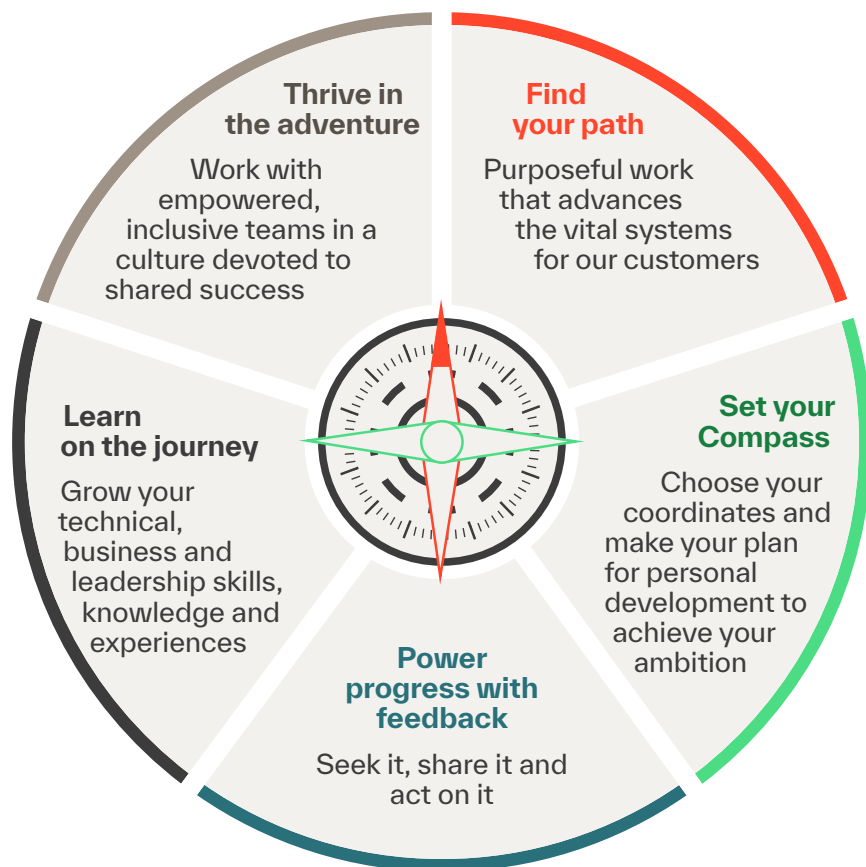
This score is an aggregate of measures we expect from our managers for being a Pacesetter, developing skills and talent, and living The Kyndryl Way by fostering trust, belonging, respect, and collaboration. We are proud to have increased all scores in this index and achieved best in class with scores at or above the Global Top 10% for growth opportunities and collaboration.

Based on the survey results, we identify opportunities to evolve our culture and make progress on our Responsibility to Others performance goals through our Enterprise Engagement Action Plan.

Employee engagement is essential to transforming our business and empowering Kyndryls to provide excellent service to our customers.

Our Talent Journey

Kyndryl's unique Talent Journey helps our people seize the opportunity to be at the heart of progress. It enables our restless learning and continuous skill building in support of our customers. Our Talent Journey includes:



Finding a path to purposeful work

We aim to provide Kyndryls opportunities for growth by harnessing and developing their skills through meaningful customer experiences. Each Kyndryl enters and rates their skills and updates their experiences in their Career Profile, creating a current skill inventory of our talent. This skills-based view enables us to align Kyndryls to customer assignments that advance both individual development and business needs.

In fiscal 2026, we strengthened this foundation by improving the quality of Career Profiles across our workforce. We significantly improved skills visibility and accuracy, increasing the number of Kyndryls showing critical skills and certifications. Now, 85% of Kyndryls have Career Profiles rated “great,” as measured by our Career Profile Strength Index. These improvements enhanced our ability to match the right expertise to the right work, faster and with greater confidence.

This skill inventory powers our staffing process, enabling us to quickly align talent with customer needs while supporting individual growth. Our integrated human capital system manages more than 55,000 practitioners, providing a comprehensive view of our total workforce. It helps ensure Kyndryls are discoverable for customer contracts and assignments, and their unique skills and expertise are highly utilized. Beyond staffing, we support

career mobility through our global Internal Job Posting Policy, which provides visibility into open roles at all levels and promotes internal movement. The policy is foundational to filling openings and empowering Kyndryls to advance their skills and careers. We also encourage Kyndryls to bring the next great addition to our company through our globalized Employee Referral program.

Setting a compass for development

We support Kyndryls as they chart a course for achievement and development, aligned with our business objectives. The Global Skills and Career Framework is our market-based approach to employee career journeys. Our single framework is designed to empower Kyndryls to own their careers by providing transparency into the skills and competencies expected for all roles across our business. Through our framework, we aim to equip Kyndryls with the skills to meet our customers' evolving needs.

Kyndryl Compass, our company's performance management system, supports Kyndryls in achieving their development goals and the company's business objectives. Compass focuses on performance feedback and development that puts our people's skills and careers at the center of our business.

Compass supports Kyndryls to:

- Define their outcomes-based Performance and Development Goals connected to the company's business objectives and their professional growth. Performance Goals include Business Results Goals and assigned Responsibility to Others Goals, demonstrating our emphasis on how we work in addition to our focus on what we accomplish. Managers are accountable for driving results and developing their team's skills while building an engaged culture centered on The Kyndryl Way. All Kyndryls are responsible for demonstrating our culture, focusing on customer outcomes.
- Have regular check-ins with their manager to discuss progress. In addition, we expect managers to conduct formal mid-year reviews and end-of-year reviews with each direct report. In fiscal 2026, we strengthened our Compass cycle by introducing a Mid-Year Progress Check, where managers explicitly confirmed whether employees were on track to meet their goals by year end. This step provided greater transparency in performance feedback that ensured those who were off track had the opportunity to course-correct, seek support and improve outcomes before year-end reviews. Last year, 100% of eligible Kyndryls received performance reviews.²⁰

Because development is also about gaining skill through experience, we support intentional talent and succession planning that helps advance the readiness of Kyndryl leaders for their next roles. We have Early Careers programs, manager nominations for key roles and talent brokering processes that provide insight into available opportunities and potential candidates. Our Board of Directors and the Compensation and Human Capital Committee actively provide oversight of management's succession planning process through comprehensive discussions and periodically review senior leadership succession planning and development, including an annual review with our CEO and Chief Human Resources Officer.

Powering progress with feedback

Kyndryls regularly seek feedback from their managers, colleagues, project stakeholders and mentors to power personal development. Feedback is central to the Compass year-end performance review process. We continue to invest in new and better ways to incorporate feedback into daily work, including embedding real-time recognition — called Kyndryl Cheers — into our productivity tools that feed into performance review documents and discussions.

Managers and leaders can use Multi-Rater Feedback, a 360-degree feedback program based on the Kyndryl Leadership Behaviors, to create development actions using input from their manager, peers and direct reports.



Learn on the journey

We believe that continuous learning and development are critical to our growth and the growth of Kyndryls. Because we are a services business, our customers look to us to provide them with the skills they require. For Kyndryls, this presents a valuable opportunity to develop new skills and apply their expertise in support of enterprises around the world.

To support our efforts to continuously enhance our skills, we have a robust learning strategy comprised of three pillars:

- Integrated planning and design
- Building high-value skills
- Enhanced learner experience

²⁰ 100% of the non-exempted employees received a performance review as of March 2026. Employees on leave of absence, extended sickness or accident leave, pending termination of employment or similar circumstances may be exempted.

Integrated planning and design

Understanding and anticipating business needs is central to ensuring our people have the skills our customers require today and in the future. Through integrated planning with senior leaders that considers current and projected skill needs, we align our learning investments and curricula to the company's top growth areas. Leaders receive monthly updates tracking our progress and provide feedback on priorities. With this alignment, we build learning offerings to prepare Kyndryls for future customer assignments.

Building high-value skills

As a skills-based company, Kyndryl's business success is determined by our ability to get the right people with the right skills to the right customer at the right time. Our people invest significant time in training. In fiscal 2026, Kyndryls completed 1.3 million trainings and held 108,346 digital credentials. Kyndryls spent 3.5 million hours learning, averaging 38.5 hours per Kyndryl across all levels. Executives²¹ averaged 11 hours, and non-executives averaged 50.4 hours. In our annual survey, we ask Kyndryls if they have "opportunities to learn and grow at Kyndryl"; their responses put us in the Global Top 10%¹⁸ of companies, which is best-in-class for learning.

Customer-facing Kyndryls increased their average learning hours from 54 in fiscal 2025 to 59 in fiscal 2026. Due to the highly technical nature of our work, much of the training investment has been targeted at AI, cloud, security, resiliency, enterprise applications, digital workplace

and mainframe technology so Kyndryls can expertly serve our customers. In addition, we partnered with India's REVA University to deliver specialized technical training in certified AI engineering, equipping selected Kyndryls with advanced skills in AI, machine learning and data science. We also provide access to university-quality content through our learning ecosystem and partnerships.

Through the Kyndryl Academy for Consult, we invest in the skills of Kyndryls who deliver services and advise our customers. This structured, immersive program builds consulting capability across career levels through experiential, in-person learning. In fiscal 2026, approximately 30% of the Consult organization participated, strengthening core consulting, customer engagement and AI-enabled skills to deliver higher-value outcomes.

We work to scale learning programs efficiently through our alliances with market-leading technology companies like Microsoft, Amazon Web Services and Google Cloud. These partnerships enable us to equip Kyndryls with in-demand skills and publicly recognized certifications to develop their careers and support customers. All Kyndryls have access to foundational hyperscaler cloud training, and our technical workers can pursue advanced training. Kyndryls have increased their hyperscaler certifications by 131% since our founding. By earning verified certifications and reflecting them in their Career Profiles, Kyndryls can be better assigned to work opportunities that leverage their skills and help develop their careers.



²¹ At Kyndryl, executives are defined as vice presidents, senior vice presidents and C-level officers.

We equip Kyndryls to apply AI in their roles so they can better serve customers and improve how they learn. In fiscal 2026, we prioritized required training covering AI fundamentals, responsible AI and AI enablement.

In fiscal 2026, we created the AI Learning Hub, which curates role- and skill-aligned learning paths, certifications and hands-on resources to help Kyndryls build practical AI capabilities. This learning helps Kyndryls understand how to apply AI responsibly to serve customers and enhance their day-to-day work, while developing skills aligned to business priorities and career goals.

To deepen expertise, we introduced Industry Advantage, an AI-driven learning and certification program that enables Kyndryl Consult and go-to-market teams to develop domain-specific perspectives and practice customer conversations through AI-based scenarios. The program helps Kyndryls better serve customers through more informed, AI-enabled engagements and supports our growth.

It's important that customer-facing Kyndryls can leverage our AI-powered platform — Kyndryl Bridge — in their day-to-day work. With approximately 16 million AI-driven insights per month, the platform enables teams to deliver more proactive, data-driven services and stronger customer outcomes. We provide targeted training to ensure Kyndryls can apply these capabilities in practice.

Kyndryl's business success is determined by our ability to get the right people with the right skills to the right customer at the right time.

Enhanced learner experience

Our integrated learning platform enables Kyndryls to learn anytime and anywhere — with more than 70,000 courses available on a user-friendly, mobile interface. We provide curated, role-aligned learning programs based on the Global Skills and Career Framework. These job-specific development programs and courses help Kyndryls build skills for the most in-demand roles. We also provide personalized learning recommendations tied to the skills interests identified by each Kyndryl, further enabling them to reach their career ambitions. Kyndryls and managers set Development Goals as part of Kyndryl Compass. Managers can monitor their team's progress on their Development Goals and curate personalized learning recommendations to meet individual needs.

Our managers' Responsibility to Others goals embed accountability, inclusion and The Kyndryl Way into every-day leadership. Through our Leadership Development Curriculum, we equip managers at all career stages with the skills to build high-performing, inclusive teams. In fiscal 2026, 2,784 managers completed the four core offerings, representing 11,812 total training hours across 51

countries. A blend of instructor-led learning, on-demand content, AI-enabled tools and coaching helps ensure equal access to development and supports continuous, responsible leadership growth.

Our investment in manager capability is translating into measurable engagement gains: managers who completed the Leading for Impact course saw an average eight-point year-over-year increase in team engagement, with teams starting below country benchmarks improving by an average of 12 points — reinforcing the critical role managers play in building a more connected, high-performing culture.

Fiscal 2026 learning metrics

1.3 million
trainings

108,346
digital credentials

38.5 hours
average per kyndryl

Thriving in the adventure

We are dedicated to building an empathetic culture through policies, programs, competitive rewards and benefits that help Kyndryls flourish and thrive in the adventure of their careers. For example, while some jobs must be in an office or customer locations due to customer requirements, many can be remote. Our global Flexible Workplace Policy helps Kyndryls achieve business results and work/life balance. The policy enables managers and Kyndryls to have open dialogue and agree upon the location that works best for each employee, the team and the customer. Additionally, our Kinship @ Kyndryl programs, such as our Kyndryl Inclusion Networks and Be Well services, foster community and well-being to help our people thrive, as covered in more detail in the [belonging and well-being](#) section. We also encourage Kyndryls to contribute to their communities by volunteering with impactful organizations through our Volunteer Time Off program, covered in the [responsibility to our global community](#) section.

Competitive rewards

Kyndryl's rewards program is part of our effort to attract and retain outstanding talent. Our rewards are designed to be structured in a fair and consistent manner and align competitively to the market. We focus on pay for performance — with most rewards driven and differentiated by both company and individual performance.

²² As defined in Kyndryl's [2026 Proxy Statement](#)

- Our performance-based rewards — such as bonuses, promotional increases and long-term incentives — are aligned to results at the company, business unit, team and individual level.
- Our essential rewards — such as base pay, health plans, savings and retirement programs — are designed to promote health, well-being and financial security.

Our Shared Success non-executive employee bonus plan measures and rewards shared success against the financial metrics that matter to investors. Bonus plans for both executives and non-executives focus on common goals that align with our business strategy. Funding the Shared Success plan is based on:

- Profitable growth, as measured by Adjusted EBITDA,²² reflecting our operating profitability and financial health
- Revenue, which is critical to delivering sustained profitability to maintain, and optimally expand, what we do for our customers

Our Talent Investment Plan enables managers to recognize and reward Kyndryls as they thrive in their careers. Through this integrated talent program, managers utilize talent data to identify and invest in promotions, salary adjustments, retention and recognition awards for top performers and future leaders.

We strive to best support Kyndryls and their families with our benefits. In each of our leading markets, we provide Kyndryls — including new, existing, full-time and part-time employees — with access to a range of bene-

fit programs such as health plans, life and disability insurances, retirement plans and different leave entitlements, including vacation, parental and sickness leaves. Globally, we offer a minimum maternity leave policy of 12 weeks and a minimum gender-neutral parental leave (which includes paternity leave) of four weeks. We provide same-sex partner coverage in 43 countries, and affirmation coverage is available in 40 countries, where these programs exist in the market. We review these benefit programs annually against industry benchmarking data to ensure they remain competitive, relevant with evolving trends, and best meet the needs of our workforce to support talent attraction and retention. We also offer global and local well-being benefits through Kyndryl Be Well, covered in the [next section](#).



Belonging and well-being

At Kyndryl, belonging drives engagement, and engaged employees deliver better customer and business outcomes. That sense of belonging — being a valued, respected, trusted member of the team — is at the heart of our Kyndryl Way culture. Belonging continues to be one of our competitive advantages. It helps us strengthen retention, enable performance and earn global recognition for inclusive leadership.

The “Kyn” in Kyndryl came from kinship, which represents the strong bonds we have with each other, our customers and our communities. To further strengthen these bonds, we established Kinship @ Kyndryl — a unified approach to scaling our efforts in belonging, well-being and accessibility.

Kinship @ Kyndryl supports our people to:

- **Be Included** — Foster belonging through our Kyndryl Inclusion Networks and other initiatives
- **Be Well** — Nurture social, mental, physical and financial well-being
- **Be Ready** — Enable Kyndryls to thrive and develop skills for the next opportunity
- **Be Impactful** — Drive impact through purposeful engagement with our customers and communities

This year, to recognize the importance of advocating for kinship and driving belonging at Kyndryl, we launched digital credentials, including our Be Included Advocate and Be Well Advocate certificates.



Be Included

Kyndryl Inclusion Networks

Kyndryl Inclusion Networks (KINs) are company sponsored, employee-led resource groups open to all Kyndryls and dedicated to creating spaces where they can find and provide support and advice. Supported by senior-level executive sponsors, KINs are meant to support our culture of belonging. All Kyndryls can join KINs as members of these communities or allies.

Local KIN chapters exist in 37 countries, and additional KINs have been formed based on unique local business and employee needs. For example, in fiscal 2026, our Brazil team formed a Generations KIN, a community dedicated to sharing the experiences of working together across generations. In addition, our U.S. team has a Veteran KIN, a community dedicated to sharing the experience of transitioning to corporate life while also building a sense of camaraderie and mentorship. The Veteran KIN welcomes and mentors all Kyndryls, including those who have a military background, encouraging Kyndryl veterans to build technical skills, develop their careers, share their unique experiences and contribute to their local communities. The KIN also engages families of veterans, as the community recognizes the loved ones behind every military member.

KINs also organize Cultural Celebration months and days that are designed to raise awareness, highlight outstanding activities, and draw attention to current events and priorities within communities. These celebration stories are highlighted [here](#).

Kyndryl Inclusion Networks around the world

Kyndryl Inclusion Networks are organized at the enterprise level with chapters at the country level.



Advancing accessibility

To ensure every Kyndryl can contribute fully, we continue to advance workplace accessibility as a core business priority. In fiscal 2026, we established an Enterprise Accessibility Steering Committee to strengthen governance, align execution and drive accountability for accessibility outcomes across the business. We also formalized accessibility and reasonable accommodations standards within our Corporate Belonging and Well-Being Policy. On International Day of Persons with Disabilities 2025, Kyndryl partnered with Be My Eyes to deliver a global 24-hour campaign, connecting blind and low-vision individuals with volunteers for real-time support, with Kyndryls answering more than 600 calls across 17 languages.

Equal opportunity

Kyndryl aims to build an inclusive workforce in alignment with our [Equal Employment Opportunity Policy](#). We ensure employment decisions are made without regard to protected characteristics and are focused on enabling every Kyndryl to thrive.

We support this commitment through:

- A dedicated Equal Opportunity Compliance Office overseeing global regulatory requirements.
- Reasonable accommodations to support applicants and employees with disabilities.
- Fair and equal pay practices aligned to role, experience, geography and performance. For full details, see the [talent retention](#) section.

We continue to reinforce our commitments through our policies, including Equal Employment Opportunity, Workforce Belonging and Well-being (Policy 117), Preventing Harassment and Bullying (Policy 116), and Anti-Slavery. In addition, all Kyndryls are required to complete learning on harassment prevention, retaliation, non-discrimination and respectful workplace practices.

Be well

By nurturing well-being, we ensure Kyndryls can stay healthy and receive the support they need to succeed.

Benefits and offerings

Our global, comprehensive well-being strategy — Kyndryl Be Well — is brought to life through a range of programs, benefits and policies that support Kyndryls' physical, mental, social and financial well-being at no cost to all Kyndryls and their families.

- **Mental well-being benefits:** Be Well provides year-round, confidential counseling to support Kyndryls and their families in navigating relationships, stress, parenting, grief and more.
- **Social well-being benefits:** Kyndryls can participate in online and in-person communities dedicated to well-being, including Kyndryl Mindful, which focuses on mindfulness-based interventions, and Kyndryl Coaching, where Kyndryls learn the fundamentals of professional coaching.
- **Physical well-being benefits:** Kyndryls have access to professional wellness coaching to support their health, nutrition, sleep, physical exercise and lifestyle improvement.
- **Financial well-being benefits:** Be Well services provide legal and financial research and referrals, as well as advice from independent professionals, to support Kyndryls' financial well-being.

Be ready

As part of our Talent Journey and Kyndryl Compass, Kyndryls set Performance and Development Goals strategically aligned to business needs so they are ready to take on their next customer assignment and grow their career. To support their growth, Kyndryls receive regular feedback from their manager and colleagues, have access to 70,000+ learning courses and have the opportunity to acquire industry-leading certifications. For more details, see the [talent retention](#) section.



In addition, we enable leaders, managers and HR professionals to prepare Kyndryls for growth by providing support and resources tailored to their needs. Programs like the Kyndryl Core Coaching Program, Manager Assist and the Global Mentoring Program are designed to build leadership capabilities and foster career progression. KIN leaders and members serve as mentors, coaches and advocates, helping others navigate their career journeys while modeling inclusive leadership behaviors.

Be impactful

At Kyndryl, we strive to communicate with empathy and learn from each other and our communities. We provide virtual and in-person opportunities for community engagement, which are covered in more detail in the [responsibility to our global community](#) section.

We also strive to build a supply base that fosters innovation, enhances economic resiliency and competitiveness, and aligns with our sustainability objectives. Kyndryl is committed to providing suppliers with equal opportunity to compete for our business. Learn more about responsible sourcing in the [responsible supply chain](#) section.

As Kyndryl focuses on growth and profitability, our Kinship @ Kyndryl team created tools and resources for our go-to-market teams to communicate our commitment to belonging and well-being in delivering our services. These resources help drive sales and deepen relationships as we see growing interest from our customers on these topics.

Health and safety

By focusing on the health and safety of all Kyndryls, we can more effectively support their well-being and power progress for our business and our customers. As part of our comprehensive approach, we identify and manage safety-related risk to reduce the potential for employee injuries and to help Kyndryls thrive. We acknowledge that a strong culture of health and safety improves business outcomes, protects brand reputation and presents additional opportunities to drive positive impact.

Kyndryl has obtained an enterprise-wide ISO 45001 certification for our Health and Safety Management System.

Our health and safety policies and commitments

Kyndryl aspires to be a leader in health, safety and employee well-being, as detailed in our Culture of Health and Safety corporate policy. We prioritize a healthy workforce and safe workplaces by:

- Complying with legal and other requirements
- Providing appropriate controls for health and safety risks
- Empowering the workforce through training, consultation and participation

The policy, formalized in 2021, is shared with Kyndryls during onboarding and annually as part of our all-employee training on Kyndryl's Code of Conduct. Kyndryls also receive relevant health and safety training according to the risks and legal requirements of their role. This includes:

- Training for all Kyndryls on safe workplace practices
- Training for Kyndryls designated as emergency response team members or those identified as trained in first aid
- Working with customers when Kyndryls are working at customer sites to understand any risks or requirements associated with their operations

Health and Safety Management System and certifications

Kyndryl's Health and Safety Management System (HSMS) is a framework of procedures and plans that systematically manage health and safety based on the foundation set by Kyndryl's Culture of Health and Safety policy. Our HSMS defines the roles

and responsibilities and supporting requirements to anticipate, evaluate and address potential health and safety risks. Kyndryl has obtained an enterprise-wide ISO 45001 certification for our HSMS. The HSMS is subject to annual review by an external certifier to the ISO 45001 standard. We review and enhance our HSMS through ongoing, regular audits; trend analysis; and feedback. We strive to remain resilient and minimize any potential impacts on our operations and stakeholders resulting from internal or external events. As part of our review process, we consider:

- Hazards
- Well-being
- Regulatory and internal requirements
- Effectiveness of operational controls
- Financial impacts
- Views of Kyndryls, contractors and customers

Kyndryl's HSMS applies to all activities, workers and workplaces controlled and managed by Kyndryl operating units, corporate staff, and majority and wholly owned subsidiaries where there has been a transfer of employment. Although Kyndryl operates primarily in low-risk environments, our systematic approach to managing health and safety consists of identifying hazards and assessing risk, implementing effective controls, and reviewing and reporting risks. We empower all Kyndryls to proactively identify hazards to help ensure risks can be evaluated and eliminated, or reduced to an acceptable level, following the Hazard Identification, Risk Assessment and Control (HIRAC) process. When an incident, hazard or near-miss situation does occur, Kyndryls are expected to report the event or concern so it can be investigated by management and corrective actions can be implemented to prevent recurrence.

Employee participation

At Kyndryl, management encourages employees to participate in the company's culture of health and safety by:

- Completing required health and safety training
- Identifying hazards and risks
- Supporting incident investigations and corrective actions
- Providing input as part of various communication campaigns, HSMS audits, and health and safety policies and procedures

Kyndryl's Corporate Health and Safety (CH&S) team partners with internal and external stakeholders regularly on key issues related to worker health and providing a safe and healthy work environment. We consult and communicate with Kyndryls and other third parties on health and safety matters through advising on health and safety policies and solutions, supporting investigations and corrective actions, and facilitating employee participation and engagement with internal Health and Safety Committees. Kyndryl has established local Health and Safety Committees in various countries to help ensure compliance with regulations and to promote a safe working environment. These committees consist of both employee and management representatives from various business areas who consider the safety matters of employees.

Our measurements and progress

Kyndryl tracks, monitors and communicates program efficiency, quality and effectiveness to determine ongoing trends and emerging risks to our workers. We continue to develop intervention strategies to keep Kyndryls safe, and we report quarterly metrics to functional leadership to inform global decision-making and assess and mitigate risks. In fiscal 2026, our global Total Recordable Injury Rate (TRIR) was 0.028, which is 86% lower than the industry average of 0.20.²³ The rate is measured relative to 200,000 worker hours per year — the equivalent of hours worked in one year by 100 employees. Over the last three years, Kyndryl's incident rates have remained well below industry benchmarks, reflecting the impact of sustained efforts to strengthen safety culture through targeted campaigns, communications and training.

To view health and safety metrics and data, see our [Environment and People Data Book](#).

²³ U.S. Bureau of Labor Statistics, 2024



Responsibility to our global community

As a purpose-driven company, Kyndryl works alongside nonprofit organizations, customers and community partners to address societal challenges and drive positive change. Our social impact efforts reflect The Kyndryl Way and our belief that technology can be a force for good.

Driving meaningful social impact

Kyndryl engages with communities and empowers our people through a combination of strategic partnerships, employee volunteerism and the work of [Kyndryl Foundation](#), the company's global philanthropic arm. Together, these efforts strengthen communities while reinforcing our role as a trusted partner and employer of choice.

We focus on three areas where we believe our expertise and collaboration can make the greatest difference:

Future forward education

We support quality access to student-centered and technology-enabled education, helping learners acquire valuable skills.

Inclusive economy

We support impactful solutions that help build an economy in which individuals and communities can benefit from sustained economic and social prosperity.

Climate action

We support an environmentally sustainable future by combining our expertise and technologies to mitigate the impacts of climate change.

Employee volunteering and community engagement

Kyndryl empowers employees to support causes they care about. We continue to scale community engagement through Deed, our global volunteering and giving platform that includes nonprofit organizations across our three focus areas. Employees can also create and lead volunteer initiatives through our Social Impact Ambassador Networks and participate in community service through Kyndryl Cares Volunteer Time Off, which provides every full-time employee with one paid day per calendar year to volunteer.

Fiscal 2026 social impact volunteering metrics

45,000+

volunteer hours, a
15%+ increase from
fiscal 2025



300+

nonprofit organizations



700+

volunteer events



Kyndryl Foundation

Since its launch in 2023, Kyndryl Foundation has established a global grant program focused on expanding access to cybersecurity and AI skills, advancing education, and building workforce readiness in communities where Kyndryl operates. Through annually awarded grants, Kyndryl Foundation partners with trusted nonprofit organizations across a growing number of countries, with an emphasis on hands-on training, mentorship, job readiness and pathways to employment.

Kyndryl Foundation practices trust-based philanthropy, a collaborative approach that creates stronger accountability between grant providers and grant recipients, supporting long-term outcomes. As part of our approach, we conduct requests for proposals (RFPs), require reasonable reporting information and offer regular check-ins with grantees so we can better understand their needs and respond accordingly.

Second year results

474,000+

Delivered learning hours

46,000+

Impacted learners

500+

Learners secured employment

353,000+

People reached through community networks, family and access to free resources such as training and curriculum made available through Kyndryl Foundation funding

For more information, read our [Kyndryl Foundation Impact Report](#).

Fiscal 2026 grants

In its third year, Kyndryl Foundation expanded grants to 13 countries — Brazil, Canada, Costa Rica, Czechia, France, Hungary, India, Japan, Mexico, Poland, Spain, U.K. and U.S. — and reinforced our focus on advancing global cybersecurity and AI skills development.

Kyndryl Foundation's grant portfolio continues to support existing, multi-year grantees while welcoming new organizations that emphasize cybersecurity and AI training, digital inclusion and workforce readiness. The third-year grant program is expected to positively impact more than 100,000 people globally.

Training communities through collaboration

Partnering with governments to build a cyber-resilient, AI-ready future

As cyber threats grow in complexity and AI adoption accelerates, governments are prioritizing workforce readiness to safeguard digital economies and enable inclusive growth. Kyndryl partners with governments to help bridge critical skills gaps, combining our technical expertise and public-sector reach to build resilient, future-ready talent ecosystems.

- In the U.S., Kyndryl signed the White House's Pledge to America's Youth: Investing in Artificial Intelligence (AI) Education. As part of the coalition of more than 60 leading U.S. organizations, we asserted our support of America's youth by investing in the critical field of AI education.
- In the EU, we signed the European Commission's Cybersecurity Skills Academy Pledge to provide free cybersecurity education to 25,000 individuals across member states by 2030, with a focus on underserved communities.
- In Mexico, we partnered with the government's National Accelerated Training Program to train 1,000 individuals in cybersecurity fundamentals through an intensive 20-week program.
- In India, we expanded our AI education and skilling programs. Through multiple programs, we have trained 50,000 school students and 30,000 graduate students, upskilled 1,000 teachers, and increased AI readiness among government employees.

Empowering future leaders through education

As part of our dedication to advancing equal access to education, Kyndryl has partnered with United Way Worldwide to deliver the “Inspiring the Next Generation of Global Leaders through STEM Education” program. Spanning Latin America, Spain, Japan and France, the initiative focuses on building critical STEM (science, technology, engineering, mathematics) capabilities among young learners and educators. To date, the program has equipped over 4,000 students and educators with essential skills to foster innovation, digital readiness and future leadership potential across diverse communities.

In Japan, we partner with the Tokyo Metropolitan Board of Education through the Tokyo P-TECH program to support Tokyo Metropolitan Fuchu Technical High School.

Since joining the consortium in 2023, Kyndryl Japan employees have mentored over 75 students and have supported career talks, ideathons and internships. These efforts, recognized by the Tokyo Metropolitan Board of Education Distinguished Contributor Award, provide students with practical IT exposure and career insights, and support the development of future digital talent.

We also continue to advance inclusive digital learning and pathways for women in technology through our collaboration with nonprofits such as Code for Everyone and Waffle. In India, we completed our three-year Cyber Rakshak program to help women safely navigate the digital world. The program trained over 100,000 rural women in cybersecurity awareness and education. We are now offering an AI learning module to the Cyber Rakshak cohorts to help them enhance their digital skills.



Human rights

Kyndryl respects human rights across our operations and value chain, as outlined in our [Global Human Rights and Modern Slavery Policy](#). The policy details our ethical standards and expectations, which are informed by the United Nations Universal Declaration of Human Rights standards. Additionally, our Modern Slavery Statements ([Canada](#), joint [U.K. / Australia](#)) and [Norway Transparency Act Declaration](#) inform how we manage international human rights. We conduct an annual review of Kyndryl’s initiatives under this policy.

Human rights and modern slavery risks in our operations are primarily associated with the extended upstream supply chain and are considered low. Human rights risk management is supported through our semi-annual Enterprise Risk Management (ERM) processes aligned with the Responsible Business Alliance Code of Conduct (RBA Code). We assess corporate citizenship-related risks semi-annually, including forced labor and child labor. During the reporting period, our ERM assessments did not identify operational risks.

To address human rights risks in our supply chain, we apply the RBA Code to first-tier suppliers. The RBA Code establishes expectations related to compliance with applicable laws, human rights and remediation of adverse impacts. Suppliers are expected to maintain social responsibility standards, including practices addressing forced labor, child labor, working hours, wages and benefits, freedom of association, health and safety, environmental responsibility, and ethical conduct.

Kyndryl conducts due diligence during supplier onboarding by evaluating supplier commitments and conducting risk-based assessments. We initiate corrective action processes where required. Reporting channels are available to employees, contractors, suppliers and other third parties to raise concerns confidentially or anonymously.

4 Powering Progress for Trust

In this chapter

Building integrity into our business

Our accountability structures

Cybersecurity, privacy and data governance

Our approach to AI

Business conduct and ethics

Our approach to advocacy and public policy

Building integrity into our business

At Kyndryl, trust shapes how we deliver value to customers, shareholders, partners and communities.

Guided by an experienced Board, our trust program is centered on three strategic areas of focus: building integrity, accountability and governance. Our double materiality assessment identified two trust-related material topics: cybersecurity, privacy and data governance; and business conduct and ethics. As our strategy evolves, we will continue to prioritize trust for our business, people and communities.

Our accountability structures

Leadership and governance

Kyndryl's Board of Directors oversees our management on behalf of our shareholders. The Board includes 10 senior leaders, nine of whom are independent,²⁴ with well-rounded leadership and experience in critical global industries and professions. Our directors possess deep operational knowledge, financial expertise, academic leadership experience, digital and cybersecurity experience, and extensive research and innovation experience. In addition, many of our directors have experience facilitating technological change.

Board oversight

Our Board is responsible for overseeing management's execution of responsibilities. In this oversight role, the Board regularly reviews Kyndryl's long-term business strategy. The Board also works with management to set the company's short-term and long-term

strategic objectives and to monitor progress on those objectives. While the Board maintains overall oversight responsibility, the Board's three committees — Audit, Compensation and Human Capital, and Nominating and Governance — provide specific oversight of certain key areas. Each committee has a written charter that establishes duties and responsibilities. Our Board Committee Charters can be found [here](#).



²⁴ All non-employee directors satisfy the independence criteria under the New York Stock Exchange listing standards and Kyndryl's Board corporate governance guidelines.

Risk management

Our Board executes oversight of risk management. Our senior leadership team is responsible for managing our Enterprise Risk Management (ERM) program under the oversight of the Audit Committee. One or more members of our senior leadership team is responsible for managing our highest-priority risks, including those related to our environment, people and trust programs. Our ERM program is designed to identify, assess and manage our risk exposure, and line management under key senior leaders executes mitigation strategies. Management regularly reports to the Board and its committees on significant risks. The ERM Program Management Office conducts continuous risk assessments to obtain input from business management regarding Kyndryl's risks and related mitigations. Results are reviewed and validated with Kyndryl's Risk Management Committee (RMC), comprised of senior executives. The ERM Program Management Office is responsible for presenting the results and recommendations to the CEO and Audit Committee.

Business continuity

Business continuity planning is a critical component of effective risk management and organizational resilience. Kyndryl maintains a mature business continuity capability, underpinned by established plans and processes that are continuously refined to address dynamic risk landscapes. We are focused on integrating risk-based prioritization, strengthening impact-driven recovery strategies, and enhancing coordination across

business and technology functions to support continuity of operations.

Aligned with the ISO 22301 standard, Kyndryl's enterprise-wide Business Continuity Management System (BCMS) provides a structured and consistent framework across all business areas while supporting alignment with the ERM program. Our BCMS encompasses governance, structured impact analysis, and regular testing and review activities, enabling more consistent and informed decision making. Through continuous monitoring, validation and reporting, we assess preparedness and drive ongoing improvement in resilience capabilities, ensuring alignment with evolving business, operational and regulatory expectations. We continue to improve the application of our BCMS through risk-based and impact-driven continuity planning.

Additionally, to support enterprise-wide continuity at scale, Kyndryl leverages a cloud-based business continuity management solution to enhance accessibility, scalability and real-time coordination across our global operations.

We are building on our established business continuity capabilities by strengthening resilience, with a focus on emerging risks including geopolitical and macroeconomic dynamics. We recognize that sovereignty is increasingly an operational risk, reinforcing the need to proactively understand critical dependencies and maintain continuity across complex, distributed IT environments. Read more about our approach to business continuity management [here](#).



Cybersecurity, privacy and data governance

Cybersecurity risk management and strategy

Upholding the safety and security of our systems, services and data — and sustaining customer trust — depends on cybersecurity. At Kyndryl, cybersecurity risk management is integrated into our Enterprise Risk Management (ERM) program, and we maintain a cybersecurity risk management program designed to identify, assess, manage and mitigate cybersecurity risks, as well as provide a framework for responding to cybersecurity threats and incidents.

We regularly assess and update our cybersecurity risk management and cybersecurity posture to protect the confidentiality, integrity and availability of Kyndryl's and our customers' infrastructure, resources and information. Our multi-faceted risk management approach is informed by leading industry security standards and frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework and International Organization for Standardization (ISO) standards.

Our cybersecurity processes reflect the broad range of technological, human and environmental threats considered within our cybersecurity program. Key processes include:

- Risk-based, layered controls
- Cybersecurity incident response planning and testing
- Information sharing and collaboration
- Employee training and awareness
- Supplier risk assessments

We periodically engage independent third-party security assessors to conduct evaluations of our cybersecurity controls and procedures, including penetration testing, third-party audits and reassessing best practices to address new challenges. These evaluations assess both the design and operational effectiveness of our controls and procedures. Our internal audit function conducts additional reviews and assessments of cybersecurity controls and reports to the Audit Committee and the Board of Directors, as appropriate. We use insights from these efforts to improve our cybersecurity practices, procedures and technologies.



We regularly assess and update our cybersecurity risk management and cybersecurity posture to protect the confidentiality, integrity and availability of Kyndryl's and our customers' infrastructure, resources and information.

Cybersecurity risk oversight and governance

Kyndryl's Board of Directors is responsible for overseeing our ERM program. The Audit Committee periodically reviews our ERM framework, including risk management processes, and assists the Board in its oversight of key risk areas, including cybersecurity, data governance and privacy risk. The Audit Committee regularly reports on these matters to the Board.

The Audit Committee and the Board of Directors receive periodic updates from Kyndryl's Chief Information Security Officer (CISO) regarding cybersecurity policies and practices, as well as cybersecurity developments, trends, risks, notable incidents, mitigation strategies and maturity initiatives. To support informed oversight of cybersecurity and technology risk at the enterprise level, the Audit Committee and Board also receive updates from Kyndryl's Chief Information Officer (CIO) and other senior leaders on cybersecurity-related matters throughout the year.

Privacy and data governance

Driven by our experienced data privacy team, Kyndryl's privacy and data governance programs are designed to align with applicable global regulations and are informed by industry standards and industry-recognized practices. Kyndryl maintains ISO/IEC 27001 and ISO/IEC 27701 certifications for our Global Integrated Privacy and Information Security Management System when operating as a processor of customer personal information, demonstrating our focus on protecting personal data through certified governance and security controls.

The Kyndryl Privacy Baseline establishes the high standards we apply when processing Kyndryl and customer data, enabling our global organization to operate across jurisdictions with consistent, secure and transparent practices. As part of these baseline controls, Kyndryl processes customer personal data solely for purposes defined in customer contracts, and only as instructed by customers or as required by law. We do not use or reuse customer personal data for any other purposes, including renting, selling or sharing such data with third parties.

Our privacy and data governance programs are led by Kyndryl's Chief Privacy and Data Governance Officer (CPO), who establishes strict technical and organizational measures designed to protect data throughout its lifecycle. These measures are intended to provide employees and customers with confidence that Kyndryl handles data in a secure, lawful and transparent manner. The CPO works closely with Kyndryl's CISO, CIO and other key stakeholders to evaluate emerging risks, refine risk management strategies and review program performance on an ongoing basis so we can operate risk-aligned privacy and data governance programs at scale.

Cybersecurity and privacy training

We provide training and education throughout the year to foster a culture of security awareness and responsibility across our workforce. These programs include cybersecurity and privacy training, phishing simulation exercises and a range of ongoing awareness initiatives designed to address the evolving cybersecurity and privacy risk landscape. All employees and contractors are required to complete annual cybersecurity and privacy education as part of Kyndryl's enterprise security and privacy program.



Our approach to AI

At Kyndryl, our innovative and collaborative culture empowers employees to develop AI capabilities that deliver business value for our customers and across our own operations. While AI presents unprecedented opportunities, it also carries risks. We are focused on pursuing AI opportunities for both Kyndryl and our customers while limiting and managing associated risks. Our guiding principles are outlined in our [Responsible AI at Kyndryl principles](#) and the [Kyndryl AI Baseline](#).

We pair our technical architecture with strong governance structures, including an AI Governance Committee, AI Board and AI Security Standard.

Supporting customers

[Kyndryl Bridge](#) — our AI-powered, open integration digital business platform — provides insights that help our customers digitally transform and build resilience. In July 2025, we announced the [Kyndryl Agentic AI Framework](#), our holistic approach to helping customers transform their AI investments from isolated pilots and workflows into core components of their business engine. Combined with our people and performance services, Kyndryl Bridge, the Framework and its expanding capabilities — including agent builder, agentic ingestion and policy as code — can help customers advance their AI strategies.

AI governance

Scaling AI responsibly requires more than technology. At Kyndryl, we pair our technical architecture with strong governance structures, including an AI Governance Committee, AI Board and AI Security Standard. The AI Governance Committee and AI Board are composed of senior leaders across the business and key support functions.

We actively monitor the ongoing development of AI legislation globally, implement the respective requirements and adapt our corporate guidelines and policies as needed.

Our AI Management System guides Kyndryl employees in submitting their proposed use of AI for approval, whether for Kyndryl or for a customer. The approval process involves tool-driven review and classification of use cases based on applicable regulations and our corporate determination of risk.

Our approach to AI governance includes:

- **Early risk mitigation:** Proactive governance helps identify and address risks early — before they impact sales strategy, delivery or compliance.
- **Operational efficiency:** Our streamlined review and approval process accelerates decision-making, increases efficiency and improves coordination between subject matter experts.
- **Responsible innovation:** Our AI Management System serves as an inventory of approved use cases, tech stacks and third-party applications, which helps Kyndryl employees identify capabilities that could be replicated for other purposes.

AI literacy, training and awareness

Our AI literacy program equips Kyndryls with the knowledge and skills needed to navigate an evolving AI landscape and use AI systems securely and competently, both for internal applications and customer engagements.

In addition to mandatory annual cybersecurity, data privacy and AI training, we provide access to numerous learning programs designed to help employees understand the opportunities and risks related to the use of AI systems. The content of these programs is adapted to different practice areas, roles and levels of expertise. We also provide specialized training and certification programs for employees involved in the planning, development and use of AI systems.

Business conduct and ethics

Kyndryl aligns our corporate governance framework with global best practices and international standards to encourage responsible, transparent and ethical operations. Through our [Code of Conduct](#), Anti-Corruption Policy, anti-bribery management systems and advocacy policies, we set high standards for ethical conduct across our business that support our long-term success. For the third consecutive year, Kyndryl's Code of Conduct program has been externally acknowledged for excellence. Our Code of Conduct program won multiple awards in 2026 from the Brandon Hall Group,²⁵ including a Gold Award for Best Compliance Training.



²⁵ Brandon Hall Group Awards are known as the "Academy Awards of Human Capital Management." The awards recognize the best organizations that have successfully developed and deployed programs, strategies, modalities, processes, systems and tools that have achieved measurable results.

²⁶ 100% of the non-exempted employees completed our Kyndryl Code of Conduct training as of February 2026. Employees on leave of absence, extended sickness or accident leave, pending termination of employment or similar circumstances may be exempted.

Kyndryl Code of Conduct

As we strive to uphold the highest ethical standards, the Kyndryl Code of Conduct is an essential tool that enables all Kyndryls to comply with applicable laws and regulations. Every employee – regular, supplemental and part-time – is required to complete and certify the Code of Conduct training annually, and we are proud to have achieved a 100% completion rate for all non-exempted employees for the fifth consecutive year.²⁶ Covering topics such as ethical decision-making, reporting concerns, and avoiding bribery and corruption, our Code of Conduct serves as a compass for navigating ethical situations in daily work and advancing a culture of accountability across the company.

In addition to annual Code of Conduct training, we conduct live integrity summits to reinforce the Code training and provide focused trainings by country and role on anti-corruption, compliance controls and ethics. In fiscal 2026, our summits included 177 live sessions across 11 cities in China, Germany, Hong Kong, Indonesia, Malaysia, Philippines, Thailand, and the U.S., reaching over 5,300 employees.

Anti-corruption and anti-bribery policy

Kyndryl has designed policies and processes to drive compliance with applicable anti-bribery

and anti-corruption laws in every locality where Kyndryl operates. Kyndryl's anti-bribery management system is designed to prevent and detect bribery. In addition to our global Anti-Corruption Policy, we have implemented policies and processes in certain countries to comply with specific local requirements.

Whistleblowing

Kyndryl provides communications channels for employees, suppliers, alliance partners and others to report any concern related to the potential violations of the Kyndryl Code of Conduct, Kyndryl policies or any other suspected unethical or unlawful conduct through our enterprise [Reporting Concerns Portal](#). Kyndryl has a strong no-retaliation policy related to any such reporting. Our Reporting Concerns process includes procedures designed to align with the EU Whistleblower Directive. We have a dedicated Employee Concerns team in place to investigate and take actions to address bullying, harassment, discrimination, retaliation, favoritism, inappropriate romantic / familial relationships, and disciplinary actions or dismissals alleged to be discriminatory or retaliatory.



Our approach to advocacy and public policy

As a global company, Kyndryl engages with policymakers. For example, our CEO participates in the Business Roundtable, a group of U.S. CEOs focused on promoting economic growth across industries. On behalf of our industry, business, partners, customers and employees, we work with policymakers, lawmakers and public bodies including regulatory agencies on issues such as:

- Cybersecurity, data protection, AI, digital infrastructure, data and operational sovereignty, intellectual property, digital trade and other digital issues
- Tax, labor, skills and workforce development
- Environment, sustainability, supply chain and human rights

Kyndryl belongs to organizations within numerous countries in which we operate, helping to drive business relations and innovation. Kyndryl does not endorse, support, or make contributions or payments to any political parties or candidates, including through political action committees, campaign funds, trade or industry associations, or similar organizations.

Some of Kyndryl's memberships and global partnerships include:

- AmCham EU (EU)
- Anitec (Italy)
- Bitkom (Germany)
- BSA | The Software Alliance
- The Business Council (U.S.)
- Business Roundtable (U.S.)
- The Cybersecurity Coalition (U.S.)
- Digital Companies Association (AMETIC) (Spain)
- Global Enabling Sustainability Initiative (GeSI)
- Keidanren (Japan)
- NASSCOM (India)
- Numeum (France)
- TechNation (Canada)
- TechUK (U.K.)
- U.S. Chamber of Commerce

Corporate citizenship non-financial reporting frameworks, ratings and rankings, and recognition

Please visit our Non-Financial Reporting Hub to view our comprehensive non-financial disclosures and associated information, including our:

- Fiscal 2026 Environment and People Data Book
- Fiscal 2026 TCFD Report
- Fiscal 2026 GRI Content Index
- Fiscal 2026 SASB Content Index
- Fiscal 2026 CDP Response
- Fiscal 2026 UN SDG Mapping



kyndryl

GRAMA AWARD

Kyndryl has also received sustainability and workplace awards, including:

- TIME's World's Most Sustainable Companies 2026
- USA Today's America's Climate Leaders 2026
- Leader in the 2025 ISG Provider Lens™ for Sustainability and ESG in IT Solutions and Services
- Sustainability Magazine's Top 250 Companies in Sustainability 2025
- Best 100 Corporate Citizenships (3BL)
- Top 100 Global Most Loved Workplace by the Economist
- Most Loved Workplace Certified
- Great Place to Work Certified
- America's Top 100 Most Loved Workplaces by the Wall Street Journal
- America's Best Employers For Company Culture by Forbes

Throughout fiscal 2026, Kyndryl routinely engaged with and responded to rating agencies, including EcoVadis, ISS, Sustainalytics and MSCI. In fiscal 2026 and including the first quarter of fiscal 2027, our scores are as follows:

EcoVadis

We maintained our Gold Medal for the second consecutive year, placing us in the top 5% of rated companies.

MSCI

Our score is AA for MSCI's ESG Rating, above the industry average of A.

S&P Global

Our score for S&P Global's Corporate Sustainability Assessment is 43, above the industry average of 34.

ISS

Our score for ISS's ESG Corporate Rating is B- Prime, above the industry average of C.

Sustainalytics

Our score for Sustainalytics' ESG Risk Rating is 14.0 Low Risk, better than industry average (Medium Risk).

CDP

We maintained our B score for CDP's Climate Change assessment, above industry average (C).

About this report

Reporting overview

Each year, Kyndryl publishes a dedicated Corporate Citizenship Report (CCR) that covers our management, goals, progress and performance related to material environment, people and trust or governance issues. Information in this report is disclosed on a fiscal-year basis from April 1, 2025, to March 31, 2026, with exceptions where noted. Our reporting covers all Kyndryl subsidiaries and is typically published in September, following our annual financial reporting in June. This report discloses non-financial information on material topics in the Environment, People and Trust chapters of this report. Changes in year-over-year reporting disclosures from fiscal 2025 to fiscal 2026 are provided in the body of the report. Restatements of data and metrics from previous reporting periods are explained in our [Environment and People Data Book](#), as required. We determined the scope of the greenhouse gas (GHG) emissions data in this report using the operational control approach in line with the Greenhouse Gas Protocol. We have engaged a third party to provide limited assurance over certain GHG emissions and environmental metrics. For more details and to read our assurance statement, please see our Environment and People Data Book in our [Non-Financial Reporting Hub](#). All financial calculations in this report are based on U.S. dollars.

Forward-looking statements

This report 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 report, including statements concerning the Company's plans, objectives, goals, beliefs, business strategies, future events, business condition, results of operations, financial position, business outlook, business trends, the outcome of legal and regulatory claims, suits, investigations and other matters, the remediation of material weaknesses 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 may 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, 2026 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 report 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 report 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. References to case studies in this report are intended to be illustrative and are not intended to be used as an indication of current or future performance. The receipt of any awards by Kyndryl is no assurance that our business objectives, including our sustainability-related objectives, have been achieved or successful. 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. The inclusion of information in this report should not be construed as characterization regarding the materiality or financial impact of that information. In this report, we are not using such terms as "material" or "materiality" as they are used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and financial reporting.



This report was not printed.
This report was originally published September 2026.

Company Headquarters

One Vanderbilt Avenue, 15th Floor
New York, New York 10017

Contact Information

For questions or feedback on this report, please
contact us at sustainability@kyndryl.com.

[kyndryl.com](https://www.kyndryl.com)

© Copyright Kyndryl, Inc. 2026

Kyndryl is a trademark or registered trademark of Kyndryl, Inc. in the United States and / or other countries. Other product and service names may be trademarks of Kyndryl, Inc. or other companies.

This document is current as of the initial date of publication and may be changed by Kyndryl at any time without notice. Not all offerings are available in every country in which Kyndryl operates. Kyndryl products and services are warranted according to the terms and conditions of the agreements under which they are provided.

The performance data and client examples cited are presented for illustrative purposes only. Actual performance results may vary depending on specific configurations and operating conditions.

Kyndryl has no obligation to develop or release any of the functionality or products described in this statement. Any information about Kyndryl's possible future offerings is subject to change by Kyndryl at any time without notice and does not represent a commitment, promise or obligation for Kyndryl to deliver or make available any offering.