



SHARPENING OUR FOCUS

2020 Sustainability Report

FLUOR[®]



LETTER FROM THE CEO

At Fluor, we are passionate about making a positive difference in the world, and we strongly believe that business growth should not be at the expense of people or the planet. This belief was amplified amid the global COVID-19 pandemic, growing calls for racial equity and the urgency of climate change, all of which made 2020 a year of awakening, serving as a reminder that our lives are interwoven in countless ways.

In 2020, we took the time needed to carefully consider how our purpose, vision and values guide us in focusing on what is important to advance social inclusion, environmental protection, economic growth and physical and digital safety. Like many companies, we were building a strategic pathway for Fluor's future while maintaining our focus on respecting nature, empowering people, maintaining safe work environments and achieving net zero greenhouse gas emissions.

Our 2020 Sustainability Report provides insight into our actions, our collaborative approach and our plans for the future. We have enhanced our management systems, and our environmental investment and remain committed to our people who serve as the heart of our business. As you read our report, I hope you'll appreciate the steps we have taken to create a thoughtful, purposeful, progressive organization, with a balanced approach to deliver on our environmental and social commitments.

No other company in our industry is capable of uniting for the greater good. Though these are trying times, Fluor's foundation and values have not changed. We remain steadfast in our dedication to a sustainable tomorrow for all.

A handwritten signature in white ink, appearing to read 'D. Constable', set against a dark blue background.

David E. Constable
Chief Executive Officer

FLUOR'S SUSTAINABILITY JOURNEY



Yesterday

1976

EMPLOYEE VOLUNTEER PROGRAM

Fluor launches our employee volunteer program. Today, employees volunteer more than 24,000 hours to enrich the lives of those in their communities through Fluor Cares®.

2000

KNOWLEDGE MANAGEMENT SYSTEM

Instant access to Fluor's award-winning knowledge management system, Knowledge OnLineSM, helps employees make the best decision, every time. The system now includes a sustainability community with nearly 7,000 members.

2005

FIRST HSE WEEK

Launched first health, safety and environmental (HSE) celebration theme – Protect Our Children and Our Future. Today, more than 200 offices and project sites around the world host events for employees, suppliers, clients and communities.

2006

GLOBAL CARBON FOOTPRINT

Begins measuring our greenhouse gas (GHG) emissions using the GHG Protocol.

2007

ONE OF WORLD'S MOST ETHICAL COMPANIES®

Named one of the World's Most Ethical Companies by Ethisphere Institute, a distinction the company has continued to earn for 14 consecutive years.

2008

FIRST SUSTAINABILITY REPORT

Begins publishing an annual report following the Global Reporting Initiative (GRI) guidelines.

2015

A SUSTAINABILITY LEADER IN NORTH AMERICA

Listed on the North America Dow Jones® Sustainability Index, a distinction the company achieved for 5 consecutive years.

Tomorrow



2020

COVID-19 RESPONSE

Fluor's established programs and network of experts made it possible to immediately take action to protect our people. Safety protocols and flexible remote working arrangements were implemented while continuing to move our projects forward and support communities and small businesses.

HSE PERFORMANCE

Achieved a total case incident rate (TCIR) of 0.38, better than our goal of 0.40 and the industry average of 1.20.

SUSTAINABLE PARTNERSHIPS

Established and strengthened sustainable partnerships with suppliers; Construction Industry Institute; Carbontech Leadership Council; and Alliance for a Climate Resilient Earth (ACRE).

GREENHOUSE GAS EMISSIONS

Continued to reduce our Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions.

FEEDING THE HUNGRY

Provided 1,263,302 meals to those in need, a 130 percent increase from 550,000 meals provided in 2019.



Today

Tomorrow

NET ZERO 2023 COMMITMENT

Fluor is committed to eliminating Scope 1 and Scope 2 absolute GHG emissions by the end of 2023.

DIVERSITY, EQUITY AND INCLUSION (DE&I) COMMITMENT

Committing to building an inclusive culture across every level in the organization, Fluor has begun increasing female and minority representation in our executive leadership, contributing funds to diverse universities and expanding our spend with diverse suppliers.

LEADER IN ENERGY TRANSITION

Continue to build upon knowledge obtained over 30 years of experience in carbon capture. Going forward, Fluor is focused on small modular reactor technology, renewable fuels, asset decarbonization, carbon to value, long duration energy storage, waste to energy and hydrogen.



[See a full timeline on www.fluor.com.](http://www.fluor.com)

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Fluor's sustainability actions support the United Nations (UN) Sustainable Development Goals (SDGs). The numbered SDG icons at the beginning of each section of this report correspond to applicable goals.

All currency references in this report are in U.S. dollars.

At the time of production, participants followed local, state, federal and site guidelines to comply with COVID-19 restrictions including wearing masks, social distancing and additional health and safety procedures.

Fluor and JGC volunteers from the LNG Canada Project participated in the annual Kitimat Understanding the Environment (K.U.T.E.) river clean-up. Together with members of the community, volunteers filled an entire dumpster in just four hours.



ABOUT THE COVER

Fluor is proud to collaborate on the largest energy investment in Canadian history. The JGC Fluor BC LNG joint venture (JFJV) is providing engineering, procurement and construction for [LNG Canada's Export Facility Project](#) in Kitimat, British Columbia. This will be Canada's first large-scale liquefied natural gas (LNG) processing facility, and it will put Canada on the global map of LNG-exporting countries. When completed, this facility will help meet global energy demand and reduce carbon emissions by displacing carbon-intensive coal energy.

The design of the facility meets some of the strictest regulatory sustainability standards in the world. In consultation with First Nations, work activities have been planned to minimize impacts to the environment through the following initiatives.

- ▶ **Air quality monitoring station.** This is one of more than 3,600 regulatory commitments being followed by the project.
- ▶ **Bat preservation.** The team developed and implemented a site-clearing strategy to help protect endangered little brown bats (*Myotis lucifugus*). In early 2020, JFJV installed six locally sourced bat boxes that can house up to 400 bats.
- ▶ **North Kitimat River Side Channel.** This channel was designed to maintain spawning habitats for salmon and eulachon and to provide freshwater rearing habitats and refuge from the high flows in the Kitimat River mainstem.
- ▶ **Fish and amphibian relocation.** As of December 2020, more than 840,000 fish and 544,000 amphibians had been relocated onsite.
- ▶ **Wildlife onsite.** The project tracks and records all wildlife sightings. Trail cameras are placed on the major wildlife corridors onsite to allow for a better understanding of local populations.



The project employs environmental specialists to help protect wildlife.

The project team also cultivates a strong sustainability culture by focusing on:

- ▶ **Safety.** All team members are striving to achieve the status of Safest Project on Earth.
- ▶ **Community.** The team mitigates impacts from construction activities and engages with residents to address their questions and concerns.
- ▶ **Ethics.** Everyone on the project signs the Code of Conduct to instill positive workforce behaviors and respect for all people and the community.
- ▶ **Diversity.** The project's workforce development plan includes new career opportunities for local First Nations and women, and the team is committed to providing opportunities for First Nations and local businesses.





GOVERNANCE & LEADERSHIP

COLLABORATE

We partner with clients, contractors and stakeholders to deliver innovative solutions to the most complex challenges around the world.



Bridging North America, a Fluor partnership, was selected to design, build, finance, operate and maintain the Gordie Howe International Bridge Project for Windsor-Detroit Bridge Authority (WDBA). Collaboration with numerous stakeholders is essential for the project to be socially, environmentally and economically responsible. In November 2020, the project submitted its Envision® Award application to the Institute for Sustainable Infrastructure. The team is looking to join the prestigious ranks of only 100 projects that have achieved an Envision Award since 2013.

WE ARE ACCOUNTABLE TO OUR STAKEHOLDERS

Fluor provides professional and technical solutions to deliver safe, well-executed, capital-efficient engineering, procurement, and construction (EPC) projects to clients around the world.



Corporate Headquarters in Irving, Texas

Fluor has long been a leader in the global construction industry and was ranked No. 181 on the 2020 FORTUNE® 500® list. Every day, we strive to set the standard for safety, ethical performance, operational excellence and industry innovation, providing clients and partners the confidence that only a global leader can deliver.

Good corporate governance standards and strong leadership help us implement our sustainability strategy across the business, manage goal-setting and reporting processes, strengthen relations with stakeholders and assure overall transparency and accountability.

AT A GLANCE


1912 founded


Headquartered in Irving, Texas

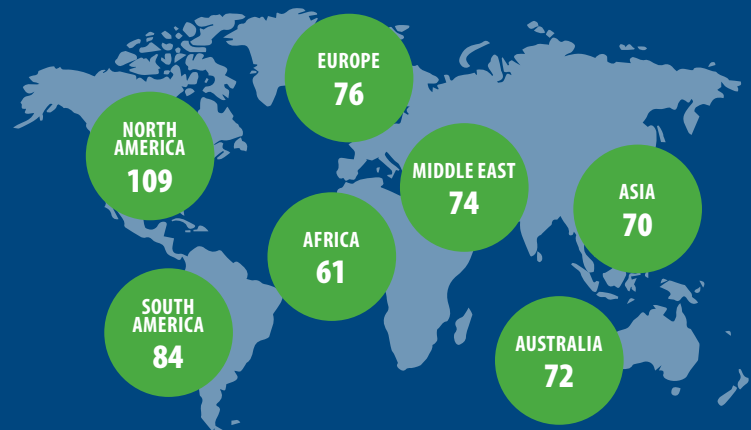

NYSE: FLR


44,000 employees


Projects performed in 60+ countries


Revenue of \$14.2 billion in 2020

YEARS OF EXPERIENCE IN REGION



GLOBAL LEADERSHIP

Provides **fit-for-purpose EPC services** and cost-competitive solutions to optimize each client's capital project



Masters **supply chain advantages** by using our global procurement network and in-country suppliers



Trusted partner for complex projects in **challenging and remote environments** around the world



Delivers **sustainable projects** through an uncompromised focus on health, safety and environmental excellence



Consistently recognized for **industry leadership**



CEO AND LEADERSHIP

Our leadership is central to Fluor's mission of successfully delivering projects in a safe, efficient, economical and sustainable manner. Fluor's team of leaders brings solid experience and a firm commitment to clients, employees and stakeholders.

[David Constable](#) serves as chief executive officer of Fluor. He began this role in January 2021 after serving as a member of Fluor's Board of Directors.

Constable is a versatile executive with significant international experience and a proven track record of driving growth and value creation across multiple industries. He brings 30 years of insight to Fluor's business, strategy and operations, having held various leadership roles within the company from 1982 to 2011, before returning as a member of our Board of Directors in 2019.

Constable's successful history of leading integrated global operations with a focus on effective risk management makes him ideally positioned to lead Fluor.

His passion for sustainability and inclusion initiatives is integral to the company's transformation strategy. In early 2021, he joined [CEO Action](#), the largest CEO-driven coalition that pledges to advance diversity and inclusion within the workplace.

Group President [Al Collins](#) leads Corporate Development & Sustainability, a new functional group that reports directly to the CEO.

Fluor's [Board of Directors](#) represents shareholders' interests and consisted of 11 members in 2020. Currently, the board consists of 10 members due to the retirement of one member. Eight of our 10 board members are independent.

[Alan Boeckmann](#) is executive chairman of our Board of Directors. Boeckmann's experience as a former chairman and chief executive officer of Fluor and his service as a director of other public companies provide him with deep knowledge of our strategy, finance and operations and of the industries we serve. Boeckmann joined Fluor in 1979 with previous service from 1974 to 1977. He held many positions across the company prior to becoming chairman and chief executive officer from 2002 to 2011.

Members of Fluor's Board of Directors participate in five standing board committees: Audit, Executive, Governance, Organization and Compensation and Commercial Strategies and Operational Risk. Board committees (other than the Executive Committee) are composed solely of independent directors.

The Governance Committee, under the guidance of chair [Rosemary Berkery](#), has oversight of sustainability. The full board is actively and frequently involved in discussing sustainability issues, risks and opportunities. Members' time spent on sustainability is significant – and will continue to grow. Throughout 2021, our Board of Directors and our leadership team will participate in sustainability training, covering a range of topics including diversity.

Our corporate governance documents and committee charters are available on www.fluor.com.



**BUILDING
A BETTER WORLD**



Our teams' daily work is closely connected with Fluor's Core Values of Safety, Integrity, Teamwork and Excellence. These values, combined with an ethical and collaborative culture, are all key factors that determine our ultimate success.

OUR CORPORATE FRAMEWORK

Our Corporate Framework includes our Purpose, our Vision and our Core Values. Together, these define who we are and how we behave.

Our Purpose – we build a better world – is why we exist. Building a better world starts with people. Our leadership, employees and partners engage in work that is positive and creative in an innovative, safe way that provides significant benefits to global clients, communities and shareholders.

Our Vision – as a valued partner, we deliver innovative and sustainable solutions that enable all our stakeholders to flourish – is our aspiration. Our clients have the confidence to turn to Fluor when it matters most. We achieve our vision through developing forward-thinking, results-driven solutions that are viable for future generations.

OUR CORE VALUES

SAFETY

We care for each other.

Living Safer Together promotes the well-being of all people, our communities and the environment.

INTEGRITY

We do what is right.

Trust, accountability and fairness define our character.

TEAMWORK

We work better together.

Collectively we thrive when we include, respect and empower one another.

EXCELLENCE

We deliver solutions.

Our high-performance teams embrace opportunities, solve challenges and continuously improve.

Our Core Values – Safety, Integrity, Teamwork and Excellence – act as our behavioral compass, guiding all of our actions. They are what we believe and they are the foundation for how we build a better world together.

OUR SUSTAINABILITY CHARTER

WE OPERATE WITH TRANSPARENCY, RESPECT THE ENVIRONMENT AND VALUE EMPLOYEES

Our charter is to conduct business in a socially, economically and environmentally responsible manner to the benefit of current and future generations. Sustainability is integrated in our business practices, and our employees are engaged in delivering the charter. Our strong, socially responsible corporate identity allows Fluor to build and sustain the global community and provide value for our stakeholders.

Our Sustainability Committee was restructured in 2020 to include representatives from each of our business lines, as well as executive-level counselors and advisors from a number of critical disciplines.



ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Fluor's sustainability actions support the United Nations (UN) Sustainable Development Goals (SDGs). In 2020, Fluor's Sustainability Committee aligned our [Sustainability Policy](#) with the 17 UN SDGs to help achieve a more sustainable future for all.

Fluor's sustainability focus, based on our policy, aligns primarily with four of the UN's 17 SDGs – 7, 8, 12 and 13. Our policy aligns secondarily with six other SDGs – 3, 5, 9, 10, 15 and 16.

The applicable SDGs will be identified in each section of this report.



Sustainable development is integral to how we approach business and the solutions we provide to clients. We demonstrate our commitment through our actions.

Our Sustainability Focus

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable and modern energy for all

Fluor Actions

- ▶ Build renewable fuels facilities
- ▶ Help clients to improve energy efficiency
- ▶ Provide pre- and post-combustion carbon capture technology solutions to clients
- ▶ Measure GHG emissions
- ▶ Develop small modular reactor technology

8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth; full and productive employment and decent work for all

Fluor Actions

- ▶ Strive for productive employment, decent work and equal pay for equal work
- ▶ Eradicate forced labor, modern slavery and human trafficking
- ▶ Prohibit child labor
- ▶ Protect labor rights
- ▶ Promote safe and secure working environments

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

Fluor Actions

- ▶ Manage chemicals and waste throughout project life cycle in an environmentally sound manner
- ▶ Reduce releases to air, water and soil to minimize adverse impacts on human health and environment
- ▶ Reduce waste generation through prevention, reduction, recycling and reuse
- ▶ Adopt sustainable practices

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts

Fluor Actions

- ▶ Measure GHG emissions and set net zero target
- ▶ Help clients strengthen resilience and adaptive capacity to climate-related hazards
- ▶ Develop proprietary carbon capture technology for clients
- ▶ Provide asset decarbonization solutions to clients



ABOUT THE REPORT

WE ARE MEASURING AND DRIVING TOWARD POSITIVE SOCIETAL IMPACT

Fluor has published a sustainability report annually since 2008. Prior reports are available online at www.fluor.com. In 2009, Fluor became a signatory to the UN Global Compact, which enables companies to voluntarily align their operations and strategies with 10 universally accepted principles regarding human rights, labor, the environment and anti-corruption efforts and to actively support the UN SDGs for these issues. This sustainability report is our annual report in fulfillment of our commitment as a signatory to the compact and serves as an update on our progress.

Fluor's management appointed the Sustainability Group chair to lead the Sustainability Committee, comprised of an internal team of subject matter experts (SMEs) in developing the report. Members include Investor Relations; Employment Law; Health, Safety & Environmental; Government Relations; Strategy, Marketing; Communications; Community Relations; Supply Chain; Human Resources; and Office Services. The SMEs are supported by these business line members: Energy Solutions; Urban Solutions/Infrastructure; Urban Solutions/Advanced Technologies & Life Sciences; Urban Solutions/Mining & Metals; Mission Solutions; and Stork.

Fluor used the Global Reporting Initiative (GRI) Sustainability Reporting Standards, the Sustainability Accounting Standards Board (SASB) standards and the UN SDGs to develop this report. In determining content, Fluor's Sustainability Committee considered the company's Core Values and experience, as well as the reasonable expectations and interests of the company's stakeholders and clients. In this document, Fluor reports on the standards and goals relevant to its business operations and measurable in 2020. In certain instances, such as strategy discussions, this report provides an outlook on 2021.

SCOPE

In the context of Fluor's carbon footprint, this report represents emissions produced within the corporate boundary and excludes emissions produced at client sites and fabrication yards. All other health, safety, environmental, economic, stakeholder engagement,

governance, human rights, labor practices, philanthropy and community service data included in this report cover Fluor and its subsidiaries, except as specifically noted.

ALIGNMENT WITH GRI STANDARDS

In addition to Fluor's 2020 Sustainability Report, Fluor has prepared our GRI disclosures in accordance with the GRI Standards: Core option and our SASB disclosures table and the GRI disclosures table in accordance with the Engineering and Construction Services Sustainability Accounting Standards. The SASB disclosures table and the GRI disclosures table address the disclosures determined to be material to Fluor from a sustainability standpoint. The tables can be found on www.fluor.com.

Fluor did not employ an external organization to audit this report. External assurance is provided by Fluor's independent, registered public accounting firm for Fluor's 2020 Form 10-K.

Except where noted, the information covered in this report highlights our performance and initiatives in fiscal year 2020. We have prepared the information solely to provide a general overview of our sustainability activities, and this report is not intended to be used by anyone making an investment decision. In addition, the information in this report is summarized and is not a complete description of all of our activities; therefore, we have made qualitative judgments as to certain information to include that could be determined to be inaccurate or incomplete. For example, some data are not included in this report for privileged, proprietary and/or competitive reasons. The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For a discussion of information that is material to the company, please see our filings with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

SASB DISCLOSURES

Environmental Impacts of Project Development	IF-EN-160a.1; IF-EN-160a.2
Workforce Health & Safety	IF-EN-320a.1
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1; IF-EN-410a.2
Climate Impacts of Business Mix	IF-EN-410b.1; IF-EN-410b.2; IF-EN-410b.3
Business Ethics	IF-EN-510a.1; IF-EN-510a.2

FORWARD-LOOKING INFORMATION

This report contains forward-looking statements relating to the manner in which we intend to conduct our activities based on our current plans and expectations. These statements are not promises of our future conduct or policy and are subject to a variety of uncertainties and other factors, many of which are beyond our control. Therefore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report, and we do not undertake to publicly update any statements in this report. Read our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, which include a list of factors that could cause actual operational and financial results to differ from those expected.

CONTACT

For more information about Fluor's global sustainability efforts or to share your thoughts about this report, contact:

Fluor Corporation
6700 Las Colinas Blvd.
Irving, Texas 75039
United States

Nancy Kralik
Sustainability Group Chair
sustainability@fluor.com
+1.469.398.7000

GRI Disclosures

100	UNIVERSAL STANDARD SERIES
101	Foundation Change
102	General Disclosures from Section to Subsection
200	ECONOMIC STANDARD SERIES
201	Economic Performance
202	Market Presence
203	Indirect Economic Impacts
204	Procurement Practices
205	Anti-Corruption
206	Anti-Competitive Behavior
300	ENVIRONMENTAL STANDARD SERIES
302	Energy
305	Emissions
306	Waste
307	Environmental Compliance
308	Supplier Environmental Assessment
400	SOCIAL STANDARD SERIES
401	Employment
403	Occupational Health and Safety
404	Training and Education
405	Diversity and Equal Opportunity
406	Non-Discrimination
408	Child Labor
409	Forced or Compulsory Labor
410	Security Practices
411	Rights of Indigenous Peoples
412	Human Rights Assessment
413	Local Communities
414	Supplier Social Assessment
415	Public Policy
419	Socioeconomic Compliance

GOALS & METRICS

WE SET AMBITIOUS SUSTAINABILITY GOALS

Sustainability is a key component of Fluor's priority to foster a high-performance culture with purpose, which includes aggressive environmental and diversity, equity and inclusion goals. We will build upon our solid sustainability foundation that comes from decades of delivering innovative, predictable and sustainable solutions to help build a better world – and a better future.

WE MEASURE WHAT MATTERS

Data we collect are called Sustainability Performance Indicators. The categories of Sustainability Performance Indicators that we collect relate to our offices for environmental data, such as GHG emissions, waste generated and water conserved, and to our entire company for the other metrics, such as community involvement, our health and safety performance, content of calls to our Ethics Hotline, supply chain spend and data related to employees.



Watch these videos – part of our series of Sustainability Snippets that help educate our employees – to learn more [about Fluor's metrics](#), [how we collect the data](#) and the [benefits of each category](#) of collected data.

OUR DATA PROVIDE VALUE

Why do we collect all these sustainability data? Simply, we know that what gets measured, gets managed. The consolidated data provide value by helping us:

- ▶ Better manage environmental performance and recognize opportunity for cost management
- ▶ Demonstrate our environmental and social performance to our clients and stakeholders
- ▶ Provide environmental benchmarking within and among our offices

We analyze data trends and perform annual assessments of sustainability impacts and risks to set both ambitious and incremental goals across our disciplines and business lines. These goals align with the UN's SDGs.

To benchmark against other industry-leading companies, we used the ESG Navigator®. The tool provided data to refine our focus areas for 2021: Board of Directors' leadership, goals and metrics, strategic planning, environmental footprint in operations and supply chain environmental impacts.

CARBON COMMITMENT: NET ZERO 2023

We first measured our GHG emissions in 2006, and our efforts to reduce emissions since then have been significant. Fluor's Net Zero 2023 commitment is the next step in our sustainability



journey. We are taking swift action to address our impact on climate change and to demonstrate the importance of managing our global carbon footprint.

Fluor is committed to reducing our Scope 1 (direct) and Scope 2 (indirect) GHG emissions to zero, otherwise known as being net zero, by the end of 2023. This commitment applies to emissions from Fluor offices, which include sources such as electricity, natural gas and refrigerants and our associated fleets globally. This commitment does not apply to client sites and fabrication yards, which typically are covered in clients' GHG inventories, nor does it apply to travel, which is a Scope 3 emission.

In 2019, our Scope 1 and Scope 2 GHG emissions were approximately 60,000 tCO₂e, or tonnes of carbon dioxide equivalent. To achieve Net Zero 2023, we will:

- ▶ Continue to reduce energy use at offices
- ▶ Use alternate energy sources
- ▶ Engage the Fluor Foundation for opportunities to offset emissions with environmental projects

We will be transparent on our journey to Net Zero 2023 by [sharing our progress](#) with stakeholders and verifying achievement of our commitment by a third party.

This is an exciting challenge that is embraced by employees at all levels of the company and places Fluor as a leader in our industry.

DIVERSITY, EQUITY & INCLUSION COMMITMENTS

Diversity, Equity & Inclusion (DE&I) is another strategic focus area for the company as it improves employee engagement and Fluor's bottom line, and it is the right thing to do. We are building an inclusive culture with intention.

Four Impact Pillars



As Chief Human Resources Officer Stacy Dillow states, "We embrace different ideas, perspectives and backgrounds. We listen actively, respect one another and foster an environment with a deep sense of pride and belonging, as we are all unique. Advancing DE&I is not an HR task; everyone is accountable."

In early 2020, we launched a global Gallup-sponsored employee survey focused on culture, engagement and DE&I. In mid-2020, we hosted Listening & Learning sessions, which helped develop a roadmap for advancing DE&I and ensuring that every person can be his or her authentic self.

OUR NEXT STEPS IN BUILDING AN INCLUSIVE CULTURE

- ▶ **Representation in our executive leadership.** At the end of 2020, our global executive leadership was comprised of 19 percent minority/ethnic, which includes Black, Asian and Latinx; and 15 percent female. Our goals are to significantly increase minority/ethnic and female representation in executive leadership by the end of 2025. These global goals are not quotas; the most qualified candidates will be selected for executive-level positions.
- ▶ **Strengthening our talent pipeline by expanding diversity recruiting and improving retention.** We are committed to contributing \$1 million over the next 3 years to select universities in support of institutions such as Black and Hispanic science, technology, engineering and math (STEM) education on a regional and global basis and redirecting 25 percent of our annual Global University Scholarship Program budget to support broader diversity programs. Retaining our top talent is also critical to maximizing the innovation, creativity and excellence our diverse and inclusive teams bring to the table and to our business reputation. We are broadening mentoring programs as well as training and are fostering belonging through the establishment of regional Inclusion Councils and the expansion of Employee Resource Groups (ERGs).
- ▶ **Expanding supplier diversity.** We are committed to expand our spend with minority and women-owned suppliers in the United States to 25 percent by the end of 2023, compared to 18 percent in 2020. We are currently evaluating how we can track and implement similar supplier diversity programs in locations outside the United States.

As a global company with 44,000 employees across six continents, Fluor is diverse by nature, and we are building an inclusive culture with intention.



STRATEGY & EXECUTION

DELIVER

We are building a better world through safety, integrity, teamwork and excellence.



WE ARE BUILDING A BETTER FUTURE



In 2020, Fluor conducted a top-to-bottom strategic review of our business to better understand the opportunities and the challenges facing our business. Our leadership team spent a significant amount of time engaging with employees, clients and stakeholders. From this review, we gained many valuable insights, which have helped support the development of our new strategy and identify opportunities for future success.

We considered four mega trends when developing our new strategy: Industry 4.0, Energy Transition and Urbanization, Beyond Globalization and Stakeholder Engagement.

Stakeholder Engagement recognizes society's growing expectations for companies to consider environmental, social and governance factors in their strategies and

decision making. This trend provides opportunity for Fluor to be a leader in energy transition and sustainability and explore new ways of working that support our employees and, at the same time, lower our costs.

In 2021, we unveiled our new strategy of "Building a Better Future." Our strategic intent is to become the preeminent leader of professional and technical solutions across all the industries we serve. We will also continue to be a global leader in the engineering and construction industry. This shift in strategy opens the aperture to new opportunities and new clients while providing additional focus on knowledge-based services.

Our new strategy consists of four priorities designed to create value for our stakeholders.

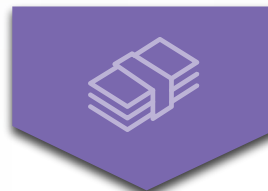
Strategic Priorities



Drive growth
across the
portfolio



Pursue contracts
with fair and
balanced terms



Reinforce
financial
discipline



Foster a
high-performance
culture with
purpose

Sustainability is a key component of fostering a high-performance culture with purpose. We will advance our DE&I efforts and promote social progress and sustainability.

Our strategy builds on the company's heritage of knowledge and expertise. It is because of the hard work and commitment from our innovators, experts and professionals that we are able to take this next step toward building a better future. Read more in [Fluor's 2020 Annual Report](#).

Fluor knows what it takes to build one of the world's largest copper mines. We are delivering solutions for our clients' challenges on the [Anglo American and Mitsubishi Quellaveco Open Pit Copper Mine](#), such as building an extensive water management system to protect the Asana River that includes dams, an access road, a tunnel and a conveyor system. Because a majority of the work takes place at an elevation of 9,842 feet (3,000 meters) above sea level, Fluor is pre-assembling some structures at lower elevations to improve safety and quality by increasing the amount of work in a controlled environment. At peak, nearly 10,000 personnel will support this remote mega project in Peru. To maximize local construction labor, broaden skills and reduce risks, a training academy was created for employees and contractors with courses such as rigging certification. Nearly 95 percent of all unskilled positions are filled by residents from local communities.

IN PURSUIT OF SUSTAINABLE EXCELLENCE

In support of Fluor's business strategy, our Advanced Technologies & Life Sciences leadership launched 25Live, an initiative designed to position the business group for success in 2025. Phase II of 25Live commenced in 2020 with three new initiatives to pursue engineering, communications and sustainability. In addition to seeking innovative solutions, 25Live also gives high-potential employees in the early stages of their careers the opportunity to participate in shaping the future of the business.

The team's sustainability journey toward 2025, which includes a more accurate energy life-cycle analysis, a sustainable construction recognition program and WELL certification – a tool for advancing design for the health and wellbeing of workers in buildings – will help us build a strong and sustainable future together with our urban clients.

LEANING INTO RELATIONSHIP BUILDING

The Fluor team on the Bayer Cell Culture Technology Center project in Berkeley, California, is utilizing lean strategies to develop strong relationships with key partners to deliver with excellence for our client. The project team uses an integrated project delivery approach where it works very closely with trade partners and our client. This allows direct communication among team members, enabling Fluor to learn our partners' needs in real time and provide solutions swiftly.

COLLABORATION WITH LABOR UNIONS

The project developed relationships with local labor unions from day one. The team incorporated feedback from union leadership on its contracting plan and invited their representatives to the site. In March 2020, after confirming "essential status" to continue operations during the COVID-19 pandemic, the project developed a restart and hazard control plan and reviewed it with the unions for their endorsement. The unions provided input and also elevated the plan to state government officials as an example of a responsible project.



Collaboration with stakeholders has been key to the team's success on the Bayer Cell Culture Technology Center Project in California.

SUSTAINABLE CONSTRUCTION

Aligned with Bayer's commitment to sustainability and its 2030 goal of global carbon neutrality, the team has been committed to environmental stewardship. Kicking off the project, the team successfully recycled 99 percent of demolition waste on the construction site. The project is located adjacent to the San Francisco Bay and adheres to a detailed storm water pollution prevention plan, which is regularly inspected by a third party. Fluor will be supporting Bayer to obtain LEED certification from the U.S. Green Building Council, confirming the building's sustainable construction and operating infrastructure.

WE INVEST IN TECHNOLOGY AND TRAIL BLAZERS

Sustainability is a driver of Fluor's long-term growth strategy. Sustainability trends and UN SDGs drive our investments in sustainable innovations, processes and tools. We proactively seek partnerships with thought leaders to make meaningful progress on our sustainability goals.



CARBON-FREE NUCLEAR POWER

As the majority owner of [NuScale](#), Fluor is pursuing carbon-free, flexible nuclear power that can stabilize the power grid in harmony with non-dispatchable, carbon-free power sources, such as wind and solar. In 2020, the NuScale Small Modular Reactor (SMR) became the first SMR to receive design approval from the U.S. Nuclear Regulatory Commission.

The life-cycle carbon footprint – including uranium mining, fuel fabrication, waste management and decommissioning – of the nuclear industry is lower than that of solar power and is on par with wind.

In December 2020, Fluor and NuScale were awarded development contracts for the first SMR project in North America – the Carbon Free Power Project in Idaho.

We are leading the industry to supply safer and cleaner grid-scale dispatchable power to support our goals and the nation's goal in alignment with the Paris Climate



Accord to reduce GHGs and stop global warming. And the world is already taking notice. In 2021, NuScale received the Nuclear Energy Award from Rushlight Events, a leading United Kingdom clean technology events services and resources hub that celebrates emerging technology and best practices across the environmental field. The organization specifically identifies and promotes innovations that are already creating a real impact in the market. This recognition highlights NuScale's distinction as one of the foremost advanced nuclear technology developers in the industry.

Fluor is proud to be the major investor and owner of this innovative, award-winning NuScale, clean-energy technology.



Fluor uses innovative technology, like RealWear devices, on our sites.

WEARABLE COMPUTERS

To meet the challenges of the COVID-19 pandemic, Fluor deployed RealWear devices to support front-line construction professionals and engineers with a hands-free platform for remote telepresence at our Teck Neptune Bulk Terminal and the Teck Fording River projects in Canada.

The wearable computer easily fits on a hard hat and is equipped with a camera that supports video, digital microphones with active noise cancellation, LED flashlight and headphones certified for hearing protection.

The devices allowed each project to maintain schedule and execute critical site activities despite national travel bans and reduced workforces due to local government and health authority regulations. They also eliminated the cost associated with quarantine compensation and COVID-19 testing required for onboarding vendors traveling across provinces.

Other benefits include:

- ▶ **Cost savings** for remote vendor inspections, maintenance and commissioning
- ▶ **Increased safety** by reducing personnel onsite while increasing hands-on training
- ▶ **Increased productivity** thanks to instant media transfer and the ability of inspectors to provide swift technical solutions to site problems

The deployment of innovative technology demonstrates Fluor's commitment to sustainable innovations and is a catalyst to the virtual transformation of digital workflow in construction services.

LISTENING AND LEARNING FROM OUR INDUSTRY PARTNERS

We are committed to continuous improvement and industry collaboration to reduce our supply chain's environmental impacts. In 2020, we invited our Tier I indirect suppliers to join a roundtable to share best practices and innovations, understand respective priorities to develop commonalities and join forces to achieve measurable sustainability improvements. In 2021, we will work together to develop sustainability standards for Fluor's supply chain.

MOVING FROM LINEAR TO CIRCULAR ECONOMY

Fluor is looking beyond the current take-make-waste model and joining circular economy partners in a new way of doing business. We are committed to doing our part to reduce consumption of finite resources and design waste and pollution out of the system. We are collaborating with our clients and other companies because we know that to achieve a circular economy, we must be more dependent on each other.

Fluor is chairing the Construction Industry Institute (CII) Research Team 380 on Thriving in a Circular Economy. The objectives of this research team are to understand the opportunities and values of implementing circular economy principles in the capital projects industry, highlight changes required to business models to maximize the value of shifting to a circular economy paradigm and develop tools to enable CII members to make that shift. The research will be performed from 2020 to 2022 and delivered to CII in mid-2022.

We take our role in helping achieve a circular economy seriously to help build long-term resilience, generate business and economic opportunities and provide environmental and societal benefits.

DRIVING THE FUTURE OF CARBONTECH

We are partnering with corporate, academic and government thought leaders to create a roadmap for the future of carbontech, using technologies that capture and convert CO₂ into valuable end products or services. Our membership in the [Carbontech Leadership Council \(CLC\)](#) provides us with potential co-development opportunities while working closely with the highly selective first cohort of start-ups participating in the [Carbon to Value \(C2V\) initiative](#). The initiative will create a new carbontech economy by building the ecosystem that climate solutions need to thrive and scale up. Read more on [Page 24](#).

Carbontech is critical to reducing GHG emissions and keeping the average global temperature increase to less than 2 degrees Celsius. The energy sector is currently contributing 73 percent of global GHG emissions, which is driving the energy transition away from fossil fuels toward zero carbon. Fluor's Business Incubation group has been actively assisting disruptive technology start-ups, and the CLC provides another avenue for Fluor to continue this support.

With Fluor's long history of flue gas carbon capture as both a licensor and as an engineering and construction company, including more than 30 licensed plants and the design-build of more than 400 CO₂ removal plants in natural gas and synthesis gas with a wide array of treatment technologies, we are well positioned to help drive the carbontech industry forward.

PROTECTING VULNERABLE COMMUNITIES FROM CLIMATE-RELATED DISASTERS

Fluor is a founding member of the [Alliance for a Climate Resilient Earth \(ACRE\)](#), a nonprofit and nonpartisan organization that promotes the global movement for climate resilience. The rising threat of extreme climate-related disasters has created the need for a coordinated U.S. and global effort that is premised on the reality that no one organization can solve the challenge alone. ACRE takes an action-oriented leadership role on pre-disaster prevention, mitigation and preparation, ranging from strategy to implementation.

ACRE works with institutional investors, insurance companies, grey and green infrastructure engineers and developers, scientific bodies, standard-setting organizations, data visualization companies, military bases, academic institutions, emerging technology industries and trade associations to ensure the continuity of essential services for vulnerable and marginalized communities.

CUSTOMERS, MARKETS & INTERACTION

SERVING CLIENTS ACROSS DIVERSE MARKETS

Industry leaders turn to Fluor for a full range of services, including design, engineering, procurement and construction. Clients trust us to design and build projects safely, cost-effectively, sustainably and on schedule.

Following a strategic review in 2020, we reorganized our business groups to align with our new strategy and our growth markets. This simplified structure supports the streamlining of Fluor and will contribute to a more efficient cost structure.



For the U.S. Navy's plan to centralize its Pearl Harbor Naval Base operations, Fluor provided infrastructure improvements at [Ford Island](#) in Hawaii. These upgrades preserve the island's unique legacy, while also modernizing base facilities to improve efficiency.

Our three new business groups are Urban Solutions, Mission Solutions and Energy Solutions.

Urban Solutions was created knowing that urbanization will drive demand and create significant growth opportunities for innovative and sustainable solutions in mining, metals, advanced technologies, manufacturing, life sciences, infrastructure and professional staffing.

As a leading provider of **Mission Solutions**, we will primarily focus on federal agencies across the U.S. government and select international opportunities. These include, among others, the Department of Energy, the Department of Defense, the Federal Emergency Management Agency and intelligence agencies.

Energy Solutions focuses on energy transition, chemicals, liquefied natural gas (LNG), nuclear project services and traditional oil and gas markets. We will pursue new opportunities emerging in the energy transition markets, including carbon capture, green chemicals, hydrogen, biofuels and other low carbon energy sources. At the same time, we will continue to be an engineering and construction leader in the oil, gas and petrochemical industries.

In 2021, we also established two consolidated functional organizations: Project Execution and Corporate Development & Sustainability. By consolidating these functions, we will leverage synergies and expertise to better serve our business lines.

Project Execution is responsible for the standards, practices and delivery of all project functions for the company. The team drives our pursuit of excellence in project execution and oversees our risk management and mitigation processes to assure a healthy company backlog.

Corporate Development & Sustainability works closely with our sales leads to foster and build strong relationships with our clients. We will collaborate with our clients to provide sustainable solutions to their business drivers. The team will also be responsible for driving sustainability into Fluor's strategy and business development.

With this organization structure, we set in motion our strategy to build a new Fluor and better future.

Business Groups



URBAN SOLUTIONS

Advanced Technologies & Life Sciences

- ▶ Advanced Materials
- ▶ Animal Health
- ▶ Biotechnology
- ▶ Data Centers
- ▶ Fast-Moving Consumer Goods
- ▶ Food & Beverage
- ▶ Medical Devices
- ▶ Pharmaceuticals
- ▶ Semiconductors
- ▶ Smart Batteries
- ▶ Specialty Products

Infrastructure

- ▶ Aviation
- ▶ Bridges
- ▶ Commercial & Institutional
- ▶ Heavy Civil
- ▶ Infrastructure Operations & Maintenance
- ▶ Ports & Marine Terminals
- ▶ Public-Private Partnerships
- ▶ Rail & Transit
- ▶ Renewable Energy
- ▶ Telecommunications
- ▶ Toll Roads & Highways

Mining & Metals

- ▶ Fertilizers
- ▶ Metals
- ▶ Metals Process Expertise
- ▶ Mining
- ▶ Mining Process Expertise

TRS Staffing Solutions

- ▶ Staffing Resources



MISSION SOLUTIONS

Defense

- ▶ Base Engineering & Construction
- ▶ Base Operations Support
- ▶ Capital Projects
- ▶ Contingency Construction
- ▶ Emergency Response & Recovery
- ▶ Facilities/Equipment Operations & Maintenance
- ▶ Life Support & Logistics Services
- ▶ National Security

Intelligence

- ▶ Intelligence Services

Nuclear & Civil

- ▶ Decontamination & Decommissioning
- ▶ Emergency Response & Recovery
- ▶ Environmental Remediation
- ▶ Laboratory Management
- ▶ National Security
- ▶ Nuclear Operations & Management
- ▶ Nuclear Power Plant Support Services
- ▶ Site Closure Management
- ▶ Waste Management



ENERGY SOLUTIONS

Production & Fuels

- ▶ Oil and Gas Production & Processing
- ▶ Refining
- ▶ Carbon Capture
- ▶ Renewable Fuels & Biofuels
- ▶ Green & Blue Hydrogen
- ▶ Energy Efficiency & Electrification
- ▶ Midstream
- ▶ Sulfur Recovery
- ▶ Sustaining Capital Markets

Chemicals

- ▶ Base Chemicals & Derivatives (Ethylene, Propylene, Methanol)
- ▶ Specialty Chemicals
- ▶ Battery Chemical Market Polysilicon
- ▶ Green/Sustainable/Bio-based Chemicals
- ▶ Chemical Recycling
- ▶ Asset Decarbonization
- ▶ Sustaining Capital Markets
- ▶ Green Ammonia

Liquefied Natural Gas

- ▶ LNG
- ▶ Regasification
- ▶ LNG Carbon Capture

Nuclear Project Services

- ▶ Small Modular Reactors (SMRs) Project Execution

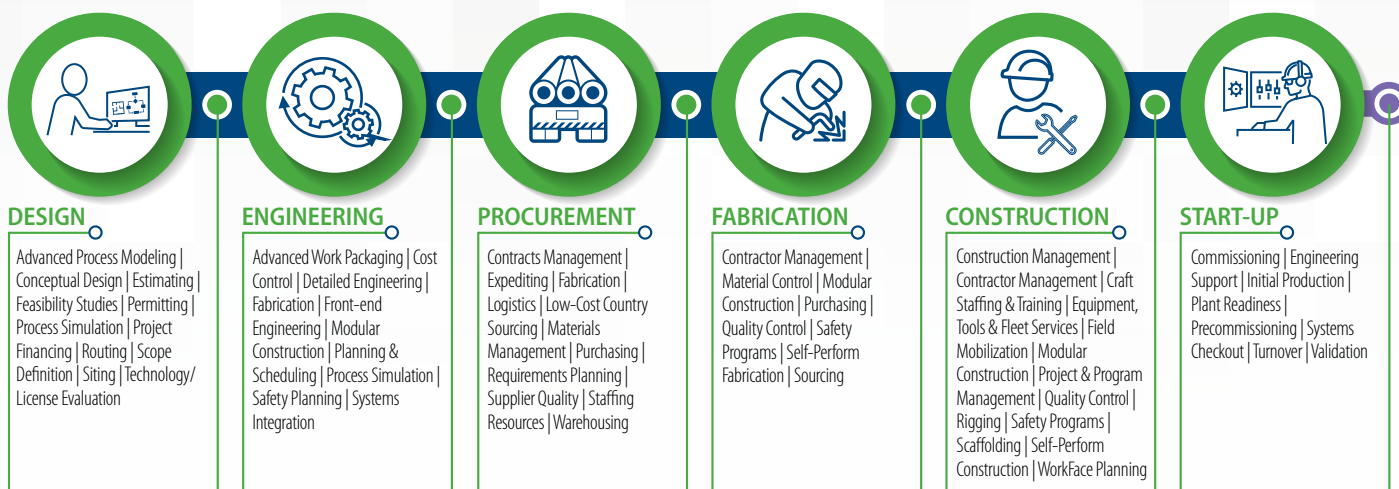
SERVICES & SOLUTIONS

WE PROVIDE PROFESSIONAL AND TECHNICAL SOLUTIONS TO COMPLEX CHALLENGES

A global execution platform in over 60 countries gives clients the confidence Fluor can deliver complex, logistically challenging projects anywhere in the world. With a workforce of 44,000 employees deployed globally and 24/7 project-execution capabilities, Fluor delivers projects with the quality, safety and sustainability that clients expect.

We provide comprehensive engineering, procurement, and construction services for clients across diverse industries, delivering capital efficiency, project certainty and sustainable solutions. Our technical and project management expertise includes 1,500 SMEs, 1,200 active patents and 15 licensed technologies.

Professional and Technical Solutions



WE ARE A LEADER IN ENERGY TRANSITION

Society is increasingly demanding cleaner, lower carbon energy, fuels and products. We assist our clients on their journey through the Energy Transition to a more sustainable business.

Fluor is building on a long legacy as we execute projects in the many growing Energy Transition markets:

- ▶ Renewable Fuels
- ▶ Carbon Capture
- ▶ Green and Blue Hydrogen
- ▶ Battery Chemicals
- ▶ Long Duration Energy Storage
- ▶ Green Ammonia
- ▶ Small Modular Reactors (SMRs)
- ▶ Energy Efficiency
- ▶ Electrification
- ▶ Green/Sustainable Chemicals
- ▶ Chemicals Recycling
- ▶ Bio-LNG

We use our vast network of technology and project execution experts to develop solutions that address our clients' needs anywhere in the world.

Renewable Fuels

Fluor is executing multiple renewable diesel projects that take advantage of Low Carbon Fuel Standard (LCFS) credits in California and associated states to produce lower carbon intensity fuels from vegetable oils and tallow. These projects are an extension of our long legacy in refining and hydroprocessing.

Carbon Capture

Fluor continues to prove our execution capabilities in carbon capture, with more than 30 years of experience. Fluor SolventSM can be utilized in high-pressure pre-combustion processes to capture carbon dioxide. In post-combustion carbon capture, Fluor continues to build upon our industry leading Econamine FG PlusSM technology capabilities through enhanced solvent formulations, lower emissions and waste production and a menu of advanced energy reduction configurations that can be selectively implemented into any plant design.

Econamine FG Plus is helping us design and build some of the largest post-combustion carbon capture units in the world, including the Minnkota Power Cooperative Project Tundra at the Milton R. Young Station in Center, North Dakota. It also is being used on the California Resource Corporation (CRC) Elk Hills Project in Bakersfield, California, which includes front end engineering and design (FEED) of a 1.5 million tons (1.4 million tonnes) CO₂e capture per year system for the natural gas power plant. On projects like these, our people are working on technologies and designs that can serve as a blueprint for future carbon capture units around the world.

Green and Blue Hydrogen

Green and Blue Hydrogen play an important role in the Energy Transition whether created through electrolysis from wind and solar energy, through gasification and pyrolysis of waste or biomass or through carbon capture on Steam Methane Reformers (SMRs) using Econamine FG Plus technology. Fluor has the technology expertise in each of these areas to help our clients determine the best solution for their green or blue hydrogen production needs.

Energy Efficiency and Electrification

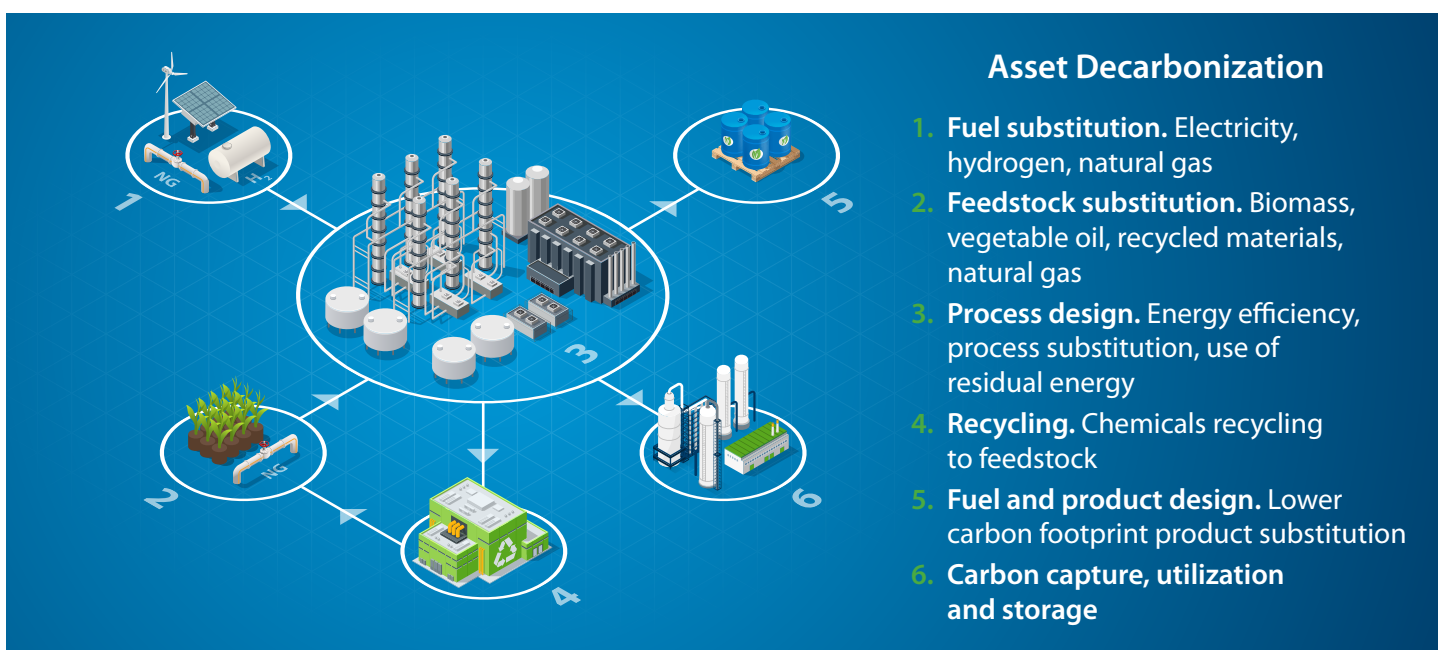
To reduce energy requirements of a facility, Fluor provides clients with the process and engineering expertise to evaluate their facilities and perform value improving practices such as Zero Base ExecutionSM, energy optimization, process intensity, process simplification and design-to-capacity which can reduce a facilities energy requirements 10-30 percent.

Green/Sustainable Chemicals

We assist clients in decarbonization studies and implementation of proactive solutions for existing facilities and utilize our chemical technology experts and project execution capabilities to build new facilities in expanding markets such as battery chemicals, green ammonia, chemical recycling and bio-based chemicals. Fluor works with clients to develop process design packages and engineering services to maximize their investments and drive first-to-market solutions.

A Sustainable Future in Energy Transition

There are many ways to lower carbon intensity and decarbonize the world's energy systems and assets. Fluor provides technical and professional services with EPC solutions to build the projects that will bring a more sustainable future to our clients and the world.



Before



ENVIRONMENTAL STEWARDSHIP

PROTECT

We do our part to minimize environmental impacts to the benefit of current and future generations.

After

Responding to the emerging urgency to preserve deteriorating natural resources, Fluor's New Delhi office is helping to restore a green habitat that has been lost to rampant urbanization in India. Read more on the next page.





FLUOR MINIMIZES ENVIRONMENTAL IMPACTS

Fluor conducts business to meet the needs of clients and stakeholders today, while at the same time protecting and enhancing the resources that will be needed tomorrow. We work closely with clients, partners and suppliers to meet environmental laws and regulations, as well as to minimize environmental impacts.

RESTORING A GREEN HABITAT FROM A DUMP SITE

Fluor's long-term partnership with nonprofit organization IAmGurgaon is one example of how we conduct stewardship of the environment beyond our business practices by supporting organizations that protect, maintain and restore environmental habitats.

Responding to the emerging urgency to preserve deteriorating natural resources, Fluor's New Delhi office is helping to restore a green habitat that has been lost to rampant urbanization in India.

Fluor is partnering with IAmGurgaon on its Sikanderpur Eco Restoration Project to restore the forest and develop the Sikanderpur pond and watershed into a wetland and biodiversity hotspot with clean water and forestation. Read more about how we helped plant 2,000 trees in our [2019 Sustainability Report](#).

Fluor's New Delhi office contributed \$55,000 and IAmGurgaon's deployment of machinery and manual support for cleanup and segregation of materials that supported the first phase of removing garbage that has been dumped in that area for decades. Approximately 491 tons (445 tonnes) of waste, including plastic and demolition and construction waste, was removed, reused or recycled in 2020.

Fluor will continue to support the project's overall vision to redevelop the land into a biodiversity site and thriving green belt for the citizens of Gurgaon.



U.S. Green Building Council LEED Certifications

Fluor worked with our clients to design to specifications and apply for the following certifications in 2020:

- Procter & Gamble Rosetta Warehouse Expansion Project in Utah (LEED Silver)

*Kudu*

PROJECT SPOTLIGHT

PROTECTING FAUNA, FLORA AND PEOPLE

Fluor's team on the Cupric Canyon Capital's Khoemacau Copper Silver Project in Botswana, South Africa, is focused on protecting wildlife, fauna and flora. When building the haul road, the team adjusted the position of the road to avoid impacting baobab trees, which are regarded as the African "tree of life." On the 132 kV overhead line route, they successfully transplanted one baobab tree that was directly in the overhead line routing.

The mine is near the Okavango Delta, which is home to some of the world's most endangered species of large mammals. The project team installed fencing to maintain green space between the various mine facilities to allow elephants, leopards, wart hogs, kudu and other wildlife to roam freely with minimal impact to their habitat.

The team also focuses on taking care of people, including hiring 93 percent of the workforce from Botswana. Thanks to its caring and preventive safety culture, the site achieved 4 million hours without a lost-time incident in October 2020. In the wake of COVID-19 government mandates, the project purchased cloth masks from local suppliers as one more way to support the local economy. The mine also brings enhanced power grid connection to the area, benefitting local communities and providing a catalyst for business growth.

*Baobab tree*

CEMENTING OUR COMMITMENT TO REDUCE EMISSIONS IN OUR SUPPLY CHAIN

Cement, a key material used in construction projects, produces roughly eight percent of the world's carbon dioxide (CO₂), according to a Chatham House report. Fluor is intersecting our supply chain environmental impact efforts with our carbon capture technology, Econamine FG Plus, to address CO₂ emissions in cement production. We are building a portable carbon capture unit that can quickly demonstrate to cement producers that our carbon capture solution is effective, reliable and efficient. Results from this pilot will allow scale up to commercial CO₂ capture for cement producers.

And we aren't stopping there. We are also working with innovative technology companies that use CO₂ as a feedstock to create a circular economy, known as carbon to value. Participating in the [Carbon to Value \(C2V\) Initiative](#) as a Carbontech Leadership Council member enables Fluor to help guide, support and even co-develop disruptive technologies. The goal is to drive a fully integrated supply chain insetting solution to alleviate reliance upon conventional offsetting.

Low carbon cement helps reduce CO₂ during the cement production process. Fluor is working with a company that is developing a low carbon cement process using new technologies to replace traditional processes.

Fluor is committed to reducing GHGs, and we are tackling it head on by collaborating with our suppliers on the sustainable production of cement. This is good for our suppliers, good for the construction industry and good for the environment.

Fluor is working with suppliers; corporate, academic and government leaders; and innovative technology companies to reduce CO₂ emissions in cement production.



GREENHOUSE GAS EMISSIONS

WE ARE DOING OUR PART TO REDUCE OUR CARBON FOOTPRINT

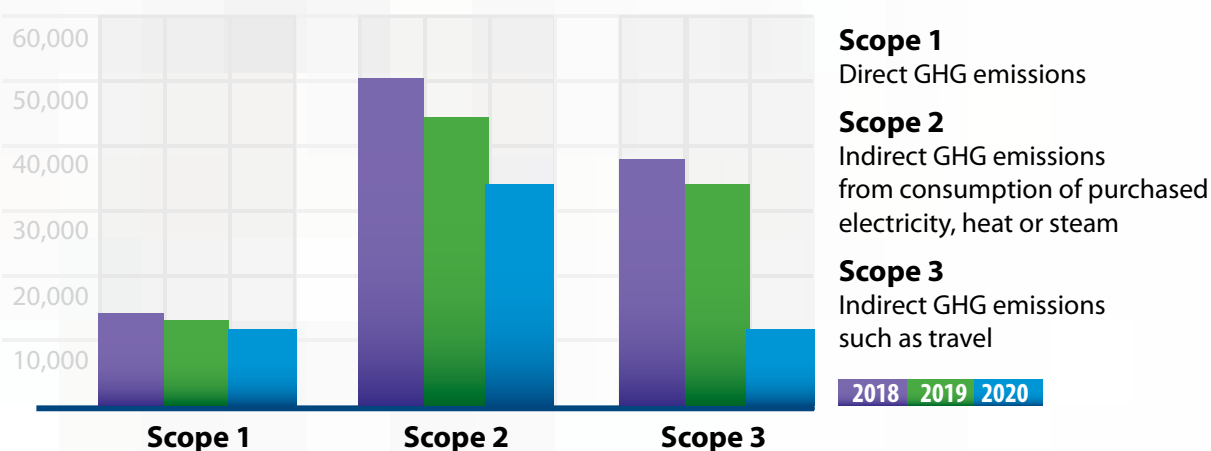
Fluor follows the GHG Protocol standards for inventory over which we maintain operational control and update emission factors periodically. The basic unit of measure used throughout the GHG inventory is metric tons of equivalent carbon dioxide (tCO₂e). Emission sources in Fluor's GHG inventory include electricity, steam and other stationary fuel consumption for Fluor's facilities, refrigerants used in building cooling systems, fleet vehicle fuel consumption and emissions associated with business-related air travel. For each source, GHG emissions are quantified in the inventory for the following, if applicable: carbon dioxide, methane, nitrous oxide and any hydrofluorocarbon refrigerants reported.

We began measuring our global carbon footprint in 2006. The scope of these emissions includes emissions produced within offices, vehicle fleets at those offices and air travel; it excludes emissions produced at client sites and fabrication yards. Measuring and reporting the carbon footprint of our facilities provides valuable information that is used to manage our operations in an environmentally responsible manner. We continue to identify ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts.

Fluor's absolute GHG emissions are depicted in the graph below. In 2018, emissions from Stork were collected and added to our total reported emissions. Although Fluor planned to establish a new baseline of 2018, that action will not be performed due to our Net Zero 2023 commitment. We will report progress on the Net Zero 2023 commitment, beginning in the 2021 Sustainability Report and on www.fluor.com throughout 2021, 2022, and 2023. By the end of 2023, the baseline will be zero. Details on the Net Zero 2023 commitment can be found in the Governance & Leadership section of this report under Goals & Metrics.

Fluor is in the process of divesting itself of Stork and AMECO®. The emissions for Stork and AMECO that were owned by Fluor in 2020 are included in this report.

GHG Emissions
(absolute in metric tons of equivalent carbon dioxide)





The U.S. Department of Energy selected Fluor Idaho, LLC, to support the department's cleanup mission at the [Idaho Site](#). This is the latest project in Fluor's 50-year history with the Idaho site; the environmental clean-up will remove radioactive waste from the site, protecting water sources serving the local population. Fluor Idaho began site cleanup work in June 2016, with project completion scheduled for 2021. The cleanup involves dispositioning transuranic waste, spent nuclear fuel storage and high-level radioactive waste processing.

Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in 141 facilities around the globe. As Fluor closed some of its facilities based on its business activity as well as implemented remote working and travel restrictions due to COVID-19, between 2019 and 2020 Fluor experienced a reduction of 7.9 percent in its Scope 1 (direct GHG emissions), 25.4 percent in Scope 2 (indirect GHG emissions from consumption of purchased electricity, heat or steam) and 68.7 percent in Scope 3 (other indirect emissions, such as travel).

Normalizing absolute GHG emissions by revenue is another approach to evaluating the effect of our efficiency measures. The details of our normalized GHG emissions in 2020 are provided in the SASB disclosures table and the GRI disclosures table.

Fluor's United Kingdom operations are subject to carbon emissions regulations. Fluor has not bought carbon credits to reduce our emissions. In general, Fluor is not governed by a requirement to measure our carbon footprint; however, we are taking action to address our impact on climate change by committing to reduce our Scope 1 and Scope 2 GHG emissions to zero by the end of 2023.



MANAGEMENT OF ENVIRONMENTAL DATA

Our Sustainability Performance Indicator Management System (SPIMS), a web-based data entry software, is used to capture, trend and report Fluor's environmental data.

We use SPIMS to collect environmental data from our offices and calculate our greenhouse gas emissions in accordance with the GHG Protocol. We track electricity, heat or steam purchased by Fluor, as well as other fuels and renewable energy. We track refrigerants and measure fuel used by our fleets associated with our offices, as well as commercial air travel on projects and commercial and charter air travel not project related. We also use SPIMS to collect data on waste and water.

OUR PATH FORWARD

Our commitment to achieve net zero GHG Scopes 1 and 2 emissions by the end of 2023 highlights our attention to our environmental legacy. In addition to GHG reductions, we will provide alternate and renewable energy solutions to our clients and continue to implement waste reduction and reuse actions and water conservation at our offices and project sites.



On the [A9 Gaasperdammerweg Project](#), a part of the Schiphol Airport-Amsterdam-Almere road expansion program in the Netherlands, the team's solution to reduce energy consumption from lights in the tunnel was to use white asphalt with high-visibility lining, including a dotted pattern that was piloted with full support from the client. The tunnel opened to all traffic in late 2020 and has seen a 15 percent reduction of its electricity bill as well as better visibility for drivers. In addition, a solar field will be installed on top of the tunnel roof to increase renewable energy consumption.

WE FOCUS ON RESPONSIBLE CONSUMPTION

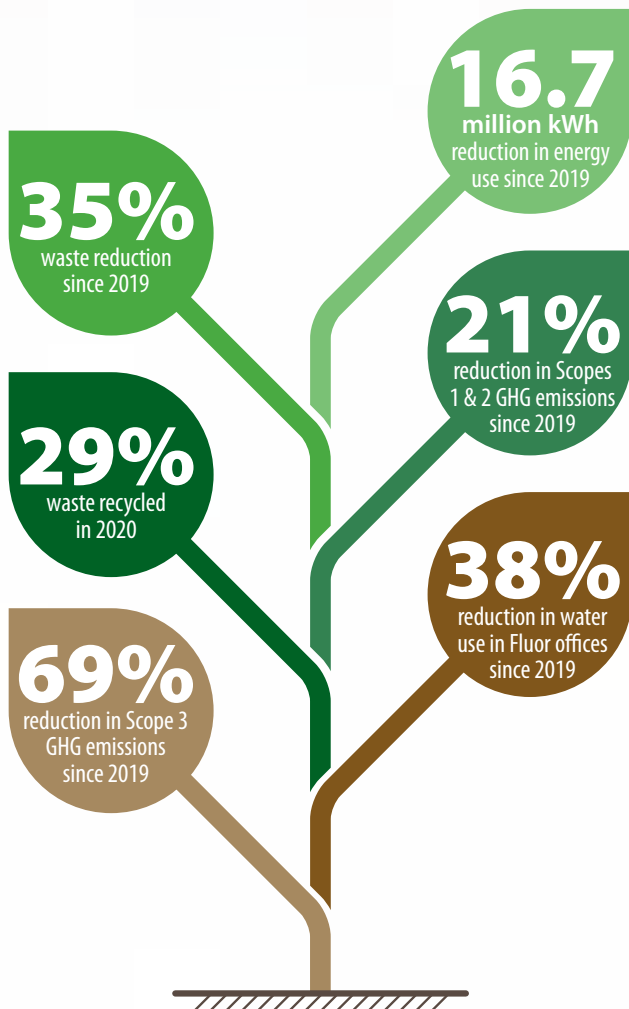
Fluor's offices reduce waste by donating used furniture, office equipment and supplies, carpet and computers to schools, homes for elderly and non-profit organizations. During renovations, furniture and materials are reused whenever possible. Our waste reduction efforts also include duplex printing and using durable crates. We recycle paper, cardboard, batteries, mixed/commingled and assorted waste.

We also track the amount of water we purchase and the amount that we conserve through initiatives, such as deployment of low-flush valves, installation of automatic faucet sensors and commodes and low-flow shower heads.

Our energy reduction practices include installing solar panels, replacing lighting with light emitting diode (LED) lights, changing operating time on air conditioning units and switching to energy-efficient appliances.



Fluor's Farnborough office in the United Kingdom is just one of many of our facilities that are incorporating sustainable practices across the entire site. A waste-to-energy plant powers the campus, and LED lighting and rooftop solar panels have saved nearly \$35,000 (£25,000) since 2016. Single-use plastic, such as cutlery, straws and food containers, are not available. All campus waste is recycled, including turning food waste into pesticide-free fertilizer for local farming, so nothing goes to the landfill. The office's waste management vehicles are carbon neutral, and the rest of the fleet runs on electricity. In addition, the cleaning contractor uses the simplest, safest, most sustainable methods to clean and sanitize without using toxic chemicals.



Fluor's joint venture FDH JV team and contractors on the [Kuwait Integrated Petroleum Industries Company Al-Zour Refinery Project](#) participate in Black Bag Tuesdays as part of the project's 5S initiative – sort, store, shine, standardize and sustain – to keep work areas clean and safe, free from fire and trip hazards. The goal of the initiative is to raise awareness about proper segregation of waste, stacking of materials and housekeeping, as well as protecting the environment.



PROJECT SPOTLIGHT

WE PARTNER WITH CLIENTS TO ACHIEVE THEIR BUSINESS AND SUSTAINABILITY GOALS

Fluor provided engineering, procurement, construction and construction management and commissioning and prequalification services for [Novo Nordisk's API Manufacturing Facility](#) in Clayton, North Carolina (NC). Construction of the world-class, 825,000-square-foot (76,645-square-meter) facility was completed in 2020. Once operational, the facility will produce active pharmaceutical ingredients for diabetes treatments.

The Fluor-Novo Nordisk project team overcame numerous challenges since breaking ground in 2016, such as extreme weather conditions, including four hurricanes, and a depleted labor market.

The team's solutions earned industry recognition.

- ▶ The American Council of Engineering Companies of North Carolina selected the project's innovative surcharge program to receive its Engineering Excellence Award in 2019. The surcharge program resulted in the elimination of approximately 4,600 piles, saving \$10 million in construction costs.
- ▶ Early in the project, Fluor established a formal partnership with the NC Department of Labor's Occupational Safety & Health Division with the goal of helping encourage, assist and recognize efforts to eliminate serious hazards and achieve a high degree of worker health and safety on the project. The team earned a NC Department of Labor 3 Million Man-Hours Safety Award in 2019. The team also implemented a management engagement program and a craft leadership team, continuing to focus on workforce development and safety.

"When you enter into construction and build a facility such as this, there are only a few companies on earth that have the capabilities to actually make it through something as significant as this," said Novo Nordisk Director of Project Office Diabetes API US Chris Spivey.

ENVIRONMENT

By aligning on environmental stewardship on this project, the team helped Novo Nordisk achieve its corporate goal. Project environmental efforts included:

- ▶ Wetland protection
- ▶ Stormwater pollution prevention of 325 acres
- ▶ Site-wide waste management and recycling
- ▶ Utilizing green construction materials, such as those with low emissions of volatile organic compounds and 100 percent Forest Stewardship Council-certified wood
- ▶ Sourcing recycled materials from within 500 miles of the site

EMPLOYEES

The project team invested in employee development. At peak construction, there were nearly 2,600 craft workers, with about half being Fluor self-perform. Training achievements include:

- ▶ More than 300 National Center for Construction Education & Research (NCCER) craft certifications
- ▶ 27 hygienic orbital welders qualified
- ▶ Onsite pipe welding night classes
- ▶ 75 NFPA 70E electrical safety certifications
- ▶ More than 100 Occupational Safety & Health Administration (OSHA) 30 certifications
- ▶ 49,200 hours were logged across 23 site-specific HSE training courses

The team included 33 members of our Mentor Protégé Program. The protégés received field experience in a rapid-paced environment that accelerated their experience, and our client benefited from having some of our company's top performers providing innovative ideas and challenging the status quo.

COMMUNITY

Project team members were committed to leaving the community better than they found it. Fluor established a partnership with Cooper Academy, a disadvantaged elementary school near the site, to facilitate its journey to academy status. The team raised more than \$175,000 in monetary and in-kind donations and contributed nearly 1,200 volunteer hours to install a new science, technology, engineering, arts and math [\(STEAM\) playground](#) at the school. In addition, three women from Fluor launched an after-school club to introduce fourth- and fifth-grade girls to construction, called Movers & Makers. Employees and contractor, supplier and client personnel volunteered more than 600 hours over the course of eight workshops to inspire the girls to pursue careers in the field.

The Fluor-Cooper Academy partnership provided the diverse student population of nearly 35 percent Black or African American, 26 percent Hispanic and 32 percent Caucasian opportunities to grow character traits, academic skills and social experiences and develop a love for learning to become world-changing problem solvers.

The team's community outreach also included hurricane relief efforts, a local river cleanup, donations to the Boys & Girls Club of Johnston County and more.



In 2019, Fluor launched an after-school club, Movers & Makers, at Cooper Academy in Clayton, North Carolina, to introduce fourth- and fifth-grade girls to construction.



SOCIAL RESPONSIBILITY

INSPIRE

We develop and celebrate our diverse employees and improve communities where we live and work.

Fluor's New Delhi office distributed 3,000 ration kits to families impacted by COVID-19. Each ration kit feeds a family of four for one month.

WE TAKE CARE OF PEOPLE ON OUR SITES

At Fluor, Safety is our first Core Value. We take care of the people who work on our projects, as well as the surrounding communities and environment, not only because it is the right thing to do but also because it is key to achieving excellence for our clients. When workers feel respected and protected, they work more efficiently and produce higher quality results.

We have built our industry-leading health, safety and environmental (HSE) reputation on knowledge obtained over decades of building some of the world's largest, most complex and innovative projects. We are committed to preventing injuries, illnesses and fatalities on our sites, and our robust programs and procedures help us mitigate the hazards inherent in the work we do.



To truly be world class at HSE requires a caring, preventive culture. While performance statistics still provide valuable benchmarks, we focus our efforts on fostering an HSE culture that relies on proactive action by engaged employees. We call this Safer Together.

Under our Safer Together umbrella, our project sites across the globe adhere to the same level of care with standardized safety requirements, induction and training, safety best practices, security, traffic management, personal protective equipment (PPE) and programs for medical provisions and worker wellbeing, such as access to clean water and sanitation.

In 2020, we, along with the rest of the world, faced an unprecedented health hazard: COVID-19. Thanks to our established HSE programs, culture and network of experts around the world, we were able to immediately take action to protect our people.

We created a COVID-19 Global Task Force, comprised of members from many disciplines, including HSE, Security, Human Resources, Communications and Law, across all regions. As the pandemic evolved, so did the task force. We augmented members to assure we always had the right team to make the right decisions to continue to deliver for our clients while keeping our employees safe and healthy.

The task force created our COVID-19 Infection Control and Prevention Plan, Business Resumption Plan, training and other resources to help the workforce implement COVID-19 protocols while moving our projects forward. Not only did we successfully mitigate transmission of the virus, we also provided tools for our employees to prevent mental strain from prolonged fear and isolation.

OUR COVID-19 RESPONSE

Protecting employees' physical wellbeing



- ▶ We restricted all nonessential business travel and empowered employees to work remotely.
- ▶ We enhanced office and project sanitization measures and supported health screenings and temperature checks, social distancing, face coverings, personal hygiene, cleaning and disinfection and contact tracing.
- ▶ We planned our site work differently to minimize density of our craft workers, including strategies such as shift work and grouping, especially for remote sites with camps.
- ▶ We waived copays for virtual doctor visits to allow employees to receive appropriate medical care without the added worry of crowded waiting rooms or a financial burden.
- ▶ Our wellness partner offered free access to on-demand exercise and nutrition videos and other resources that employees could use in the privacy of their own homes.

Protecting employees' mental wellbeing



- ▶ Our Employee Assistance Program provided free support to all employees and their families to help them manage higher levels of stress and anxiety during the pandemic.
- ▶ We supported each other. Fluor's Open Door Policy empowers all employees to speak directly with supervisors when they have workplace concerns. Remote employees remained connected through video meetings, our intranet and increased check-ins from coworkers and management.



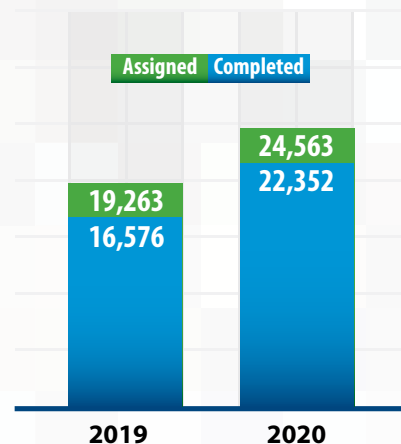
The Buckingham LPP5A Project's HSE culture of accountability, collaboration and engagement enabled the diverse team of more than 50 nationalities to quickly embrace COVID-19 protocols, such as social distancing, marshalls, staggered schedules, temperature scans, face coverings, increased cleaning procedures, airport testing and daily COVID-19 assessments. In addition to protecting the site workforce and the community, the confidential advanced technologies project in Finland protects the environment and wildlife. There are dedicated national preservation zones onsite to protect flying squirrels; the team monitors their habitats to ensure they are not affected by construction activities.

DEVELOPING TECHNICAL EXPERTISE AND SAFE HABITS

It is essential to establish a solid foundation of knowledge on which to build. In HSE, this means that we must be grounded with technical expertise and demonstrate safe behaviors. At Fluor, we take the time for training, mentoring and acclimation to our standard of working Safer Together because we are committed to our employees' health and safety, as well as the people around them.

Our computer-based and classroom training prepares our people to safely perform their duties at Fluor's uncompromising high standards. 2020 was another record training year, with 22,352 HSE training course completions recorded in Fluor University®. This includes 2,483 operational personnel who completed 91 percent of assigned courses. While we are proud of this achievement, our goal remains to reach 100 percent course completion.

HSE Training Course Completions



Although the primary method of HSE training delivery is online through Fluor University, the HSE training staff facilitated 25 virtual instructor-led training sessions in 2020. More than 750 individuals around the globe participated. Virtual, instructor-led training is a value-added service, reducing project impact by eliminating the time, cost and carbon impact of travel required by traditional in-person training. In addition, our Train the Trainer program equips HSE professionals to conduct in-person training at sites around the world.

STREAMLINING HOW WE TRACK TRAINING

We provide high-quality modules to jobsites for in-person training through the Fluor University platform. These sessions are tracked through the Fluor Craft Passport program, which captures all training each Fluor direct-hire craft worker receives across various disciplines in one place. This allows craft workers to apply training certifications from project to project, without the need for retraining and delayed onboarding. We track training of office-based employees through Fluor University.

SHARING LESSONS LEARNED

Though our projects are spread around the world, our company-wide incident and injury response protocol allows us to quickly learn from our experiences. The protocol clearly defines the communication, investigation and follow-up actions based on the severity level of incidents and near misses.

We analyze both actual severity and potential severity, or “what could have happened,” in all HSE incidents to prevent recurrences. In 2020, our projects issued 44 high-severity incident alerts to promote learning throughout the organization. Being a learning organization is an important element of our Safer Together culture.



WE RECOGNIZE OUR SAFETY LEADERS

Celebrating team successes and recognizing individuals who exceed expectations is a key component of our Safer Together culture. One element of our HSE Awards Program is the Silver Medallion, which honors employees who have acted in a heroic manner to save another's life. The 2020 recipients are:

Jason Bosworth

U.S. Department of Energy Idaho Cleanup Project
Idaho Falls, Idaho

William Strong

Milliken Millad Expansion Project
Blacksburg, South Carolina

James Keyes, Trevor Dewaepenaere, Nick Dowding, Ray Kaupp, Jason Muir, Valend Dumas and Elias Shirber
Teck Fording River Operations AWTF-S Project
Elkford, British Columbia, Canada

Ilmari Backman

Confidential Client Buckingham Project
Hamina, Finland

Berni Molz

LNG Canada Export Facility Project
Kitimat, British Columbia, Canada

Thomas “T.J.” Nelson

U.S. Department of Energy Portsmouth Decontamination and Decommissioning Project
Piketon, Ohio



T.J. Nelson, left, receives a Silver Medallion Award from Project Manager J.D. Powell

MEASURING THE EFFECTIVENESS OF OUR PROGRAMS

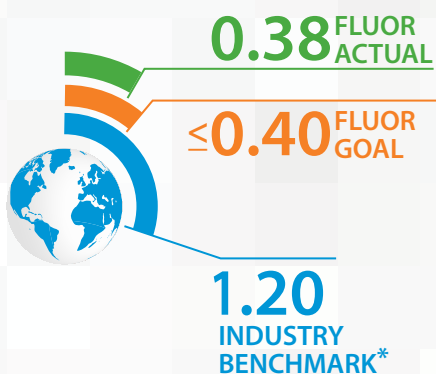
Fluor monitors lagging and leading indicators to measure the effectiveness of our health and safety programs. Learning from both our shortcomings and our successes is how we mitigate the threats our workers are facing.

A company-wide U.S. Occupational Safety and Health Administration (OSHA) standard guides our measurement and reporting process.

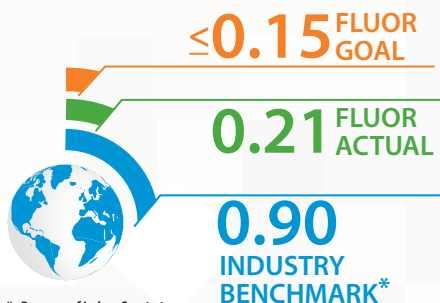
In 2020, our workforce reported a total of 464 recordable incidents; 188 of which threatened serious injury or fatality; eight of which did result in life-altering injuries; and two that tragically resulted in fatalities. A joint venture subcontractor employee lost his life when an iron wedge holding a pipe became dislodged. A joint venture subcontractor ironworker was caught under a rebar cage used for a large, cast-in-place concrete column when it collapsed and fell. Finger amputations were our most significant high-severity incidents in 2020.

These incidents remind us that we still have much work to do. We will be satisfied when none of our people are seriously injured or killed. To mitigate risks and reduce our lagging indicators, we will continue to review incidents by severity level. These insights, along with other leading indicators such as training completions, audit findings, hazard recognition programs and employee engagement surveys, better guide us in proactive development of initiatives.

Safety Performance
Total Case Incident Rate (TCIR),
Self-Perform and Subcontractor



Days Away, Restricted or Transferred (DART)



* Bureau of Labor Statistics
construction companies
with more than
1,000 employees



IMPROVEMENTS THROUGH AUDITS

Fluor's HSE audit program allows leadership to measure site leading indicator performance and presents them with tangible opportunities to identify and prioritize areas for improvement. In 2020, these audits were focused on these critical areas for attention – falling object prevention, rigging safety, human-machine interface and heavy equipment operation.

In 2020, we completed a total of 55 corporate HSE audits. The 36 general worksite audits received an average score of 87.9 percent, while the 19 life-critical audits scored 88.7 percent, surpassing our goal of 87 percent. Due to COVID-19 travel restrictions, we completed fewer audits than 2019. Going forward, we will be implementing innovative solutions for remote HSE auditing, which will save costs and provide timely audits to keep our people safe even if travel restrictions are still in place.

In August 2020, Fluor's joint venture with Daewoo Engineering & Construction and Hyundai Heavy Industries successfully delivered the facilities for [Kuwait National Petroleum Company's \(KNPC\) Mina Abdullah Package 2 \(MAB2\) Clean Fuels Project](#) in southern Kuwait. At peak, more than 12,000 craft professionals were onsite, supported by a joint venture team that spanned three continents. The project team achieved world-class HSE performance with a total case incident rate (TCIR) of 0.05.



EMPLOYEES & WORKPLACE



FOSTERING A HIGH-PERFORMANCE CULTURE WITH PURPOSE

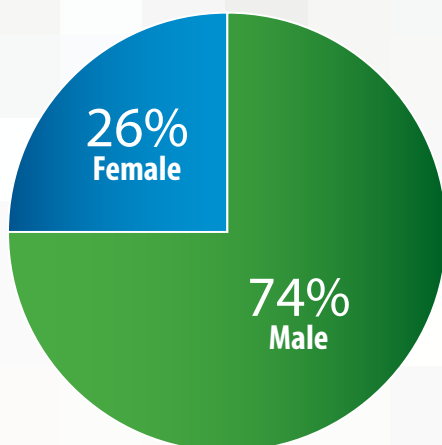
At Fluor, promoting a culture of growth, inclusion and diversity is a business imperative. A more diverse and inclusive workplace boosts employee engagement, innovation, productivity and reputation.

DIVERSITY RECRUITING AND HIRING

Fluor is an equal-opportunity employer that advertises all positions to attract a diverse pool of candidates. We engage and partner with select diverse organizations, such as the Society of Hispanic Professional Engineers, Society of Women Engineers and National Society of Black Engineers. We also participate in the Work Opportunity Tax Credit program by hiring qualified personnel within low-income or at-risk target demographics.

Fluor proudly remains a military-friendly employer. We participate in the Employer Support of the Guard and Reserve program to champion our employees' current military commitments. We are honored to have more than 1,300 former or currently serving members of the United States military among the Fluor workforce.

2020 Total Salaried Employees by Gender



DRIVING AN INCLUSIVE CULTURE

Fluor South Africa (Pty) Limited continues to embrace the provisions of the Broad Based Black Economic Empowerment Act (BBBEE) as integral to business strategy, consistently driving toward an inclusive culture on projects by procuring services from diverse suppliers and hiring diverse employees. Fluor's efforts extend to the communities where we undertake clients' projects, embarking upon social projects that aim to provide support and sustainable solutions to affected communities. In 2020, Fluor supported three organizations in South Africa despite national lockdown restrictions due to COVID-19:

- ▶ Ezindlovini Primary School – student toilet renovation project
- ▶ Tomorrow Trust – distribution of backpacks
- ▶ Rise Against Hunger – provision of packaged meals and distribution support to underprivileged and under-served communities



WORKPLACE FLEXIBILITY

The COVID-19 pandemic changed the way people work.

Fluor proactively responded to the challenge in 2020. A Remote Working Global Task Force was mobilized to leverage the learning of remote working and to investigate the future of the company under flexible working arrangements. The task force consists of members from different disciplines across our organization collaborating to better understand how new ways of working can meet – and exceed – client expectations while fostering the welfare of our people.

Our Information Technology (IT) team improved global infrastructure, including standard, secure, and scalable options for remote working. In March 2020, we increased remote access capacity by more than 800 percent. IT is continuing to enhance our collaboration capabilities in 2021 with the deployment of Microsoft 365 while optimizing costs for the company.

Sustainability is woven into the workplace flexibility task force. One of our major impacts from working outside the standard office is the reduction of Fluor's footprint, which has environmental, social and economic implications. Less electricity consumed, less commuter miles traveled and less air miles flown reduced our environmental impact, resulting in lower expenses.

Our footprint is further reduced due to less waste generated and less water consumed. Of course, electricity, waste and water reductions transfer to homes and temporary work spaces, but in significantly lower amounts.

Going forward, the task force will continue to meet quarterly to improve workplace flexibility, including creating a Workplace Flexibility Policy template, implementing Microsoft 365 across the company and launching a streamlined career website with enhanced onboarding features.

At Fluor, we are used to taking a distributed execution approach to projects. Our employees apply those same skills to successfully manage their remote teams. Technology makes staying connected easy and allows managers to continue to develop employees and deliver for our clients.

Reducing Our Environmental Impact During COVID-19

50%
reduction in



WASTE GENERATION

in offices during height of COVID-19 lockdowns
and employees working from home

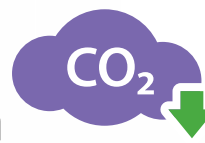


60%
reduction in

WATER CONSUMPTION

in offices during height of
COVID-19 lockdowns

33%
reduction in



GHG

from offices during height
of COVID-19 lockdowns

Not including AMECO and Stork.

DEVELOPMENT OPPORTUNITIES

Fluor is passionate about our culture and development of our people. It starts with having a foundational understanding of our Core Values – Safety, Integrity, Teamwork and Excellence – and clearly established expectations.

To nurture and grow our talent, Fluor offers access to training and development programs across positions at all levels of our company and all geographies.

Growing Representation & Opportunity for Women (GROWSM), Graduates Advancing to Professionalism (GAP)SM and Emerging Leaders Group (ELG) are just a few examples of Employee Resource Groups (ERGs) we have created to help employees feel part of a team. These voluntary, employee-led groups foster a diverse and inclusive work environment. We are developing additional ERGs focused on a diverse, equitable and inclusive workforce to continue to enhance employee engagement, career development, productivity and a sense of belonging.

We train and develop employee skills through Fluor University, our online training portal. In 2020, employees earned more than 98,000 credit hours.

In 2020, we celebrated 20 years of Knowledge Management at Fluor. Instant access to our vast network of experts around the world helps employees make the best decision, every time. We have nearly 1,500 SMEs covering more than 1,400 different knowledge domains.

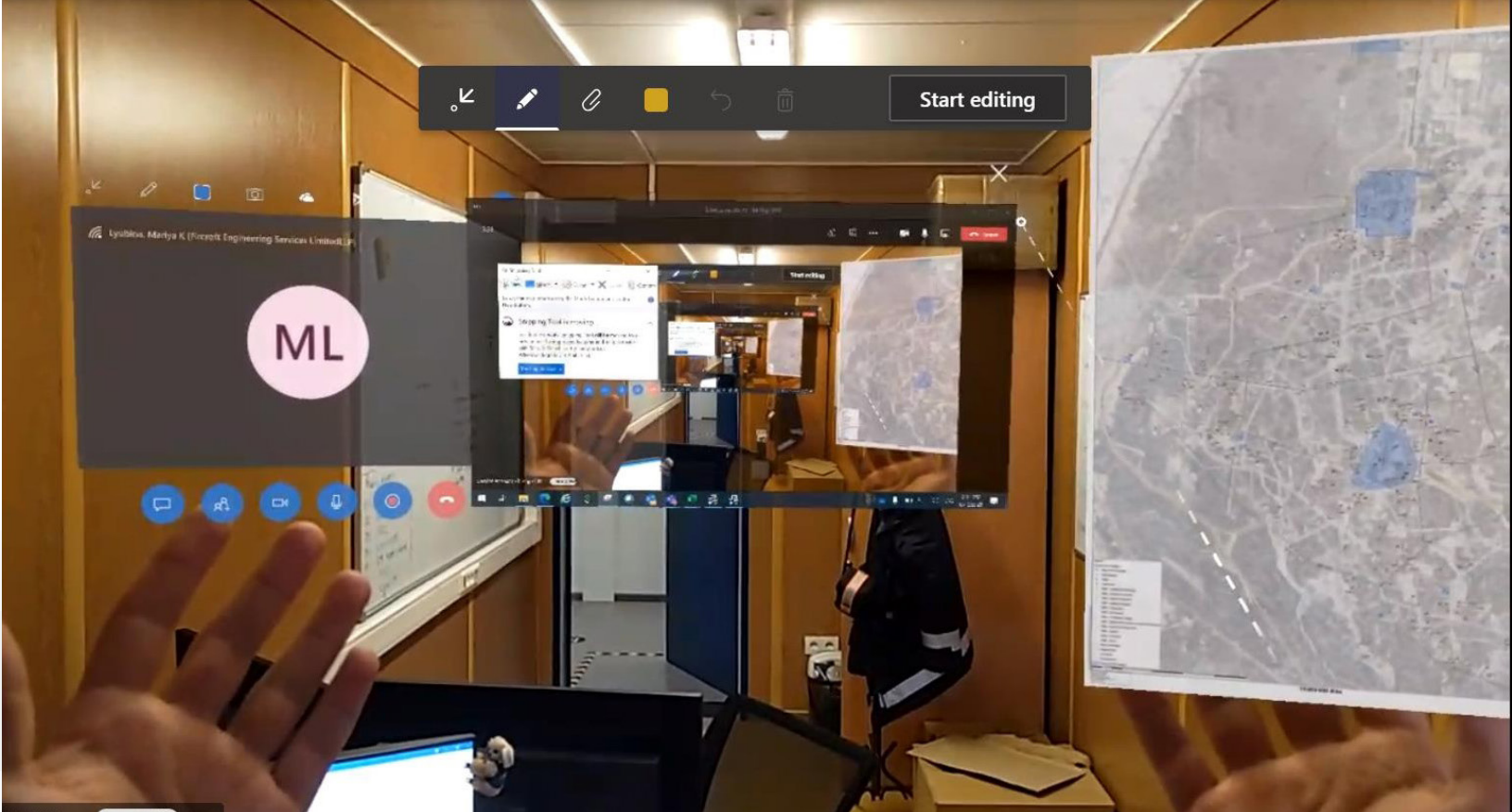
Lifelong learning is an essential component of a high-performing culture and one that Fluor fully supports.

By the Numbers

- 4** average instructor-led training hours per salaried employee
- 6** average online training hours per salaried employee
- 2** video distance learning classes across 10 offices for 4,100 participants, resulting in a cost avoidance of \$620,400

Fluor offers access to training and development programs across positions at all levels of our company and all geographies.





The training team on the Tengizchevroil Future Growth Project – Wellhead Pressure Management Project uses online virtual and in-person hybrid training methods, including Microsoft HoloLens mixed reality devices, to train the local workforce. The project will generate approximately 20,000 jobs in Kazakhstan during peak construction and fabrication.

BUILDING THE NEXT GENERATION OF CRAFT PROFESSIONALS

To deliver the most complex and challenging projects in the world, we must attract and continually develop the most talented workers in the world. Fluor continues to enhance and deliver technical training programs to assure that we have the right people with the right skill sets for each job.

As a part of our purpose to build a better world, we upgrade the skills and capabilities of local craft workforces everywhere we go. This global approach to training local workers reduces project costs and schedule risks for our clients and ultimately improves local communities.

For our entire craft workforce, even in the farthest reaches of the developing world, we continue to sponsor training curricula accredited by the National Center for Construction Education & Research (NCCER), providing free training in areas of entry-level craft, upgraded welder training, certifications, supervisory development and more.

KAZAKHSTANI NATIONAL WORKFORCE

In 2020, the Training Assurance Team supporting the [Tengizchevroil Future Growth Project – Wellhead Pressure Management Project](#) continued to develop the skills of the Kazakhstani national workforce via remote assessment and training aligned to project-critical needs with the use of technology. The team worked with quality leads and internationally accredited training providers to launch an online learning management system hosting Explosive Area courses delivered through instructor-led and computer-based training with practical components remotely provided using online virtual and in-person hybrid training methods, including Microsoft® HoloLens® mixed reality devices.

The team continued to steward the Atyrau Petroleum Education Center (APEC) training center, a Kazakhstani-owned and -operated organization, through NCCER Accredited Assessment Center (AAC) candidacy via submission of videos, photos and reports to the NCCER staff in lieu of typical physical audits. If successful, the APEC training center will be the first fully accredited center in Kazakhstan.



At Fluor, we advance Diversity, Equity and Inclusion efforts and enhance employee engagement.

AT FLUOR, EVERY VOICE MATTERS

Our ability to deliver world-class solutions depends on having a global workforce of people who offer diverse ideas, backgrounds and areas of expertise. A rich diversity of ideas and skills provides a competitive advantage that benefits all of Fluor's stakeholders – employees, clients, shareholders and the communities in which we live and work.

Fluor's commitment to diversity, equity and inclusion begins with our Board of Directors and is reflected throughout the company in everything we do. It is embodied in our company's Core Values, ethics and Human Resources policies and programs. When employees feel safe, respected and rewarded, only then are we able to develop our people, expand our diversity, encourage new ideas, attract the best talent and grow our workforce.

We all want to be treated fairly and respectfully and have equal access to opportunities based on our capabilities and performance, regardless of our background. Fluor encourages all employees to recognize the importance of developing diverse relationships, enhancing cultural understanding and fostering a positive work environment for all.

In an effort to further understand employee perspectives and work toward building a more inclusive environment, we launched Listening & Learning Sessions in July 2020. Throughout 2020, we hosted 40 formal sessions across the globe. These externally facilitated sessions gave more than 500 employees a safe place to share their experiences and their views on diversity, equity and inclusion. Racial and social injustices that occurred in summer 2020 in the United States raised an awareness for the need to have conversations about race; therefore, our initial U.S. sessions focused on race. Outside the United States, sessions were focused on broader diversity and inclusion topics. In 2021, we are continuing our Listening & Learning Sessions.

We also kicked off two Inclusion Councils in 2020, one in the United States and one in Australia. These regional networks are sponsored by senior leadership and include diverse members, who advance DE&I. We will take the learnings from these regional councils prior to a full, global implementation in 2021 as we know that different regions face unique diversity and inclusion challenges.

PROACTIVELY SUPPORTING INDIGENOUS POPULATIONS

Fluor also promotes DE&I with our stakeholders. We are developing a Reconciliation Action Plan (RAP) to formalize and structure Fluor Australia's commitment to proactively support the economic development and wellbeing of Aboriginal and Torres Strait Islander individuals, businesses and communities.

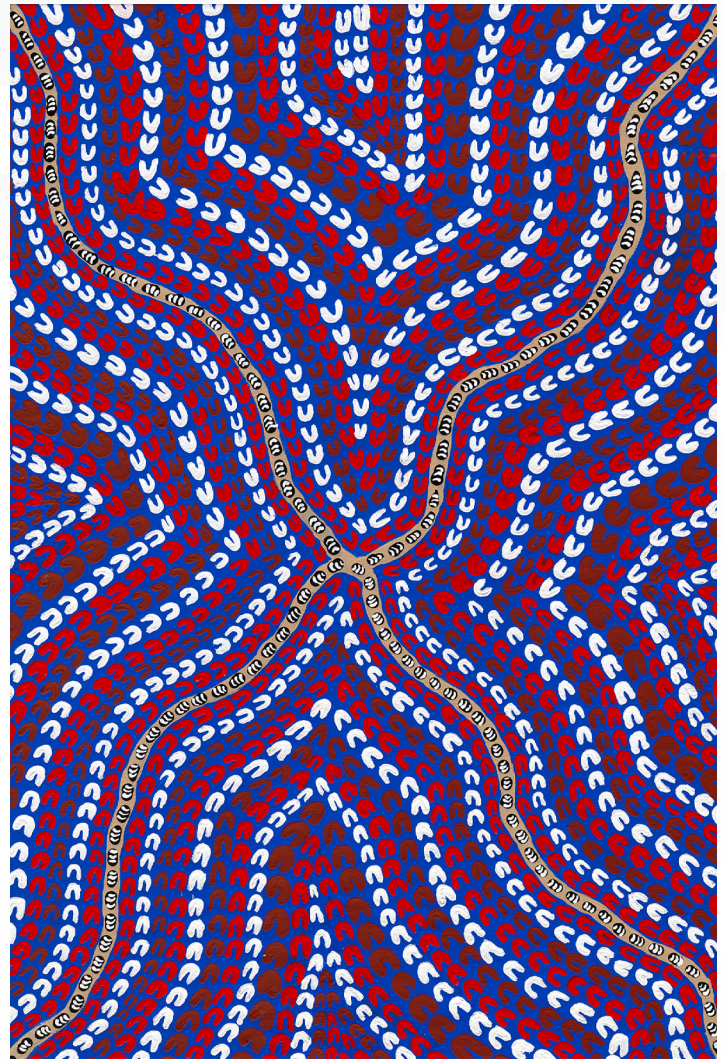
Fluor Australia has helped shape the face of Australia since the 1950s by delivering some of the country's most complex capital and maintenance projects within the infrastructure, power, mining and metals, oil and gas and life sciences industries. Today, Fluor Australia has offices in Melbourne, Perth and Port Headland.

With project locations that expand many remote and populated regions of Australia and our wide range of services, Fluor has a unique opportunity to support and engage with a diverse range of businesses and communities.

In 2020, Fluor continued to develop relationships with Indigenous workers and companies.

- ▶ Goal Indigenous Services and Stork, A Fluor company, launched an Aboriginal and Torres Strait Islander Non-Destructive Testing (NDT) Traineeship program in Western Australia. This welding program is believed to be the first of its kind, leading the way in Indigenous involvement and development for the NDT industry. Goal Indigenous Services recruits, mentors and supports trainees, and Stork provides the technical expertise and mentorship, along with an environment to grow and develop the individuals into qualified NDT professionals.
- ▶ We engaged the services of PMW Industries (PMWI), a fully Aboriginal-owned civil and rail construction and maintenance contractor, on projects with Pilbara iron ore clients. We will continue to introduce PMWI to new opportunities that align with its capabilities and our key clients.
- ▶ Fluor has committed to partnering with MADALAH Limited, a not-for-profit organization that offers secondary and tertiary education scholarships for Indigenous students. Two trainee designers will start in our Perth office in 2021.

While we are proud of the relationships and opportunities created to date, we know we have work to do along the reconciliation journey. We will take proactive action to move from the reflect phase in 2021 through innovate, stretch and elevate phases over the coming years.



Kaye White, an elder from the Pilbara, created this artwork that symbolizes people and bush bees. "Bush honey is eaten straight from the tree for medicinal purposes by aboriginal people. Bees work together to make the best honey. Fluor Engineering is a strong group of people working together to make a sustainable future like the bees," she said.

OUR CULTURE OF INTEGRITY INCLUDES CONTINUOUS IMPROVEMENT

Throughout our more than 100-year history, the success of Fluor is tied to our talented employees and our ability to change. Whether we are adjusting to changes in work practices, adapting to new innovations, venturing into new business areas or dealing with a global pandemic, we have faced the challenges head on. The events of 2020 have magnified these challenges. Fluor's Compliance & Ethics program continues to improve to meet these challenges while maintaining our commitment to doing work with the highest level of integrity.

AN EFFECTIVE FOUNDATION

Fluor's Board of Directors is committed to maintaining an effective compliance and ethics program. Board oversight of the program begins with the Audit Committee, which includes new Board Member Teri McClure, who brings extensive experience in the compliance and ethics field to the role.

In early 2020, the Board of Directors formed an independent Special Committee that was empowered to conduct a comprehensive review of numerous projects and related issues and involved an expansive review of project-related documentation and communications. As a result of the findings from the Special Committee and additional assessments conducted by Fluor's management, we are actively reviewing the Compliance & Ethics program for areas of improvement including deployment of new tools and enhanced training and awareness campaigns in compliance risk areas.

Oversight of the program rests with Fluor's Chief Compliance Officer (CCO) Eric Helm. Taking on this role in July 2020, Helm is steadfast in strengthening the compliance and ethics program, while meeting the challenges associated with an evolving industry and company. The CCO is responsible for continuous program improvements based on management input, risk assessments, audit findings, hotline reports, industry trends and best practices.

Additionally, the Compliance & Ethics Committee, comprised of cross-functional leadership including representatives from the business groups, chief financial officer, chief human resources officer, chief legal officer and head of Internal Audit, has been revamped for greater engagement and oversight related to reporting, risk assessments and continuous improvement.



RAISING AWARENESS

Across all levels of the company, from the Board of Directors to our leadership team and our global workforce, we are dedicated to making the right decisions. Fluor's Ethics & Compliance program is focused on educating and guiding our global stakeholders – employees, partners, suppliers and subcontractors – through the challenges of working on diverse projects in challenging locations.

[The Code of Business Conduct and Ethics](#) (the Code) has long been the centerpiece of our commitment to operating with the highest standards of integrity. Along with our [U.S. Government Contracting supplement](#) to the Code and our [Anti-Bribery and Corruption Policy](#), we have set forth clear standards for employees to apply to common ethical dilemmas in our offices and on jobsites globally.

All employees have a responsibility to say and do the right thing. We pride ourselves on being an honest, trustworthy and transparent company committed to always doing what is right. And our employees are committed to this ideal as well.

Our goal is that all employees understand what is expected of them, are equipped with the knowledge to be able to identify compliance and ethics concerns and embrace their responsibility to seek advice and raise ethical concerns without fear of retaliation.

When salaried employees join Fluor, they are required to read, acknowledge and certify that they will abide by the Code and the underlying Fluor policies and procedures. Annually, these employees are required to complete additional code-related training and reaffirm that they understand and are committed to our policies. In 2020, 23,559 employees, nearly every full-time employee of Fluor, completed the Annual Ethics Certification and Disclosure training on anti-corruption, conflicts of interest, fair treatment of employees and protecting company assets and confidential information.

With limited in-person work due to COVID-19 restrictions, we have increased our online awareness campaigns to include more informal content, such as short animation videos and posters, and greater engagement of stakeholders. Through these venues, we share compliance messages that address topics such as anti-corruption, gifts and entertainment, speaking up, anti-retaliation and reputational integrity. Across the company, we continue to kickoff virtual meetings with Value Creation topic presentations in which employees are encouraged to highlight our Core Values, including Integrity.

OPEN-DOOR POLICY

Fluor maintains an ongoing campaign to encourage employees to speak up, ask questions and report concerns. Our formal open-door policy was created to promote open, honest dialogue between employees, managers and leadership.

It is our belief that by engaging our employees in all areas of our compliance program, we enable discussions that progress our culture of integrity.

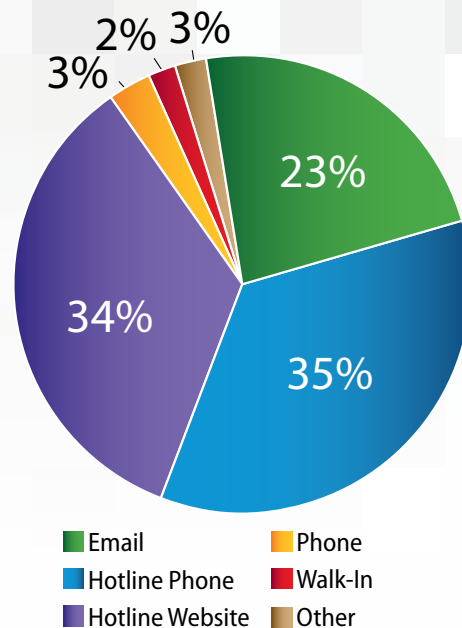
Employees have multiple channels to report concerns. Internally, employees are encouraged to discuss issues with their managers, leadership, the Compliance & Ethics team or local Human Resources managers. Our employees, as well as contractors, vendors, suppliers and other third parties, also have the option to anonymously report issues (where allowed by law) via our externally managed Compliance & Ethics hotline. Available globally 24/7 and in multiple languages, the hotline provides a resource to report concerns and provides an avenue for employees to ask a question or seek guidance from the Compliance & Ethics team. Employees continue to utilize all options when raising concerns. Over two-thirds of cases received in 2020 came from our hotline with another 23 percent submitted via email.

Whether through management or the hotline, all complaints or issues raised are addressed through our investigative process. We follow Fluor's investigation guidelines to make sure that all concerns are investigated thoroughly, promptly and by an objective investigator.

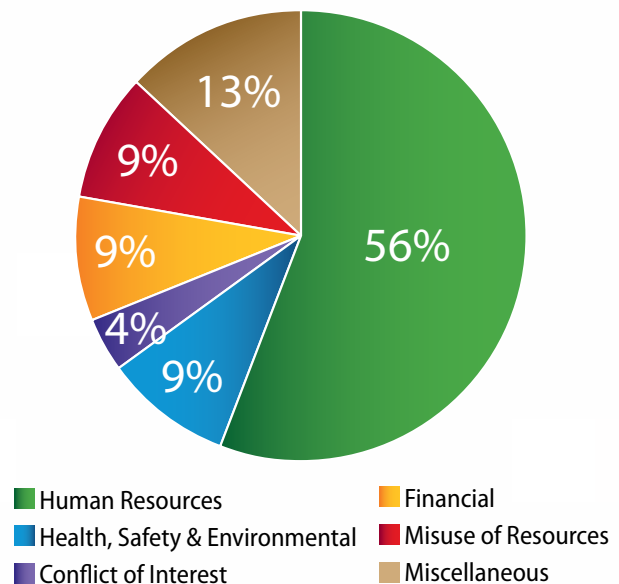
MANAGING RISKS

We engage with organizations and industry partners that are leaders in setting the standard for corporate compliance and ethics programs such as the Ethics & Compliance Initiative, the Society of Corporate Compliance and Ethics and Building Responsibly, a global association of engineering and construction companies working to improve worker welfare worldwide. Fluor currently serves as chair of Building Responsibly. As the chair, we lead the monthly Steering Committee meetings, as well as the biannual general members and

2020 Compliance & Ethics Concern Intake Channel



2020 Compliance & Ethics Investigations by Topic



"By working together to promote an environment that eliminates the fear associated with reporting a concern, we are able to reinforce the importance of openly discussing concerns with candor, honesty and a problem-solving attitude."

Eric Helm, Chief Compliance Officer

stakeholders meetings that bring together the Compliance & Ethics industry, clients and global non-governmental organizations dealing with worker welfare, such as the International Labour Organization and Humanity United.

We are a founding member of the United Nations (UN) Partnering Against Corruption Initiative (PACI) and a UN Global Compact signatory. In 2020, for the 14th consecutive year, we were named one of the World's Most Ethical Companies.

Through our Business Risk Management Framework (BRMFSM), we assess the corruption risks of projects against a background of project location, business culture and locally required third parties. We further manage compliance and ethics risks on each project through our updated Project Compliance & Ethics practices, which require project-specific risk assessments and, as warranted, mitigation plans. At a corporate level, Fluor has an Enterprise Risk Management program and ethics and compliance SMEs who also assess compliance risks.

Fluor seeks to do business only with third parties that share our standards and values. We must be confident that our business partners do not engage in bribery, human trafficking or other unethical behavior. Risk-based due diligence is conducted when selecting third-party business partners, and approval, contractual and other anti-corruption controls are in place for agents, teaming partners, suppliers and contractors.

All subcontractors and suppliers are required to comply with [Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors](#), which covers anti-corruption and bribery compliance, trade controls, conflicts of interest, financial and operational controls, human rights and employment practices and health, safety and environmental stewardship.

Our world-class Compliance & Ethics program is adept at creating policy, education and training, risk assessment and, where necessary, investigation and remediation. By making sure that our employees and stakeholders know the values of our company and the rules that govern them, and by establishing expectations and fostering a culture of transparency and accountability, Fluor is committed to performing and succeeding with the highest level of integrity.



DOING THINGS RIGHT THE FIRST TIME

The Halliburton Batch Plant Project team in Jubail, Kingdom of Saudi Arabia, embodies Fluor's Core Values of Safety, Integrity, Teamwork and Excellence.

The project's robust Sustainability Program focuses on raising awareness about environmental impacts, compliance with local directives and regulations, development of workers' skills, inclusion through teamwork from multiple nationalities and ultimately caring for the health and wellbeing of employees.

In 2020, leadership from Fluor, the client and subcontractors embraced the project's COVID-19 mitigation program and Fluor's Safer Together culture. Management launched a Project Safety Recognition Program that was consistently conducted despite the pandemic. Their caring, preventive efforts paid off – the project achieved superior safety performance in 2020 with zero recordable incidents and was one of only three projects to receive Fluor's 2020 Award of HSE Excellence.

Team members promote integrity and doing things right the first time, reducing consumption of construction materials, as well as reducing workforce and equipment utilization.

The team treats supply chain partners with fair and ethical behavior, so it expects the same in return. It screens potential suppliers for professionalism and experience, accountability and a collaborative mindset where they, together, can resolve any problem and deliver with excellence for the client.

PROJECT SPOTLIGHT

INCORPORATING SUSTAINABILITY THROUGHOUT ENTIRE PROJECT LIFE CYCLE



The Green Line Extension (GLX) supports municipal plans for sustainable growth and urban redevelopment, providing residents with greater transportation access to jobs and other destinations.

GLX Constructors, a Fluor-led joint venture, was selected by the Massachusetts Bay Transportation Authority as the design-build team for the [Green Line Light Rail Extension](#) in Boston, Massachusetts.

The Green Line itself is the country's oldest mass transit line, with the tunnel section dating back to 1897. The 4.7-mile extension project comprises seven new stations, a vehicle storage and maintenance facility and two distinct branches. The project also includes extending the community path that will allow bicycle commuters a traffic-separated lane to the city of Boston.

The projected daily ridership at the seven stations is estimated to be 45,000 by 2030. With the population switching from automobile travel to mass transit and bicycling, it is forecasted that vehicle miles traveled will

decrease by 25,000 miles per day, resulting in reduced greenhouse gas emissions and other components of air pollution.

The Green Line Extension will also support municipal plans for sustainable growth and urban redevelopment, providing residents with greater transportation access to jobs and other destinations.

The team has developed several technical concepts to improve cost and schedule certainty while maintaining quality, designed to result in increased service life, reduced maintenance and improved accessibility and public safety. The team is integrating local vendors, subcontractors and service providers, as well as engaging disadvantaged and minority-owned business enterprises.

FOSTERING AN ENVIRONMENTAL MINDSET

Environmental stewardship is integral to the project. In addition to tracking all installed products based on sustainability measures, such as products produced within 200 miles (322 kilometers), the project has:

- ▶ Used 40 percent pre-consumer recycled content in concrete
- ▶ Used 75 percent recycled content in structural and ornamental steel
- ▶ Re-used or composted 90 percent of landscape waste
- ▶ Used 50 percent of permanent wood that is Forest Stewardship Council-certified
- ▶ Remediated and disposed of 320,000 tons (290,299 tonnes) of contaminated soils along the densely populated corridor

The team is committed to making sustainable choices throughout the life cycle of the project by using the Institute for Sustainable Infrastructure's Envision framework. Envision includes 64 sustainability and resilience indicators, called credits. The project is producing and collecting documentation to confirm how each applicable credit was met, demonstrating overall sustainable improvement.

DELIVERING DURING A PANDEMIC

As COVID-19 reached pandemic level in 2020, the project was one of the few allowed to move forward in the state as it was deemed essential operations. The team increased sanitation efforts, training, signage, portable hand washing stations, vehicle sanitizer kits, face coverings and other PPE to keep employees safe when social distancing wasn't possible.

Due to limited interaction and COVID-19 protocols, the team utilized remote visual inspections (RVIs) to conduct systems testing for transformers, communications and signaling equipment. RVI implementation allowed the team, our client, our subcontractor designers and our vendors to continue to execute safely, assure quality and reduce cost and carbon footprint.

INVOLVING AND IMPROVING THE COMMUNITY

Neighboring Somerville has the highest population density outside of New York City. A Community Working Group, composed of prominent members of the local community, meets monthly with project representatives to share concerns and weigh in on upcoming project impacts to residents. The project also has incorporated a Community Connection Team to give back to the community, including:

- ▶ Blood drives
- ▶ Food and personal care product drives
- ▶ Toy donations
- ▶ Somerville 5k Detour race
- ▶ Neighborhood cleanup

When completed in late 2021, the project will reduce traffic, improve air quality and foster economic development.



In 2020, project leadership distributed 500 turkeys to project personnel as a token of gratitude for their dedication to safety, diversity and inclusion during the COVID-19 pandemic.

COMMUNITY & SOCIAL SERVICES



IT IS OUR PRIVILEGE TO PROVIDE FINANCIAL AND VOLUNTEER SUPPORT TO COMMUNITIES

Fluor is committed to building a better world by applying world-class expertise to solve our clients' greatest challenges. We believe if communities thrive, so do their businesses and residents. The stability of a community is affected by the condition of its infrastructure and its ability to attract and retain talent. Even in the midst of the global pandemic when schools and businesses were closing, Fluor remained true to our legacy of giving back by seizing opportunities to find new and creative ways to address problems, improve circumstances and enrich the lives of those impacted by the pandemic.

We are proud that our projects are building a more prosperous future for our clients and stakeholders, but we know what is even greater is the lasting impact our communities are experiencing.

Executive leadership develops our community involvement strategy based on key areas where we can make the most impact: education, public health and critical human needs, economic development and the environment. The strategy is implemented via programs, initiatives and partnerships led by Fluor, the Fluor Foundation and Fluor Cares employee volunteers. We continuously collect, measure and analyze program data to assess their relevance and find areas for improvement.

In 2020, our efforts funded by Fluor and the Fluor Foundation provided more than \$5 million in contributions to our nonprofit partners and initiatives. Additionally, employee volunteers donated more than 24,000 hours to the communities where we operate and live.


1,340

STEM teachers receiving training


47,587

students receiving STEM awareness, enrichment and training


1,263,602

meals provided


35,476

individuals receiving preventive and emergency services


4,314

trees and shrubs planted


496

tons (450 tonnes) of litter removed


24,024

hours volunteered

"A heartfelt thank you to all of our Fluor friends for continuing to give in a time when being 'in this together' is more evident than ever before. Fluor's long-term support, dedicated volunteers and service to the community is rivaled only by the spirit of the employees, making Fluor Cares possible."

Kim Mahaffey, Chief Operations Officer of Communities in Schools of Greenville County, South Carolina

OUR EMPLOYEES RISE TO THE CHALLENGE DURING PANDEMIC

The COVID-19 pandemic has changed lives and communities in far-reaching and profound ways. Individuals, families, caregivers, community members and employees face unfamiliar or increased stresses from stay-at-home orders, home schooling and economic uncertainties.

As Fluor continued our work to provide solutions for our clients and help our personnel resolve local issues, we directed financial resources to the most meaningful COVID-19 relief efforts in local communities. By the end of 2020, contributions exceeding \$720,000 were directed to local COVID-19 relief funds organized by trusted community partners to support meal service charities, critical human needs, relief funds and schools.

In addition to directing Fluor contributions to COVID-19 relief efforts, Fluor also launched a COVID-19 Disaster Response fundraising website in the United States and Canada, enabling employees to make personal contributions supporting local COVID-19 relief funds, with the Fluor Foundation matching employees' donations.

Fluor volunteers in Dallas work with students on the 2020 Fluor Engineering Challenge before COVID-19 impacted the area.





Back to school supplies are distributed to Boys & Girls Clubs of Long Beach members at a drive-through event in Southern California in 2020.

CREATIVE SOLUTIONS FOR OUTREACH

In 2020, many Fluor office employees worked remotely, and no-contact, social distancing protocols made it difficult to hold traditional in-person volunteer activities and collect donations for local nonprofits.

But rather than postponing or even cancelling fundraising and volunteer activities, Fluor Cares employee volunteer committees worldwide developed innovative solutions that enabled our employees to continue to support nonprofits in their communities.

Fluor Cares volunteers partnered with local schools to create virtual opportunities to continue our tradition of teaching students through hands-on, engaging learning. We participated in outdoor activities such as meal deliveries to people impacted by the pandemic and tree planting, as well as hosting our Global Shore Cleanup events, by following protocols established by local authorities, Fluor and the benefitting nonprofits.

Creative solutions made it possible for employees working remotely to continue contributing and supporting our communities even through a pandemic.

WE HELP THE MOST VULNERABLE IN THE FARTHEST CORNERS OF THE WORLD

Fluor offices and project sites are often in developing countries and rural areas where we have an opportunity to create progress and energize economies. Through our projects themselves and through our community and social programs, we leave communities better than when we arrived. The COVID-19 pandemic creates additional needs, especially in locations where the needs are already far greater than the available resources.

New Delhi Provides 800,000 Meals

Fluor's office in New Delhi provided 800,000 meals to families impacted by the global pandemic. Dry ration and sanitation kits containing reusable cloth facemasks and enough food for a family of four for one month were distributed to 3,000 families in local villages following strict HSE guidelines, with minimal employee volunteer contact. The office also donated funds toward the development of low-cost COVID-19 testing kits for mass production.

Peru, Philippines, Poland and South Africa Offices Support Health Care Workers

Fluor's Lima, Peru office supported a local nonprofit with a donation to purchase essential PPE for doctors and nurses on the front lines; employees in the Philippines supported 10 local hospitals by donating masks, isopropyl alcohol and face shields; the Gliwice, Poland office supported its local hospital by providing hygiene masks and a donation toward the purchase of a respirator for newborns in the hospital's maternity ward; and South Africa contributed to the Solidarity Fund in support of the efforts to prevent, detect, care and support those whose lives have been disrupted.

Mission Solutions and its Project Sites Support Local Communities

Mission Solutions made business-level donations directed to the Red Cross and local food banks near its U.S.-based project sites. Project teams contributed to local communities as well.

Fluor-BWXT in Piketon, Ohio, made donations to southern Ohio food banks; the Idaho Cleanup Project in Idaho Falls made donations to the local United Way to support its COVID-19 response efforts; the Strategic Petroleum Reserve site in New Orleans contributed to Second Harvest Food Bank and Krewe of Red Beans – a group of New Orleanians known for lively parties and parades that turned its focus toward feeding healthcare workers, supporting local restaurants and employing out-of-work musicians; and Fluor-led Savannah River Nuclear Solutions in Aiken, South Carolina, increased its contribution to the American Red Cross chapters in Georgia and South Carolina to support disaster response after five tornadoes touched down in nearby counties, at the same time the impacts of the global pandemic were beginning to hit home.



In 2020, Fluor Igoda in South Africa donated backpacks with a year's worth of school supplies to some of the most impoverished students at the Isipingo Beach Intermediate School. 2020 marked the 20th anniversary of Fluor's Building Futures campaign, which has provided school supplies to more than 204,000 students around the world.

SUPPLY CHAIN SOCIAL IMPACTS



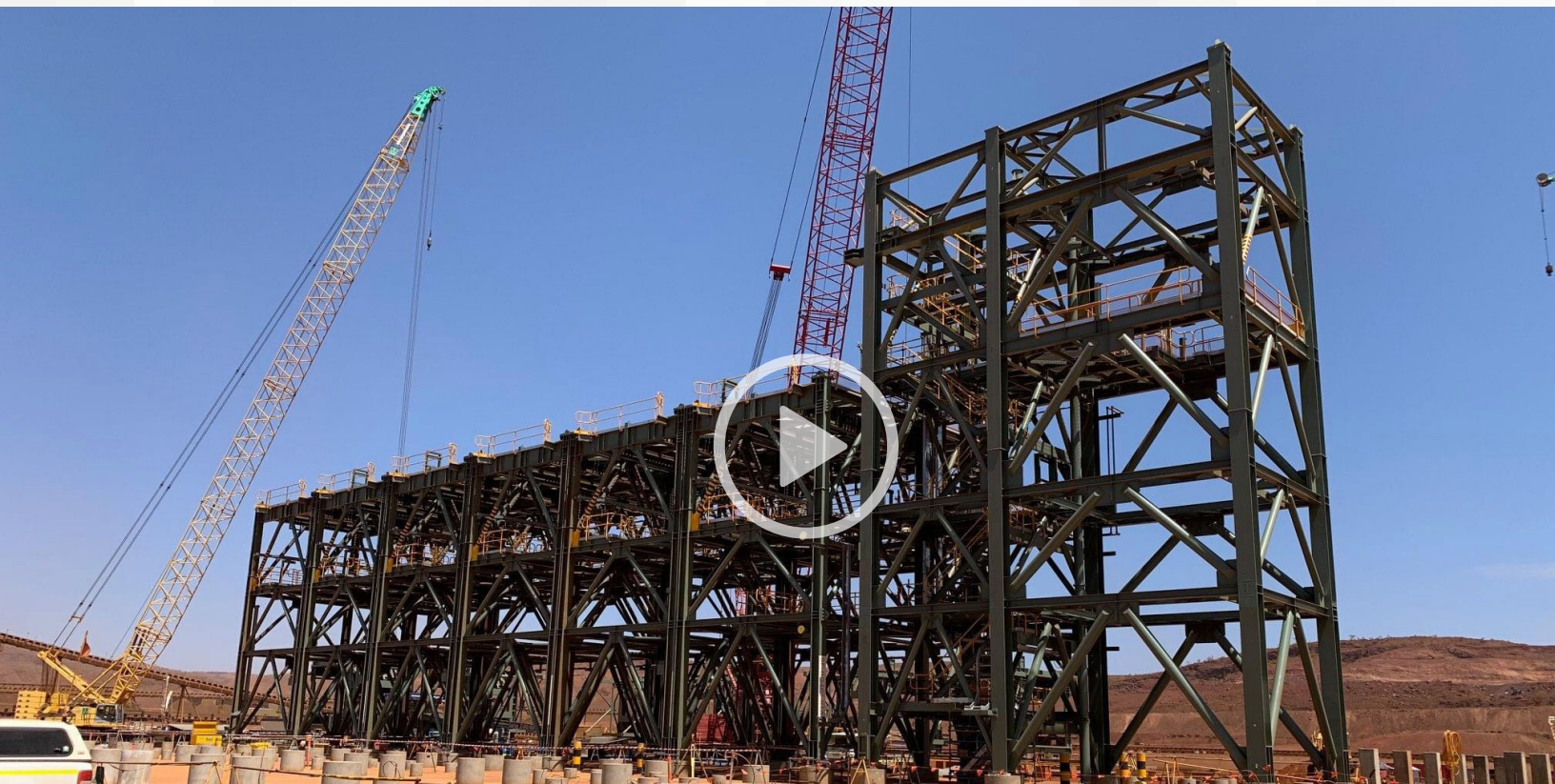
WE HAVE BUILT A GLOBAL NETWORK OF TRUSTED SUPPLIERS

Fluor's supply chain practices are deeply rooted in our Core Value of Integrity. To that end, sustainability and our responsibility to ethically control the spending of our clients' money are the foundation of our business principles.

We uphold the highest degree of business standards, both for ourselves and our suppliers and subcontractors, adhering to our strict Business Code of Conduct and Ethics Expectations for Suppliers and Contractors, which are incorporated into the terms of every purchase order and subcontract. This document addresses ethical concerns globally, including bribery, trade controls, conflicts of interest, human rights and worker welfare practices and financial and operational controls. We enforce the commitment that those with whom we do business either adhere to our business standards or prove that they adhere to theirs which meet or exceed our expectations.

New suppliers and subcontractors (and those needing to be refreshed) are taken through Fluor's subcontractor and supplier prequalification process. It is a comprehensive assessment to reveal any potential risks or threats that a business might pose to us or our clients. This assessment includes financial health analysis and vetting of business controls and operations and confirms that suppliers will be able to comply with environmental laws and regulations and worker welfare provisions in the project's prime contract.

In 2020, Fluor conducted business with approximately 11,000 well-qualified subcontractors and suppliers, which resulted in an estimated 26,000 purchase orders and subcontract awards.



Fluor is providing engineering, procurement and construction management services for [BHP's South Flank Iron Ore Project](#) in the Pilbara region of Western Australia. In September 2020, the project reached 75 percent construction completion including completing the main module fabrication effort. Fabrication activities included 2,304 individual modules, 39,683 tons (36,000 tonnes) of fabricated steel, 17 dedicated module vessels and more than 590 containers of loose steel and procured materials delivered to the remote site. The facility will be one of the largest iron ore processing hubs in the world.

WE PARTNER WITH DIVERSE SUPPLIERS TO DRIVE MUTUAL SUCCESS

We take great pride in the health and effectiveness of our world-class Supplier Diversity Program. Our program continues to expand and evolve, providing increased opportunities for diverse suppliers, building on our combined strengths to drive mutual success. At its heart, our program inspires community dialogue and provides Fluor a method to effectively create local jobs that make positive impacts on local economies.

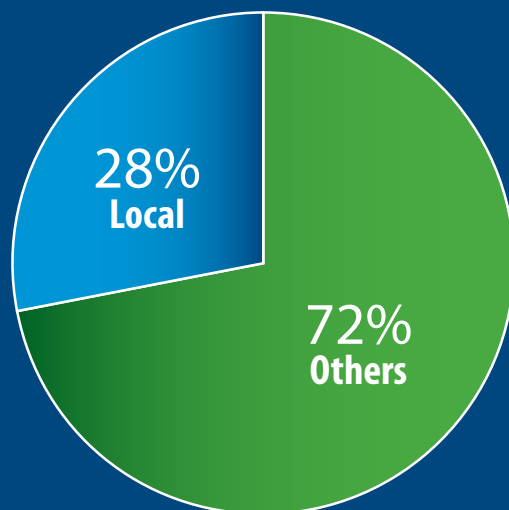
Fluor's sustainability pillars are environmental stewardship, economic growth and social progress, of which supplier diversity is an integral component. Our diversity efforts mirror the United States' own inclusion goals for small, minority- and women-owned businesses. Suppliers register to do business through Fluor's Supplier Contractor Registry, which provides visibility to our global supply chain in the sourcing efforts. When needs arise for specific products or services in specific geographical areas, the registry can be used as a resource to find potential bidders.

Fluor helps to identify diverse businesses through our participation in local and national diversity outreach events such trade fairs, conferences and conventions; and our membership with local, regional and national diversity councils and other organizations, including the U.S. Small Business Administration. Throughout the year, these councils host expos, luncheons, panels and other activities that help Fluor connect with diverse businesses and widen our supply base of certified diverse companies.

Fluor's spend with certified diverse suppliers and contractors within the United States remained high in 2020 although we experienced a reduction from 18 percent in 2019 to approximately 17 percent in 2020. COVID-19 and its impact on project schedules contributed to the slight decline.

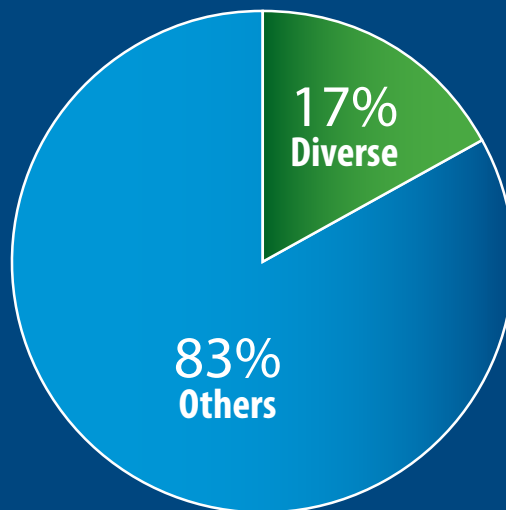
Operating in more than 60 countries around the world, we take our commitment to local spend seriously. Focusing on long-term sustainability, we continue to find that being a force for good in how, and where, we choose to spend clients' capital benefits all stakeholders. This includes our clients, communities, suppliers and contractors near our job sites.

Total Supplier Spend Worldwide



Local includes in-country suppliers

Total Supplier Spend U.S.



Diverse includes small, minority- and women-owned businesses



SUPPORTING SMALL BUSINESSES DURING COVID-19 TO BOOST ECONOMIC RECOVERY

As the world came to terms with the “new normal” of social distancing and flattening the curve of COVID-19 cases, businesses had to persevere.

Businesses around the world had to take quick action in addressing the COVID-19 pandemic. Small and diverse business owners, in particular, are diligently trying to keep their companies afloat during this unprecedented time. Many in the United States pivoted from producing their traditional product offerings to reinventing themselves to create a much-needed revenue stream, while also accelerating the national response to the COVID-19 pandemic by creating and offering PPE and supplies.

In the weeks following the outbreak of COVID-19, Fluor’s Procurement and Commercial Strategies teams ensured that women and minority-owned businesses were included in Fluor’s supply chain efforts to fulfill our need for PPE.

One of Fluor’s first sourcing efforts in response to its COVID-19 PPE need was for reusable, hand-sewn facemasks, with an initial quantity of 32,000. Aware that the large quantity would present a challenge, we immediately contacted diversity councils and companies across the nation, as well as in our headquarter’s backyard, to find as many capable diverse businesses as possible.

In Dallas, Texas, companies such as CFJ Manufacturing, an award-winning, woman-owned business that manufactures high-end branded merchandise and provides employee recognition solutions, was one of the many diverse businesses that answered the call. In Houston, Texas, ClearChoice Chemicals LLC, a Hispanic-owned business, and Cole Chemicals, a minority, women-owned business, both providers of chemical solutions, also supported this effort. These companies are just a few examples of small and diverse businesses that are transforming the way they do business to meet the needs of a rapidly-changing world.

Our supplier diversity efforts earned industry recognition. The Houston Women’s Business Enterprise Council recognized Fluor with a 2020 WBEA Cutting Edge Award for Greatest Growth in spend in 2019 and named Fluor Supplier Diversity Program Manager Annie Lidge a 2020 WBEA Warrior for her work in advocating for women business enterprises. In addition, Fluor was honored in 2020 by [Minority Business News USA](#) for the second consecutive year as a “Best of the Decade in Supplier Diversity.”

Fluor’s strong leadership and sustainable practices reflect our resilience and demonstrate our ability to be inclusive of diverse businesses even during the challenging and difficult times that we face now and in the future.

In a joint venture with Chicago-based construction company The Walsh Group, Fluor is rebuilding century-old elevated train tracks and stations on the [Chicago Transit Authority Red and Purple Line Modernization Project](#). Our team’s bypass design reduces the number of support columns typically needed for a viaduct without sacrificing structural strength, shortening the construction schedule and minimizing the impact on the neighborhood. In 2019, the CTA Building Small Businesses Program was launched to help owners get financially ready to bid on project contracts, and a new series of working sessions kicked off in October 2020.

PROJECT SPOTLIGHT

MAKING THE GREATEST IMPACT FOR SOCIETY

Fluor-led Savannah River Nuclear Solutions' (SRNS') robust sustainability program goes beyond regulatory requirements to truly focus the team's efforts to make the greatest impact for society. When we take meaningful action, our employees, suppliers, clients, stakeholders, neighbors and the entire global community benefit. The project's sustainability accomplishments have been recognized by its customer with a U.S. Department of Energy Sustainability Award and by the state regulator with a Smart Business Recycling Award.

The [Savannah River National Laboratory on the U.S. Department of Energy \(DOE\) Savannah River Site](#), which is managed by Fluor-led SRNS, achieved more than 5 million hours without a lost-time incident in 2020. The laboratory has been designated as the safest of DOE's 17 National Laboratories for 8 of the past 10 years, including 2018, which is the most recent year finalized statistical information is available. Take a [virtual tour](#) of the entire Savannah River Site.



PROJECT INVESTS MILLIONS IN SMALL BUSINESSES

The [Savannah River Site \(SRS\)](#), a 310-square-mile Department of Energy (DOE) complex south of Aiken, South Carolina, employs roughly 11,000 people. For decades, it has been a major economic engine for both the state and neighboring Georgia.

The SRNS team uses a proven, grassroots initiative to create jobs locally, regionally and nationally, by growing small businesses, both in size and number. Over the last 5 years, SRNS purchased more than \$1 billion in products and services from small businesses throughout the United States.

As one of the largest employers in the state of South Carolina, the economic impact of the SRS' expenditures into the local community is substantial. For every dollar SRS receives, it returns two. These investments support the local tax base, such as schools and infrastructure, and account for seven percent of the total regional personal income, according to the SRS Community Reuse Organization's SRS Economic Impact and Workforce Transition Study (August 2017).

Additionally, in South Carolina, small businesses account for 99.4 percent of all businesses and employ 46.3 percent of South Carolinians, according to the

"2019 South Carolina Small Business Profile" by the Office of Advocacy, Small Business Administration. The project team's focus on assuring local suppliers are represented in procurement actions helps to spur continued local economic viability.

SRNS has been recognized as a national, regional and local leader for its small business and supplier development efforts. At the core of these efforts is its award-winning Mentor-Protégé Program. This program is built upon three equally important principles: executive engagement, peer-to-peer development and continuous improvement. Through this program, SRNS is able to work alongside these suppliers to assure not only mission success but also economic viability for these partners and increased synergies across the DOE complex.

SRNS has a preference for local suppliers with 17 percent of all procurements being awarded in a five-county region of South Carolina and Georgia. This preference for local suppliers creates smaller supply networks and reduces the carbon footprint by shortening the transportation network.



SRS crews successfully completed demolition of a facility once critical to Cold War reactors. The [teardown of the Ford Building](#) in November 2020 brought the number of structures that have been deactivated and decommissioned on site to 292. "We can safely and efficiently demolish unneeded buildings to eliminate the need for surveillance and maintenance, while preventing any potential release of hazardous substances to the environment," said Steve Connor, an SRNS project manager.



In 2020, employees at SRS achieved [\\$12.7 million in cost savings](#), which was used to improve processes, programs and infrastructure across the site. More than \$4 million in savings resulted from reusing equipment parts instead of purchasing new ones. Workers also developed a new process to safely avoid performing arc flash calculations and other work for more than 1,630 molded case circuit breakers, decreasing potential exposure to electrical risk.

EMPLOYEES GIVE GENEROUSLY TO THE COMMUNITY

SRNS oversees a strategic community outreach effort to foster a climate of trust and partnership with regional stakeholders on a variety of community and site-related issues. Some notable 2020 contributions are as follows:

- ▶ SRNS continues to support local colleges and schools, charitable organizations and many other worthwhile efforts. In 2020, SRNS invested \$1 million in the region, bringing its total contributions to approximately \$10 million since SRNS became the SRS management and operations contractor in 2008.
- ▶ SRNS employees raised more than \$1.1 million in donations to area United Way agencies during the 2020 campaign. Fluor also provided a \$94,962 corporate match.
- ▶ The company is an annual supporter of the American Red Cross, with contributions to chapters in Georgia and South Carolina. In 2020, SRNS increased that support by meeting an urgent need with an additional \$10,000 contribution in April to support disaster response after five tornadoes touched down in Barnwell, Allendale and Hampton counties.
- ▶ SRNS donated \$10,000 to the South Carolina NAACP Freedom Fund Scholarship program for outstanding students.
- ▶ For the past 20 years, disabled hunters from the area have participated in “Deer Hunt for Mobility-Impaired Hunters” and “Wounded Warriors Deer Hunt” events held at SRS. SRNS manages and sponsors the hunts in partnership with the U.S. DOE, the USDA Forest Service-Savannah River and the Wheelin’ Sportsman National Wild Turkey Federation.

A DEFINED STANDARD OF EXCELLENCE

The SRNS Standard of Excellence defines how the team does business and provides a model for how it conducts itself as a company. Additionally, there is an SRNS Code of Business and Ethical Conduct and a separate SRNS External Code of Business Ethics, which provide expectations for entities that seek to do business or interact with SRNS. The monthly SRNS Now video publication includes a segment on ethics to assure employees maintain awareness of expectations.

PROJECT COMMITS TO 300 APPRENTICESHIPS

SRNS and Apprenticeship Carolina, which is a part of the technical college system, are collaborating with businesses and industries in the area, as well as local schools, to form a collaboration that will establish 300 apprenticeships for students by the end of 2021. The goal of the initiative is to prepare skilled individuals ready for careers at both the SRS, as well as other manufacturers.

BEING A GOOD STEWARD OF THE ENVIRONMENT

SRNS works to continuously achieve or exceed Federal sustainability goals while executing site missions regarding nuclear security and environmental stewardship. SRNS' environmental cleanup efforts include low-energy and passive remediation systems and implementation of lower energy, more sustainable technologies, including drones and solar power. The project's 2020 achievements include:

- ▶ 306 tons (278 tonnes) of office and municipal type waste recycled (48 percent recycle rate)
- ▶ Renewable energy (onsite biomass plant) provided 34.4 percent of the total electrical energy consumed onsite
- ▶ Reduction of Scopes 1, 2 and 3 greenhouse gas emissions greater than 80 percent compared to the 2008 Federal baseline
- ▶ 955 vehicles managed by SRNS, 835 (87 percent) that are either hybrid, electric or E-85
- ▶ Groundwater cleanup using permeable reactive barriers of iron (recycled car engines) and edible oils
- ▶ Setting the stage for closure of a [12-acre legacy coal yard](#) at the site. Throughout the 6-month project, SRNS construction personnel worked on only one acre at a time to control erosion and assure that no sediment entered nearby creeks and streams as a result of soil excavation. The innovative cleanup approach expedited the project timeline and significantly reduced costs associated with traditional cleanup methods.



SRNS cleanup workers transformed a [former waste basin into a grassy field](#) at SRS near Aiken, South Carolina. The once swamp-like basin contaminated with herbicides and pesticides, near the center of the 300-square-mile site, is now an open field of healthy grass. The basin is one of several waste sites SRNS workers have successfully remediated over the years at SRS. The team has continually sought new methods and technologies to steadily increase the effectiveness of our remediation practices and our environmental cleanup program as a whole.

APPENDIX A – PERFORMANCE METRICS

SAFETY, HEALTH AND THE WORKPLACE

Total case incident rate per 200,000 work hours

DART case rate per 200,000 work hours

Number of regular employees at year-end, thousands

Percent of salaried employees

Percent of women among salaried employees

ENERGY AND GREENHOUSE GAS EMISSIONS

Scope 1 – Direct GHG emissions, absolute (CO₂ equivalent) thousand metric tons

Scope 2 – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO₂ equivalent) thousand metric tons

Scope 3 – Indirect GHG emissions from travel, absolute (CO₂ equivalent) thousand metric tons

Direct energy use (thousand gigajoules) for natural gas, diesel and gasoline

Indirect energy use (thousand gigajoules) for electricity

ENVIRONMENTAL PERFORMANCE

Waste Prevention (donated or reused items, duplex printing), tons*

Total municipal solid waste, tons*

Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material), tons*

Composted, sent to energy recovery or incinerated waste, tons*

Landfill disposal, tons*

Water use in Fluor offices, thousand gallons*

Planted trees, flowers and shrubs, thousands

COMMUNITY AND SOCIAL IMPACT

Community investments, initiatives and programs, million \$

Community investments, employee volunteer time, million \$

Hours of STEM academic training, enrichment or increased awareness, millions

Meals to the hungry, millions

Assisted individuals with preventive and emergency services, thousands

Grants to universities, millions

Scholarships for children of Fluor employees, thousands

Volunteered hours by Fluor employees globally, thousands

LOCAL DEVELOPMENT AND SUPPLY CHAIN MANAGEMENT

Fluor spending with U.S.-based suppliers and subcontractors, billion \$

Fluor spending with U.S. small, minority, and women-owned businesses, million \$

Fluor spending with local suppliers worldwide, billion \$

**Stork data were added in 2019.*

	2018	2019	2020
	0.36	0.36	0.38
	0.21	0.19	0.21
	53.3	46.9	43.7
	60.0	58.0	55.0
	24.0	25.0	26.0
	2018	2019	2020
	14.37	13.82	12.72
	50.48	45.36	33.85
	38.23	33.77	10.58
	147	130	128
	356	322	264
	2018	2019	2020
	220.1	181.9	435.1
	3,650.0	5,480.5	3,566.8
	1,693.3	2,000.7	1,049.8
	110.9	511.2	315.3
	1,845.8	2,968.7	2,201.8
	58,439.1	60,629.7	37,607.1
	14.0	6.3	4.3
	2018	2019	2020
	7.5	6.6	5.0
	1.3	0.9	0.7
	2.2	1.3	0.05
	0.81	0.55	1.26
	40.5	18.7	35.5
	1.4	1.2	0.8
	637	696	387
	52.6	37.0	24.0
	2018	2019	2020
	5.1	5.2	5.0
	811	917	829
	13.4	9.0	6.0

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