ACCELERATING SUSTAINABILITY

2021 SUSTAINABILITY REPORT

FLUOR ®

DATA DISCLOSURES

INTRODUCTION

The Global Reporting Initiative™ (GRI) Standards create a common language for organizations and their stakeholders around the world to report their economic, environmental and social sustainability initiatives in a way that can be universally understood. Fluor has been reporting through GRI Standards since 2006 and thereby providing a balanced and reasonable representation of our organization's impact on sustainable development.

The information made available through sustainability reporting allows internal and external stakeholders to form opinions and make informed decisions about an organization's contribution to the goal of sustainable development. For a full explanation of the GRI Standards, visit **www. globalreporting.org**.

The Value Reporting Foundation Sustainability Accounting Standards Board (SASB) standards help companies and their investors communicate on several sustainability-related topics. The SASB standards can be used alongside other sustainability reporting frameworks, such as the GRI table in this document, to communicate additional information to investors in a defined manner. All accounting metrics were taken from the Engineering and Construction Services Sustainability Accounting Standards.

The core and expanded set of the World Economic Forum's (WEF)'s Stakeholder Capitalism Metrics and disclosures can be used by companies to align their mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions toward the United Nations Sustainable Development Goals on a consistent basis. The metrics are deliberately based on existing standards, with the near-term objectives of accelerating convergence among the leading private standard-setters and bringing greater comparability and consistency to the reporting of ESG disclosures. Fluor committed to using WEF's metrics in 2021.

The disclosures shown on the following pages have been determined by Fluor's Sustainability Committee to be relevant to Fluor's operations. Nancy Kralik, who leads Fluor's sustainability program, is the chair of the Sustainability Committee, leading an internal team of subject matter experts in developing the report. Members include representatives from the company's Business Development; Community Relations; Compliance & Ethics; Corporate Communications; Employment Law; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Strategic Planning; and Supply Chain departments. The subject matter experts were supported by business line representatives from Energy Solutions; Urban Solutions/Infrastructure; Urban Solutions/Advanced Technologies & Life Sciences; Urban Solutions/Mining & Metals; Mission Solutions; and Stork. As shown in the materiality tables, the Sustainability Committee has determined which disclosures are pertinent to the company's operations. In this document, Fluor reports on those standards relevant to its business operations and measurable in 2021.

Most common URLs used within this table are as follows:

▶ **2021 Form 10-K and 2022 Proxy Statement**

▶ **Fluor Sustainability Report Library**

▶ **Fluor Code of Business Conduct and Ethics and Other Related Policies**

*In 2021, Fluor's Philippines office ranked fourth in the X-Trash Challenge, a litter removal and recycling initiative by the Basic Environment Systems and Technology through the Philippine Business for Social Progress. More than 100 Fluor volunteers donated 580 hours to collect 4,518 pounds (2,049 kilograms) of plastic, paper and metal recyclable waste. In 2021, Fluor employees around the world donated nearly 12,000 hours and contributed more than $3.8 million, including the company match, to help **enrich the lives of those in their communities** through Fluor's focus areas of education, public health and critical human needs, economic development and the environment.*

SUSTAINABILITY MATERIALITY EVALUATION TABLE

Framework	Topic	Material to Fluor?	Comments
GRI			
GRI	GRI 1: Foundation 2021	Yes	
GRI	GRI 2: General Disclosures 2021	Yes	
GRI	GRI 3: Material Topics 2021	Yes	
GRI	GRI 11: Oil and Gas Sector 2021	No	Fluor does not belong to this sector.
GRI	GRI 12: Coal Sector 2022	No	Fluor does not belong to this sector.
GRI	GRI 201: Economic Performance 2016	Yes	
GRI	GRI 202: Market Presence 2016	Yes	
GRI	GRI 203: Indirect Economic Impacts 2016	Yes	
GRI	GRI 204: Procurement Practices 2016	Yes	
GRI	GRI 205: Anti-corruption 2016	Yes	
GRI	GRI 206: Anti-competitive Behavior 2016	Yes	
GRI	GRI 207: Tax 2019	Yes	
GRI	GRI 301: Materials 2016	No	This item (materials used) relates to onsite projects, which are outside our reporting boundary.
GRI	GRI 302: Energy 2016	Yes	
GRI	GRI 303: Water and Effluents 2018	No	We get our water from municipal water supply sources for use in our global offices.
GRI	GRI 304: Biodiversity 2016	No	Our offices are in urban settings, and projects that may be in diverse areas are not in our reporting boundary.
GRI	GRI 305: Emissions 2016	Yes	
GRI	GRI 306: Effluents and Waste 2016 (306-3)	Yes	
GRI	GRI 306: Waste 2020	Yes	
GRI	GRI 307: Environmental Compliance	Yes	
GRI	GRI 308: Supplier Environmental Assessment 2016	Yes	
GRI	GRI 401: Employment 2016	Yes	
GRI	GRI 402: Labor/Management Relations 2016	No	It is our interpretation that this metric applies more to factory workers, which is not applicable to Fluor.
GRI	GRI 403: Occupational Health and Safety 2018	Yes	
GRI	GRI 404: Training and Education 2016	Yes	
GRI	GRI 405: Diversity and Equal Opportunity 2016	Yes	
GRI	GRI 406: Non-discrimination 2016	Yes	
GRI	GRI 407: Freedom of Association and Collective Bargaining 2016	No	Fluor is not at significant risk of violating workers' rights.
GRI	GRI 408: Child Labor 2016	Yes	
GRI	GRI 409: Forced or Compulsory Labor 2016	Yes	
GRI	GRI 410: Security Practices 2016	Yes	
GRI	GRI 411: Rights of Indigenous Peoples 2016	Yes	
GRI	GRI 412: Human Rights Assessment	Yes	
GRI	GRI 413: Local Communities 2016	Yes	

Framework	Topic	Material to Fluor?	Comments
GRI	GRI 414: Supplier Social Assessment 2016	Yes	
GRI	GRI 415: Public Policy 2016	Yes	
GRI	GRI 416: Customer Health and Safety 2016	No	This topic overlaps with GRI 403 and is already covered.
GRI	GRI 417: Marketing and Labeling 2016	No	The services refer to the application of a product, not the services that we provide.
GRI	GRI 418: Customer Privacy 2016	No	Project work is covered by non-disclosure agreements.
GRI	GRI 419: Socioeconomic Compliance	Yes	
SASB			
SASB	IF-EN-160a.1: Environmental Impacts of Project Development	Yes	
SASB	IF-EN-160a.2: Environmental Impacts of Project Development	Yes	
SASB	IF-EN-250a.1: Structural Integrity & Safety	No	Not a significant cost compared to revenue.
SASB	IF-EN-250a.2: Structural Integrity & Safety	No	Not a significant cost compared to revenue.
SASB	IF-EN-320a.1: Workforce Health & Safety	Yes	
SASB	IF-EN-410a.1: Lifecycle Impacts of Buildings & Infrastructure	Yes	
SASB	IF-EN-410a.2: Lifecycle Impacts of Buildings & Infrastructure	Yes	
SASB	IF-EN-410b.1: Climate Impacts of Business Mix	Yes	
SASB	IF-EN-410b.2: Climate Impacts of Business Mix	Yes	
SASB	IF-EN-410b.3: Climate Impacts of Business Mix	Yes	
SASB	IF-EN-510a.1: Business Ethics	Yes	
SASB	IF-EN-510a.2: Business Ethics	Yes	
SASB	IF-EN-510a.3: Business Ethics	Yes	
WEF			
WEF	Principals of Governance – Setting Purpose	Yes	
WEF	Principals of Governance – Governance Body Composition	Yes	
WEF	Principals of Governance – Impact of Material Issues on Stakeholders	Yes	
WEF	Principals of Governance – Anti-corruption	Yes	
WEF	Principals of Governance – Protected Ethics Advice & Reporting Mechanisms	Yes	
WEF	Principals of Governance – Integrating Risk & Opportunity into Business Process	Yes	
WEF	Environmental – Greenhouse Gas (GHG) Emissions	Yes	
WEF	Environmental – TCFD Implementation	Yes	
WEF	Environmental – Land Use and Ecological Sensitivity	No	Refer to GRI 304: Biodiversity. Fluor does not own or lease offices in sensitive areas. Additionally, Fluor does not have ownership of the project site and may not manage the site.
WEF	Environmental – Water Consumption and Withdrawal in Water-stressed Areas	No	Fluor purchases water from municipal utilities; those utilities may be in water-stressed areas.

GRI

With a commitment to advanced, energy-efficient technologies, INVISTA Nylon Chemicals (China) adiponitrile (ADN) plant is being built by Fluor at the Shanghai Chemical Industry Park. Fluor is leading all phases of the project from our Shanghai office and is executing on an engineering, procurement and construction basis, which is a first for Fluor China over its 40-year history. Even with a compressed timeline, the team is committed to safety. The project received Fluor's Health, Safety & Environmental (HSE) Excellence Award in 2020 and 2021 for its robust Safer Together culture and notable safety accomplishments, including 15 million hours without a lost-time incident.

UNIVERSAL STANDARD SERIES

GRI 1: Foundation

GRI 2: General Disclosures

● 1. The Organization and Its Reporting Practices
● 2. Activities and Workers
● 3. Governance
   4. Strategy, Policies and Practices
   5. Stakeholder Engagement

GRI 3: Material Topics

GRI 200: Economic Standard Series

GRI 201: Economic Performance
GRI 202: Market Presence
GRI 203: Indirect Economic Impacts
GRI 204: Procurement Practices
GRI 205: Anti-corruption
GRI 206: Anti-competitive Behavior
GRI 207: Tax

GRI 300: Environmental Standards Series

GRI 302: Energy
GRI 305: Emissions
GRI 306: Effluents and Waste
GRI 306: Waste
GRI 307: Environmental Compliance
GRI 308: Supplier Environmental Assessment

GRI 400: Social Standards Series

GRI 401: Employment
GRI 403: Occupational Health and Safety
GRI 404: Training and Education
GRI 405: Diversity and Equal Opportunities
GRI 406: Non-discrimination
GRI 408: Child Labor
GRI 409: Forced or Compulsory Labor
GRI 410: Security Practices
GRI 411: Rights of Indigenous Peoples
GRI 412: Human Rights Assessment
GRI 413: Local Communities
GRI 414: Supplier Social Assessment
GRI 415: Public Policy
GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
Universal Standard Series	
GRI 1: Foundation	
GRI 2: General Disclosures	
1. The Organization and Its Reporting Practices	
2-1	Organizational details
2-2	Entities included in the organization's sustainability reporting
2-3	Reporting period, frequency and contact point
2-4	Restatements of information
2-5	External assurance
2. Activities and Workers	
2-6	Activities, value chain and other business relationships
2-7	Employees
2-8	Workers who are not employees
3. Governance	
2-9	Governance structure and composition
2-10	Nomination and selection of the highest governance body
2-11	Chair of the highest governance body

2021 Disclosures

Legal name: Fluor Corporation

Nature of ownership and legal form: Fluor is a publicly traded company, with shares listed on the New York Stock Exchange (symbol: FLR).

Location of headquarters: Irving, Texas, United States

Countries of operation: Refer to **Locations**.

In 2021, Fluor reported results under four primary business segments – Energy Solutions; Urban Solutions; Mission Solutions; and Other, serving clients through various subsidiaries and joint ventures.

Fluor has published a Sustainability Report annually since 2008. **Prior Sustainability Reports** are available online.

This GRI/SASB/WEF disclosure table features quantitative and qualitative data for 2021, as well as information from previous years. It also may include relevant information that became available in 2022 before publication of this GRI table and the 2021 Sustainability Report.

This table should be read in conjunction with Fluor's 2021 Sustainability Report and other publicly filed documents.

The publication date for Fluor's Sustainability Report and Data Disclosures is June 2022.

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

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Sustainability@fluor.com

Not applicable. No restatements are necessary.

Fluor did not employ an external organization to audit its sustainability reports.

Refer to:
▶ 2021 Form 10-K, pp. 5-7.
▶ **https://www.fluor.com/client-markets**.
▶ **https://www.fluor.com/services/procurement**.

In 2021, there were no significant changes in the organization and its value chain.

At year-end 2021, Fluor's global workforce consisted of 40,582 employees. The workforce consisted of 19,529 salaried employees, 18,477 craft and hourly workers and 2,576 TRS Staffing Solutions[SM] agency employees. In 2021, the salaried workforce was 71 percent male and 29 percent female.

Refer to GRI 2: General Disclosure 2-7.

Refer to 2022 Proxy Statement, pp. 2-18.

Refer to 2022 Proxy Statement, pp. 20-21.

Refer to 2022 Proxy Statement, pp. 13-14.

UNIVERSAL STANDARD SERIES

GRI 1: Foundation

GRI 2: General Disclosures

1. The Organization and Its Reporting Practices
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GRI 3: Material Topics

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GRI Standard Disclosure	
2-12	Role of the highest governance body in overseeing the management of impacts
2-13	Delegation of responsibility for managing impacts
2-14	Role of the highest governance body in sustainability reporting
2-15	Conflicts of interest
2-16	Communication of critical concerns
2-17	Collective knowledge of the highest governance body
2-18	Evaluation of the performance of the highest governance body
2-19	Remuneration policies
2-20	Process to determine remuneration
2-21	Annual total compensation ratio

2021 Disclosures

Refer to GRI 2: General Disclosures 2-13.

Refer to 2022 Proxy Statement, pp. 9-10; 12-18.

Fluor's stakeholders, including clients, communities, employees, unions, institutions, governments, non-governmental organizations (NGOs), shareholders, subcontractors, suppliers and industry associations, are critical to the company's success. Many of the priorities associated with sustainability at Fluor result from ongoing interactions with stakeholders, with a premium placed on the following areas:

▶ Commitment to health, safety and the environment
▶ Communication
▶ Corporate governance at the highest level
▶ Diverse, sustainable supply chain
▶ Engaged, knowledgeable employees
▶ Ethical business conduct
▶ Proactive community involvement

In January 2021, Fluor's management was reorganized such that Corporate Development & Sustainability became its own function. Executive Officer Al Collins was appointed as a group president for Corporate Development and Sustainability, who directly reports to our Chairman and Chief Executive Officer.

Collins has been overseeing Fluor's Sustainability Committee, which consists of business line representatives as well as corporate function representatives serving as advisors and subject matter experts. Represented business lines are Energy Solutions; Urban Solutions/Mining & Metals; Urban Solutions/Infrastructure; Urban Solutions/Advanced Technologies & Life Sciences; Mission Solutions; and Stork. Executive-level advisors and subject matter experts include representatives from corporate functions – Business Development; Community Relations; Compliance & Ethics; Corporate Communications; Employment Law; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Strategic Planning; and Supply Chain.

The committee allows Fluor to better serve our clients, who are increasingly expecting us to integrate sustainability into their projects and provide innovative solutions.

In conjunction with corporate, functional and business units, the committee assists with the analysis and monitoring of economic, social and environmental risks that are part of the company's ongoing operations.

Fluor's management team appointed the Sustainability group chair to lead the Sustainability Committee, comprised of an internal team of subject matter experts in developing the report, as well as to provide direction to the company. The report is reviewed by the Sustainability group president, Board of Directors Chairman and Chief Executive Officer and senior management team.

Refer to 2022 Proxy Statement, pp. 21-22.

Refer to:
▶ Refer to 2022 Proxy Statement, pp. 10, 12-13.
▶ 2022 Form 10-K, pp. 13-30.
▶ **Fluor Compliance and Ethics Integrity Portal and Hotline**.

Refer to 2022 Proxy Statement, p. 10.

Refer to 2022 Proxy Statement, pp. 8,19.

Refer to 2022 Proxy Statement, pp. 24-64.

Refer to 2022 Proxy Statement, pp. 9, 34-43.

▶ 177 to 1
▶ In 2021, the total compensation decreased for both highest-paid individual and organization's median employee. The ratio of the percentage decrease in annual compensation is 3.3 percent to 9.4 percent.
▶ For more information, refer to 2022 Proxy Statement, p. 60.

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GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
4. Strategy, Policies and Practices	
2-22	Statement on sustainable development strategy
2-23	Policy commitments
2-24	Embedding policy commitments
2-25	Processes to remediate negative impacts
2-26	Mechanisms for seeking advice and raising concerns
2-27	Compliance with laws and regulations

2021 Disclosures

Refer to:
▸ 2021 Sustainability Report, Strategy & Execution section, pp. 16-17.
▸ 2021 Annual Report, Letter From Our CEO.
▸ 2021 Annual Report, Focused on Sustainability, pp. 20-21.

Fluor's risk- and values-based Code of Business Conduct and Ethics (the Code) is the centerpiece of the company's commitment to operating with the highest standards of integrity. It is available in multiple languages. Along with the company's U.S. Government Contracting supplement to the Code and Anti-Bribery and Corruption Policy, clear standards have been set for employees to apply globally. The Code was developed based on Fluor's values and ethics and compliance risks. It is values based, with an ethical decision-making model and resources for employees to ask questions and raise concerns. All salaried employees certify they have read and will abide by the Code when they begin their employment and annually receive Code-related training and re-certify that they understand and are committed to the Code.

The Code was adopted by corporate senior management and the Board of Directors, and they must approve any material changes to it. Fluor's Board of Directors, through its audit committee, maintains oversight of the company's ethics and compliance program. Fluor's senior vice president and chief compliance officer maintains executive oversight and oversees the day-to-day activities of the program. The chief compliance officer meets with the Audit Committee of the Board of Directors on at least a quarterly basis and reports on the effectiveness of the compliance program to the chair of the Audit Committee more frequently. The company's Compliance and Ethics Committee, made up of cross-functional executive managers, helps enable Fluor to continue to operate with high ethical business standards and in accordance with applicable laws. **Fluor's Modern Slavery Act** statement is available online.

Business partners are expected to uphold high ethical standards in compliance with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors, which communicates Fluor's expectation that suppliers share our values. The Supplier Expectations also highlight key expectations in 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.

Refer to GRI 2: General Disclosures 2-23.

Refer to **Compliance and Ethics Integrity Portal and Hotline**.

Mechanisms to seek advice about and report on behavior are important to Fluor. Fluor maintains a formal open-door policy (HR-101), enabling employees to have honest conversations with managers without the fear of suffering negative consequences. Managers and leadership have been trained to appropriately respond to questions and concerns. Any concerns or issues that are brought to managers or Human Resources undergo a consistent, unbiased investigative process to support the employee and come to a resolution. Employees can and do protect the company's reputation by promptly raising a concern when they know or suspect that a colleague is involved in unethical, illegal or dangerous behavior. Employees who have concerns are encouraged to seek guidance and ask questions of Corporate Compliance at **ethics@fluor.com** at anytime. Additionally they are encouraged to contact any of the following: their immediate supervisor, their supervisor's supervisor and up the reporting structure as necessary, their local Human Resources manager or, if applicable, their Industrial Relations manager or a company subject matter expert. If they are uncomfortable discussing the matter with any of these resources or the response is inadequate, they can contact Fluor's Compliance and Ethics Integrity Portal and Hotline at **www.fluorintegrity.com**. Fluor's Integrity Portal is available 24 hours a day, seven days a week. Reports may be made in more than 150 languages. A third party administers the Integrity Portal, including web-based reports. For Integrity Portal calls, the third-party call center answers these calls and transcribes the information reported.

In 2021, Fluor did not identify any significant instances of non-compliance with laws and regulations.

UNIVERSAL STANDARD SERIES

GRI 1: Foundation

GRI 2: General Disclosures
1. The Organization and Its Reporting Practices
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● 5. Stakeholder Engagement

GRI 3: Material Topics

GRI 200: Economic Standard Series
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GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
2-28	Membership associations
5. Stakeholder Engagement	
2-29	Approach to stakeholder engagement

2021 Disclosures

In 2021, Fluor and its employees were associated with the following organizations:
▶ American Society of Civil Engineers: Subcommittees to the Committee on Sustainability (United States)
▶ Association of Union Constructors (United States)
▶ Battery Metals Association of Canada
▶ Center for Corporate Citizenship (United States)
▶ Conference Board: Career Development Practitioner Council; CFO Council: Chief Legal Officers Council; Fortune 250; Financial Planning &
   Analysis Council; Global CSR & Philanthropy Council; HR Technology Council; Innovation Leadership Council; Mergers & Acquisitions Executives
   Council; Purchasing & Supply Leadership Council; Strategy Leadership Council; Strategy Executives Council and Sustainability Council I:
   Strategy & Implementation (United States)
▶ Calgary Economic Development (Canada)
▶ Canadian Heavy Oil Association
▶ Carbontech Leadership Council (United States)
▶ Construction Industry Institute (United States)
▶ Construction Owners Association of Alberta (Canada)
▶ Construction Users Roundtable (United States)
▶ Engineering and Construction Risk Institute (United States)
▶ Engineering, Construction Industry Association (United Kingdom)
▶ European Construction Institute
▶ Institute of Workplace and Facilities Management (United Kingdom)
▶ National Center for Construction Education and Research (United States)
▶ National Construction Safety Executives (United States)
▶ National Safety Council (United States)
▶ National Minority Supplier Development Council (United States)
▶ Institute for Sustainable Infrastructure (United States)
▶ United Nations (UN) Global Compact, signatory
▶ United States Energy Association: the U.S. Member Committee of the World Energy Council
▶ United States Green Building Council (USGBC)
▶ Women's Business Enterprise Alliance Council (United States)
▶ World Economic Forum

There are many important ways that Fluor engages with its different stakeholders. For example, confidential and anonymous surveys of employees are conducted to get a sense of employee integrity and evaluate the success of the company's compliance and ethics programs. Many articles and leadership videos about compliance and ethics, including anti-corruption matters, have appeared on the company's intranet site, OneFluor[SM]. Employees must attain their annual ethics certification by attesting that they are in compliance with the company's ethics and anti-corruption policies during ethics and anti-corruption training. Certification is achieved after Fluor's Ethics Course is completed.

No engagement was undertaken specifically as a part of the reporting process.

Fluor's stakeholders were determined by identifying with whom Fluor engages:
▶ Clients hire Fluor for business.
▶ Fluor interacts with local communities in the course of doing business.
▶ Fluor employs employees, agency personnel and union workers.
▶ Fluor is hired by and interacts with institutions, governments and non-governmental organizations.
▶ Fluor is accountable to shareholders.
▶ Fluor hires subcontractors.
▶ Fluor purchases equipment and materials from suppliers.
▶ Fluor is a member of industry associations.

Fluor places a priority on being highly responsive and proactive when addressing key topics and concerns that have been raised, so stakeholders have full confidence in its compliance and ethics program and its commitment to integrity. Employee surveys regarding compliance and ethics are used to improve the program. All Integrity Portal reports with concerns raised are reviewed and investigated, and corrective and/or disciplinary action is implemented as appropriate.

UNIVERSAL STANDARD SERIES

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● ### GRI 3: Material Topics

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GRI Standard Disclosure	
2-30	Collective bargaining agreements
GRI 3: Material Topics	
3-1	Process to determine material topics
3-2	List of material topics
3-3	Management of material topics
GRI 200: Economic Standard Series	
GRI 201: Economic Performance	
3-3	Management of material topics

2021 Disclosures

Fluor believes that a collaborative work environment benefits all parties, including employees, clients and shareholders. The company acknowledges employees' legal rights to choose whether or not to join third-party organizations without fear of retaliation, coercion or harassment. These rights are in accordance with applicable laws related to third-party involvement, which may include labor unions and/or trade unions in countries where Fluor employees work. Fluor's managers and employees receive instruction and periodic training about these rights. Approximately 16 percent of Fluor's U.S. workforce is covered by collective bargaining agreements; however, this percentage fluctuates as the project-based workforce changes. Fluor does not collect and aggregate global data on specific operations or suppliers who violate or place at significant risk collective bargaining or the right to freedom of association.

Fluor's management appointed Nancy Kralik, who leads Fluor's Sustainability program, as the chair of the Sustainability Committee, leading an internal team of business line representatives and subject matter experts in developing the report. Members include representatives from Business Development; Community Relations; Compliance & Ethics; Corporate Communications; Employment Law; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Strategic Planning; and Supply Chain. The content included in the report and its prioritization were assessed and determined by the Sustainability Committee. Fluor's Chairman and Chief Executive Officer David Constable and his senior management team reviewed this report after all material aspects of it were addressed.

Fluor used the Global Reporting Initiative Sustainability Reporting Standards 2016, 2020 and 2021 to develop its Sustainability Report. In determining content of the report, Fluor's Sustainability Committee members considered the company's core values and experience, as well as the reasonable expectations and interests of the company's stakeholders, Fluor's clients key among them. This evaluation formed the basis for a sustainability materiality analysis, as addressed by the GRI's Reporting Principles. This sustainability materiality analysis is separate and distinct from the company's analysis of materiality for other legal and financial reporting purposes, including U.S. Securities and Exchange (SEC) Commission disclosures. The Sustainability Report covers information regarding overall company strategies, goals and priorities and includes data that are reasonably available.

Fluor used the GRI definition of materiality as one of its Reporting Principles. For all material aspects identified, the related data and performance information in the 2021 Sustainability Data Disclosures and 2021 Sustainability Report cover Fluor's global operations as a company, unless otherwise noted in situations or circumstances where reporting data are collected and available for only a certain geography, business or issue.

In the context of Fluor's carbon footprint, this GRI table and 2021 Sustainability Report represent emissions produced within the corporate boundary and exclude 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 the report cover Fluor and its subsidiaries, except as specifically noted.

Refer to 2021 Sustainability Report, Three-year Performance Metrics.

Refer to Introduction section of the Sustainability Data Disclosures for a list of material topics.

There were no changes in 2021.

The management of material topics is reflected in this table.

Fluor provides financial information, including revenues; cost of revenues; cost of capital, including interest expense and dividends to shareholders; and corporate, general and administrative costs, including compensation costs and retained earnings, in its quarterly and annual filings with the SEC. Details about Fluor's operations in 2021 are available in the 2021 Form 10-K.

Fluor's approach to community investment includes a community involvement strategy set by executive leadership and implemented via programs, initiatives and partnerships led by Fluor, the Fluor Foundation and the Fluor Cares® employee giving and volunteer program. Fluor's primary areas of focus with respect to community investment are education, public health and critical human needs, economic development and the environment. These four areas leverage Fluor's capabilities as a global engineering, procurement and construction company and align with its business priorities. This alignment allows Fluor to have a greater positive impact on the communities in which it operates.

Fluor develops annual and multi-year quantitative targets associated with key areas of its community focus to help assess its impact, evaluate the continued relevance of the company's community involvement strategy and recommend course corrections as appropriate. Tools include a combination of custom and off-the-shelf data management systems for collecting and reporting outputs.

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GRI Standard Disclosure	
201-1	Direct economic value generated and distributed
201-2	Financial implications and other risks and opportunities due to climate change
201-3	Defined benefit plan obligations and other retirement plans
201-4	Financial assistance received from government
GRI 202: Market Presence	
3-3	Management of material topics
202-1	Ratios of standard entry level wage by gender compared to local minimum wage
202-2	Proportion of senior management hired from the local community
GRI 203: Indirect Economic Impacts	
3-3	Management of material topics
203-1	Infrastructure investments and services supported

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Refer to GRI 201: Economic Performance 3-3.

Fluor and the Fluor Foundation contributed more than $5 million in 2021 to community initiatives and programs. Fluor employees donated $3.8 million, including the Fluor match, to causes around the globe. Fluor annually tracks and reports on key community-related metrics.

Refer to 2021 Sustainability Report, p. 24 and Three-year Performance Metrics.

Consistently applied systems and reporting enable Fluor to evaluate and adapt its approach to community investments in order to provide better outcomes for community stakeholders and the company.

Also, refer to **www.fluor.com/sustainability/community**.

Refer to 2021 Form 10-K, p. 25.

Fluor has consistently funded defined benefit plans currently in effect to at least the minimum levels required by local and national regulatory agencies. Over the past decade, Fluor has continued efforts to transfer open defined benefits plans to a closed status in an effort to manage long-term risks and liabilities.

Refer to 2021 Form 10-K, pp. 36, 41, F-22.

Fluor calibrates compensation to meet local market standards and comply with legal requirements, such as minimum wage laws. The focus is on creating fair compensation for all employees. The company considers factors such as business need, economic conditions, individual job responsibilities and personal performance when determining compensation. Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.

Refer to GRI 405: Diversity and Equal Opportunities 405-2.

Some data are not included for privileged, proprietary and/or competitive reasons.

Fluor values a diverse workforce as a competitive advantage. In all of its global locations, the company uses a variety of methods to attract local management talent. In our 15 largest office locations (by headcount), 10 (or 66 percent) of the general managers were locally hired in the country for which they are general managers.

Fluor's management approach to indirect economic community impact includes engaging with local communities, governments and municipalities to address project-related social, economic and environmental concerns. These engagements are directed by project managers and conducted jointly with the company's clients and partners. They take place in a variety of ways, including face-to-face meetings, attendance at conferences, employee participation on local civic and nonprofit boards and involvement with issue-specific campaigns.

Fluor's evaluation of its indirect economic community impact is done at the individual project level. There is no company-wide database that tracks significant infrastructure investments and services or indirect economic impacts across the company due to the large number and disparate nature of projects in multiple markets. Fluor invests in community-building strategies and programs that strengthen society, promote equitable access to opportunities and encourage lasting change. The company supports youth programs and initiatives that promote access, interest and proficiency in science, technology, engineering and math (STEM) disciplines and careers; provide job training; construct or refurbish affordable housing and community-serving facilities; and address food insecurity.

Refer to **https://www.fluor.com/sustainability/community/community-development**.

Refer to **https://www.fluor.com/sustainability/community/employee-volunteerism**.

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GRI Standard Disclosure	
203-2	Significant indirect economic impacts
GRI 204: Procurement Practices	
3-3	Management of material topics
204-1	Proportion of spending on local suppliers
GRI 205: Anti-corruption	
3-3	Management of material topics

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ENVIRONMENT

As a global engineering, procurement and construction company, Fluor is conscious of its impact on the environment and the need to conserve and protect environmental quality. As a result, Fluor manages its operations consistent with the United Nations Global Compact's Environmental Principles, which are detailed in the Health, Safety & Environmental section of this table.

Fluor supports programs that preserve and/or enhance natural resources and habitats. In 2021, Fluor employees recycled or disposed of 14,000 tons (12,700 tonnes) of litter and helped plant more than 8,100 trees to beautify and restore communities where they live and work.

Refer to Community & Social Services Section of 2021 Sustainability Report and **https://www.fluor.com/sustainability/community/environment-stewardship**.

EMPLOYEE VOLUNTEERISM

In 2021, employee volunteers donated nearly 12,000 hours to the communities where we operate and live.

Refer to Community & Social Services Section of 2021 Sustainability Report and **https://www.fluor.com/sustainability/community/employee-volunteerism**.

SUPPORTING THE U.S. MILITARY

Fluor is proud to support the men and women of the U.S. military, seeking ways to improve their lives and those of their families. In 2021, Fluor supported efforts such as Army Emergency Relief, Operation Finally Home's wounded veteran home building program, U.S Army Women's Foundation and workforce development for veterans at programs and technical colleges across the country.

Procurement is an integral component of the projects that Fluor executes. In 2021, $7.1 billion was spent procuring equipment, material and services.

Procurement on a project adheres to Fluor's standard practices. Individual projects may have additional practices and policies from the project's client to supplement Fluor's standards. Fluor's Business Conduct Expectations for Suppliers and Contractors are incorporated into the Terms and Conditions of every purchase order and subcontract for mandatory adherence by suppliers and contractors.

Fluor has established a goal by 2023 for 25 percent of its U.S. supplier spend to be with diverse suppliers and contractors.

Audits may be periodically conducted to confirm compliance with procurement practices and procedures.

Fluor defines local supply as products or services that are manufactured, shipped or provided in regional or local proximity to where they are installed or used. For goods, this can include interim points of manufacture or fabrication, in addition to the eventual jobsite itself. Defined in this way, Fluor's local spend was approximately 78 percent of its total global spend, which was more than $4.8 billion in 2021.

Fluor's risk management begins with its ethical culture and core values that support good decision-making and the company's stance against corruption and includes formal processes to assess and combat the potential for corruption.

The company's approach to project teams includes assessing and managing ethics and compliance risks specific to each project. Fluor's Business Risk Management Framework (BRMF^{SM}) is a formal system to assess, manage and monitor risks at Fluor's projects. Fluor employs this framework to assess a project's risk potential. Fluor's projects are assessed for corruption-related risks, such as location of the project, business culture, third parties which are locally required and government touch points.

Fluor also has a structured practice for project ethics and compliance. The Preliminary Project Compliance and Ethics Plan Assessment process is intended to be initiated during the preparation of a sales proposal. Bid/no bid decisions are based on analyzing a project's risk profile according to the BRMF and the Preliminary Project Compliance and Ethics Plan Assessment, considering anti-corruption, trade compliance, fair competition, worker welfare, information security, conflict of interest, confidential information and other ethics and compliance-related risks. Upon award, the completed assessment supports the development and implementation of the project's ethics and compliance plan.

At a corporate level, Fluor has an Enterprise Risk Management program, as well as subject-matter-based task forces that assess the company's anti-corruption and other ethics and compliance risks.

Due to the nature and locations of Fluor's work, the two most significant corruption risks stem from the large number of third parties with which the company works and frequent contact with governments around the world throughout a project's life cycle. Fluor will pursue only projects that can be executed without violating its Code of Business Conduct and Ethics (the Code).

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GRI Standard Disclosure	
205-1	Operations assessed for risks related to corruption
205-2	Communication and training about anti-corruption policies and procedures
205-3	Confirmed incidents of corruption and actions taken
GRI 206: Anti-competitive Behavior	
3-3	Management of material topics
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices
GRI 207: Tax	
207-1	Approach to tax
207-2	Tax governance, control and risk management
207-3	Stakeholder engagement and management of concerns related to tax
207-4	Country-by-country reporting

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Fluor uses various risk assessment procedures for corruption. All operations are assessed for risks related to corruption. At a corporate level, Fluor has an Enterprise Risk Management program and ethics and compliance subject-matter-based task forces who assess corruption risks on a periodic basis. The regulatory landscape, industry risks, risks seen by the company and any other relevant indicators to help understand risks are considered. At a project level, the company's BRMF is used to assess corruption risks of each project against a background of project location, business culture, third parties which are locally required and government touch points.

Additionally, each project is required to assess its corruption risks through a mandatory Project Compliance and Ethics assessment practice. Due to the nature and location of Fluor's work, the two most significant corruption risks stem from the large number of third parties with which Fluor works and frequent contact with governments around the world through a project's life cycle.

Fluor addresses conflicts of interest immediately through mandatory prompt reporting to Compliance and Ethics for review and resolution. An additional layer of review requires the annual disclosure of conflicts of interest.

Fluor's anti-corruption policies and procedures have been communicated to all directors, employees and business partners. The Code, the Anti-Bribery and Corruption Policy and charitable donation procedures specifically address charitable donations and scholarships to ensure they are not used as disguised forms of bribery.

Fluor employees in all regions receive anti-corruption training. Additionally, Fluor provides tailored training and communication to employees in situations that have been identified as having a high risk of corruption.

Any and all confirmed incidents of corruption result in appropriate discipline and corrective action including termination if appropriate.

Anti-competitive behavior can occur during the sales and procurement functions.

Fluor maintains policies and practices and provides training and communications to employees in situations that have been identified as having a high risk of anti-competition. Suppliers are prohibited from engaging in anti-competitive practices.

Refer to section Competing Fairly in the Market Place of Fluor's Code of Business Conduct and Ethics, p. 43, and to Fluor's Business Conduct Expectations for Suppliers and Contractors.

Fluor evaluates its management approach by conducting periodic assessments to determine whether a risk has increased, decreased or changed and addressing the risk accordingly.

Fluor is not aware of any anti-competitive legal actions in which it has been identified as a participant in 2021.

All information related to tax can be found in Fluor's annual form 10-K. Some data are not disclosed for privileged, proprietary and/or competitive reasons.

Refer to 2021 Form 10-K, p. 22.

This information is not available.

Refer to 2021 Form 10-K. Fluor does not disclose country-level details.

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GRI Standard Disclosure	
GRI 300: Environmental Standards Series	
GRI 302: Energy	
3-3	Management of material topics
302-1	Energy consumption within the organization
302-2	Energy consumption outside the organization
302-3	Energy intensity

2021 Disclosures

Fluor has control over its offices, and the energy measured relates to those offices around the world. Energy use in offices is material from a sustainability standpoint due to the economic and environmental impacts.

In January 2021, Fluor made the Net Zero 2023 commitment to eliminate both Scope 1 and Scope 2 absolute greenhouse gas (GHG) emissions by the end of 2023. The approach to Net Zero 2023 is multiphased. In phase one, Fluor plans to reduce non-renewable energy consumption at its offices. The second phase is the purchase of clean energy (renewable and/or nuclear).

A change management plan, communications plan and reporting framework have been developed to support Fluor's offices on their journey to net zero. An ideation campaign that solicited input from employees throughout the company concluded in April 2021 with nearly 300 ideas submitted on how to reduce the company's energy consumption. The ideas ranged from replacement of lighting, switching to more efficient appliances, installation of solar arrays and replacing gasoline-powered fleet vehicles with electric or hybrid models.

Quarterly progress reports are published showing movement toward our commitment. Reports are published at **https://www.fluor.com/ sustainability/health-safety-environmental/environment/fluor-actions-to-minimize-environmental-impact**.
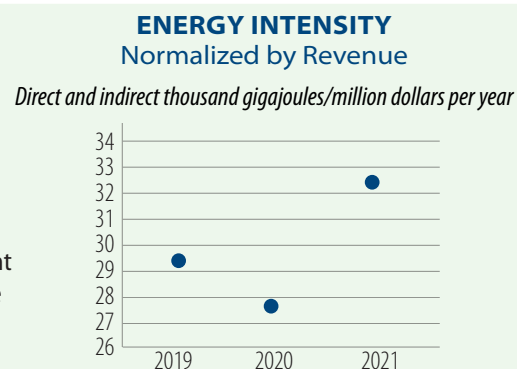
In 2021, direct energy consumption by Fluor facilities was approximately 41.1 million kilowatt hours (approximately 147,893 gigajoules) for natural gas, diesel, propane and gasoline. Indirect energy consumption at Fluor facilities in 2021 was approximately 70.9 million kilowatt hours (approximately 255,166 gigajoules) for electricity.

Fluor transportation-related green initiatives to reduce environmental impact include bicycling programs; using energy-efficient vehicles, such as hybrid/electric models; providing vans to/from transportation hubs or between offices; providing interoffice shuttles; and encouraging carpooling. Video conferencing and training webinars are well established across the network of Fluor's global offices, helping colleagues around the world collaborate while reducing Fluor's travel footprint. Video conferencing is used routinely across the company for communicating with project sites, clients and offices. Limiting travel on projects also helps reduce Fluor's travel footprint. Increased local sourcing of materials is an important part of Fluor's commitment to promoting sustainable development by reducing delivery distances, vehicle fuel use and carbon emissions.

Fluor does not measure energy consumption outside its organizational boundary. That responsibility lies with the energy companies providing power to the offices; however, Fluor is in the process of identifying and expanding an inventory of its Scope 3 emission sources. We collect and report our emissions associated with business-related air travel based on distance traveled and have done so since 2006.

All information related to tax can be found in Fluor's annual form 10-K. Some data are not disclosed for privileged, proprietary and/or competitive reasons.

Normalizing our direct and indirect energy use by revenue is another approach to evaluating the effect of Fluor's efficiency measures. Fluor's normalized energy use in 2021 is 32.4. In 2021, Fluor reopened some of its facilities and added TRS offices to its reporting; therefore, there was an increase of 15 percent in our direct energy use, which includes natural gas used for heating, diesel and gasoline used by our fleet and in stationary equipment. There was also a reduction of 3.3 percent in indirect energy use, which includes electricity, due to energy reduction initiatives implemented by our offices. Overall, between 2020 and 2021, there was an increase of 17 percent in normalized direct and indirect energy use combined. An increase was also associated with the decrease of approximately 12 percent in Fluor's total revenue since 2020.

ENERGY INTENSITY
Normalized by Revenue

Direct and indirect thousand gigajoules/million dollars per year

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GRI Standard Disclosure	
302-4	Reduction of energy consumption
302-5	Reductions in energy requirements of products and services
GRI 305: Emissions	
3-3	Management of material topics
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
305-3	Other indirect (Scope 3) GHG emissions

2021 Disclosures

Fluor works to either improve energy efficiency by lowering operating costs and integrating environmentally friendly solutions in its 145 facilities in 30 countries around the world or to exceed the standards set by leading sustainability organizations.

Sustainability is a company-wide philosophy as reflected in Fluor's Building Research Establishment Environmental Assessment Method (BREEAM), Leadership in Energy and Environmental Design (LEED) and ENERGY STAR-certified buildings. Fluor is committed to adopting the best environmental methods wherever possible and reducing energy consumption, carbon emissions and operating expenses.

In 2021, Fluor reopened some of its facilities and added TRS offices to its reporting; therefore, between 2020 and 2021, Fluor experienced an increase of approximately 5.4 million kilowatt hours (approximately 19,430 gigajoules) for natural gas, diesel, propane and gasoline. However, there was a reduction of approximately 2.4 million kilowatt hours (approximately 8,600 gigajoules) for electricity due to energy reduction initiatives implemented by our offices, ranging from replacement of lighting, switching to more efficient appliances, installation of solar arrays and purchase of clean energy.

Fluor's energy requirement relates to buildings, as the company provides services to clients in its offices during the design phases and preparation for construction. After a project goes into construction, the job site and energy requirements are the clients' responsibilities. Given that the energy requirements relate to buildings, the 2021 Sustainability Report and this GRI Table provide this information. Energy requirements for products relates to Stork created products.

Emissions of greenhouse gases are material to Fluor in the setting of office operations, as these emissions are generated primarily as Scope 2. The boundary is Fluor's offices, given that Fluor has control over these operations. The baseline excludes client sites and fabrication yards. Stork facilities acquired in 2016 were added to the Fluor scope for emissions calculations in 2018.

Fluor follows the Greenhouse Gas Emissions (GHG) Protocol standards for inventory over which Fluor maintains operational control and updates 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 are taking action to address our impact on climate change by committing to reduce our Scope 1 and Scope 2 GHG emissions to net zero by the end of 2023.

To achieve Net Zero 2023, we will use a combination of the following strategies (prioritized from a to d):
 a. Continuing to reduce energy consumption at Fluor offices through cost-effective operations
 b. Using or purchasing clean energy sources
 c. Buying renewable energy attributes as needed to address the remainder of Scope 2 emissions
 d. Buying offsets to reduce the remainder of Scope 1 emissions to zero

Evaluation is reflected in absolute emissions and normalized emissions (normalized by revenue).

We will be transparent on our **journey to Net Zero 2023** by sharing our progress with stakeholders and by verifying achievements of our commitment by a third party.

Refer to 2021 Sustainability Report, Three-year Performance Metrics.

Refer to 2021 Sustainability Report, Three-year Performance Metrics.

Fluor is in the process of identifying and expanding an inventory of its Scope 3 emission sources. At this time, we collect and report data associated with business-related air travel, and have done so since 2006.

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GRI Standard Disclosure	
305-4	GHG emissions intensity
305-5	Reduction of GHG emissions
305-6	Emissions of ozone-depleting substances (ODS)
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x) and other significant air emissions
GRI 306: Effluents and Waste	
306-3	Significant spills
GRI 306: Waste	
3-3	Management of material topics

2021 Disclosures

Normalizing absolute GHG emissions by revenue is another approach to evaluating the effect of Fluor's efficiency measures. Fluor's normalized GHG emission in 2021 is 4.24. In 2021, Fluor reopened some of its facilities and added TRS offices to its reporting; therefore, between 2020 and 2021, Fluor experienced an increase of 14.6 percent in its Scope 1 emissions. There was a reduction of 14.9 percent in Scope 2 emissions due to energy reduction initiatives implemented by our offices. Overall, between 2020 and 2021, there was an increase of 5 percent in normalized GHG emissions for Scope 1, Scope 2 and Scope 3 combined. An increase was also associated with the decrease of approximately 12 percent in Fluor's revenue since 2020.

GHS EMISSIONS
Normalized by Revenue
Scope 1, 2 and 3 tCO_2e/million dollars per year
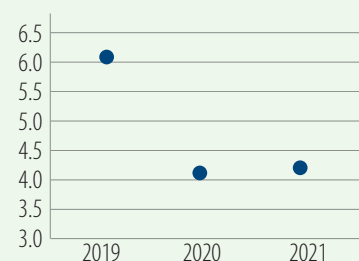
Energy efficiency activities help manage the amount of carbon emissions generated at Fluor's global facilities. With approximately 6.9 million square feet (approximately 640,400 square meters) of office space and associated land in 30 countries, voluntary and diverse conservation, energy efficiency and green initiatives are providing cost-effective solutions and contributing significant value to the company.

Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in its 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 significant reduction in its Scope 2 and Scope 3 emissions.

In 2021, Fluor reopened some of its facilities and added TRS offices to its reporting; therefore, between 2020 and 2021, Fluor experienced an increase of 14.6 percent in its Scope 1 (direct GHG emissions). There was a reduction of 14.9 percent in Scope 2 (indirect GHG emissions from consumption of purchased electricity and steam) due to energy reduction initiatives implemented by our offices, ranging from replacement of lighting, switching to more efficient appliances, installation of solar panels and purchase of clean energy. For more information, refer to 2021 Sustainability Report, p. 20.

Fluor does not manufacture, import or export ozone-depleting substances.

Fluor assets are offices; therefore, only greenhouse gases are measured. Nitrogen oxides, sulfur oxides, volatile organic compounds, hazardous air pollutants and particulate matter are air pollutants not associated with the office environment and are not measured.

Fluor had no significant spills in 2021.

Waste is material to Fluor in the setting of office operations. The boundary is Fluor's offices, given that Fluor has control over these operations. It excludes waste produced at client sites and fabrication yards.

Fluor encourages its employees to practice waste minimization. Fluor maintains corporate **HSE** and **Sustainability** policies stating its commitment to waste minimization.

Fluor 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. Office waste reduction efforts also include duplex printing and using durable, reusable crates instead of cardboard boxes. We recycle paper, cardboard, batteries, mixed/commingled and assorted waste.

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

We collect data on the following waste categories:

▶ Waste prevention
▶ Municipal solid waste
  – Recycled waste
  – Diverted waste (composted, sent to energy recovery or incinerated)
  – Landfill disposal
▶ Regulated/controlled waste

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GRI Standard Disclosure	
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal
GRI 307: Environmental Compliance	
3-3	Management of material topics
307-1	Non-compliance with environmental laws and regulations
GRI 308: Supplier Environmental Assessment	
3-3	Management of material topics
308-1	New suppliers that were screened using environmental criteria

2021 Disclosures

Fluor offices have no inputs, activities or outputs that lead or could lead to significant waste-related impacts.

Not applicable. Refer to GRI 306: Waste 306-1.

Refer to 2021 Sustainability Report, Three-Year Performance Metrics.

WASTE REDUCTION, REUSE AND CONSERVATION

Fluor offices reduce waste by donating electrical appliances and used furniture, office supplies, chairs, carpet and computers to schools, homes for the elderly and non-profit organizations. During 2021, approximately 172.4 tonnes of these items were donated or reused rather than sent to local landfills. During renovations, furniture and materials, including low-emitting and recycled-content materials, are reused whenever possible.

Conservation and landfill avoidance activities are also an important part of Fluor's global HSE initiatives. Fluor's ongoing promotion of double-sided printing saved approximately 15 tonnes of paper in 2021.

RECYCLING

In 2021, Fluor offices worldwide, through their active recycling programs, recycled approximately 318 tonnes of paper, 90 tonnes of cardboard, 3 tonnes of batteries and 265 tonnes of mixed recyclable materials. Additionally, 32.2 tonnes of solid waste were sent to energy recovery facilities.

In 2021, 309 tonnes of assorted bulk material was recycled. Assorted bulk material included aluminum cans, glass containers, iron, steel, landscape trimmings, light bulbs, cooking oil, tires, plastic containers and toner and ink cartridges.

Approximately 1,479 tonnes of solid waste were sent to landfills in 2021.

Because Fluor operates office buildings, no hazardous waste is generated.

Fluor has a long-standing commitment to the United Nations Global Compact, including its Environmental Principles 7 through 9. Fluor began tracking data related to these principles in 2004.

Fluor uses its Sustainability Performance Indicator Management System (SPIMS) to manage its environmental data.

The efficiency of the management approach is determined by the accuracy of the data from each office.

In 2021, Fluor did not receive any monetary sanctions for noncompliance related to environmental issues.

Fluor continually evaluates new and existing suppliers, validating their technical and commercial qualifications to supply goods and services to projects. While environmental criteria are not tracked in bid evaluations, suppliers must comply with environmental laws and regulations mandated in each project's prime contract. These contract provisions and governing regulations are stipulated in purchase orders and subcontract language, and the process is vigorously documented, as is compliance with laws at points of supply and jobsites.

Our suppliers and contractors are required to comply, and in turn require their supply chain to comply, with **Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors** (the Supplier Expectations). The Supplier Expectations highlight key expectations in sustainability; conflict minerals; HSE; human rights and employment practices; financial and operational controls; anti-bribery, corruption and conflicts of interest; gifts, entertainment and business courtesies; improper payments; trade controls; money laundering prevention; company resources; competing fairly; lobbying; and reporting concerns.

Fluor has not evaluated the management approach to environmental programs of our suppliers and contractors.

Fluor does not screen suppliers using environmental criteria.

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GRI Standard Disclosure	
308-2	Negative environmental impacts in the supply chain and actions taken

GRI 400: Social Standards Series	
GRI 401: Employment	
3-3	Management of material topics
401-1	New employee hires and employee turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees

2021 Disclosures

Fluor has not typically collected data from its projects on supplier environmental assessments; however, the company actively complies with laws and regulations relating to any environmental impacts found within its supply chain and/or at its jobsites. Fluor proactively works to enforce the adherence of its suppliers and contractors to all laws, codes and regulations pertaining to HSE considerations through formal mandates and provisions in contracts for goods and services.

Refer to **Fluor's Business Conduct Expectations for Suppliers and Contractors**.

For more than 100 years, Fluor has maintained a viable business based on ethical and sustainable business practices. The company's highly skilled, diverse workforce of 40,582 employees helps create a workplace environment that builds strong internal and external relationships in order to serve clients across many industries and geographies.

The company's approach to employees and the workplace includes the development and implementation of a comprehensive global Human Resources strategy that provides both short- and long-term focus on employee-related objectives in support of the business.

Each year, the Human Resources strategy is reviewed and updated in accordance with the company's business strategy. Some data are not included in this report for privileged, proprietary and/or competitive reasons.

Data are not included for privileged, proprietary and/or competitive reasons.

Fluor provides its employees with insurance coverage that can support their health and wellbeing in alignment with local regulations and competitive benchmarking. Salaried employees in many locations have opportunities to participate in life, health and disability insurance coverage, as well as retirement savings choices. Part-time employees in some countries may also be eligible to receive these benefits. Additionally, Fluor's global offices continue to increase opportunities for employees to proactively learn about and engage in improving their health and wellbeing. A wellbeing framework has been implemented, which allows for flexibility in the type of wellbeing programs locally provided. Programs to support proactive, preventive health and wellness are a top priority for the company and continue to be with the support of a global employee assistance program. Along with these programs, our global Benefits team provides training and resources to regional and country subject matter experts on wellbeing, governance and retirement programs. Examples of programs in place today are:

▸ Australia offering life and disability programs along with subsidized gym membership.
▸ Philippines offering medical, life, accident and disability plans along with a mental health awareness campaign and varying sports activities and nutritional programs.
▸ Canada offering managers mental health training. Onsite gym facilities in certain locations and a wellness application encouraging challenges and exercises are also provided. The country's medical provider not only offers benefits but also financial wellness sessions, and they have also put together virtual social events and training to help their employees stay connected.
▸ Poland offering life insurance, retirement, health and welfare benefits. For wellbeing, the country offers seminars and hosts many other social virtual events to allow for mentoring and getting to know colleagues.
▸ South Africa offering life disability, health and welfare benefits and other risk benefits to protect employees and their families from financial hardship.
▸ Onsite health camps, which offer employees flu vaccinations, diet consultation, dental care, spirometry tests, eye tests and tests for blood pressure and sugar levels, as well as for body mass and bone mineral density.
▸ Awareness camps, which focus on heart and liver health, lifestyle management, parenting, yoga, women's health, emotional wellbeing and stress management.
▸ The Netherlands providing health assessments for employees and hosting an annual wellbeing week. To promote a healthy lifestyle, employees can participate in a bike plan, as well as in a fitness program. A new health and wellbeing program is being rolled out, focusing on mental, physical and social issues. In addition, some fun physical activities have been added during Fluor's annual HSE week, including Zumba®, cycling, Pilates and running classes.

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GRI Standard Disclosure	
401-3	Parental leave
GRI 403: Occupational Health and Safety	
3-3	Management of material topics
403-1	Occupational health and safety management system

2021 Disclosures

Fluor provides parental leave in accordance with applicable laws and regulations. Employees and their families benefit from having leave time to care for family needs. The company also benefits when Fluor's employees are retained after their leave concludes. In the United States, Fluor's policy provides eligible employees an unpaid leave of absence of up to 12 weeks in a single, rolling 12-month period to accommodate birth; adoption; foster care; child, spouse or parental illness; and other qualifying reasons. Changes are planned for 2022.

Fluor adapts its leave policies, as necessary, to meet all applicable legal requirements in any jurisdiction in which is operates.

Requested data are not included for privileged, proprietary and/or competitive reasons.

Occupational Health and Safety (OH&S) is a material topic given Fluor's emphasis on a safe working environment. The boundary for OH&S is Fluor's offices and the project sites over which it has control.

The structure of Fluor's HSE Management System incorporates several levels of control as shown below.

The HSE Management System includes consideration of:

▶ Sustainable development
▶ Risk management
▶ Accountability to community
▶ Cross-discipline cooperation
▶ Best practices
▶ Requirements applicable to the scope of work (such as regulatory requirements, in-country standards and contract requirements)

The company's HSE Policy outlines Fluor's commitment to and position on HSE management. The HSE Management System has been developed in support of this policy.

The HSE Principles provide the fundamental precepts upon which the HSE Management System is based and executed.

Practices establish the performance requirements for offices, engineering and projects.

Procedures and plans are the implementation documents developed at the project level. Client procedures and plans may be substituted for Fluor's procedures and plans or tailored to a particular project if they meet or exceed Fluor requirements and are required by the client.

While it is recognized that there are different, but related, requirements and responsibilities for office, engineering and field execution activities, the HSE Management System is designed to integrate these functions.

The HSE Management System is based on a continual improvement model, as contained in international standards such as ANSI/ASSP Z10.0-2019, ISO 45001:2018 and ISO 14001:2015.

The HSE Management System is reviewed at least annually to accommodate factors such as changing expectations, new objectives, new legislation, organizational changes and results from continual improvement elements.

All employees and contractors on project sites under the control of Fluor, including its joint venture partners, must adhere to the HSE Management System or an equivalent program approved by Fluor. The HSE Management System is a comprehensive program that incorporates legal requirements, as well as identification and management of risks.

Refer to **HSE Management System.**

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GRI Standard Disclosure	
403-2	Hazard identification, risk assessment and incident investigation
403-3	Occupational health services

2021 Disclosures

Fluor implements a process for identifying hazards in the workplace, including both offices and project sites, and for mitigating those hazards. The hierarchy of controls is used, with the intent to eliminate hazards where possible, followed by substitution, engineering controls and administrative controls. Personal protective equipment is the least effective control per the hierarchy.

Workers who are charged with identifying hazards in a specific venue are trained to appropriately do so and training documents are maintained. Prior to initiating a task, a Job Safety Analysis (JSA) is performed. Each day that a task is performed, the team participates in a Safety Task Assignment built on the JSA to confirm that the hazards are known and have been mitigated according to the control hierarchy.

Workers are required to report unsafe conditions and have the authority to stop work, so an investigation and evaluation can occur. Fluor's Human Resources procedures prevent reprisals, and Fluor maintains a company ethics portal to allow anonymous complaints.

Fluor maintains a robust process to investigate incidents. The basic purpose of an incident investigation is to prevent a recurrence of the incident. The objectives of an incident investigation are:

▸ Determine facts associated with the incident
▸ Correct unsafe conditions
▸ Eliminate unsafe acts
▸ Improve work capability
▸ Improve supervision

The investigation phase begins as soon as the supervisor is made aware of the incident. While treatment of injuries and immediate HSE concerns created by the incident are the initial top priority, the supervisor carefully observes the incident scene, planning for follow-up action and future reference. After the immediate needs caused by the incident have been satisfied, the supervisor begins to investigate the incident in detail. Taking into account any injuries or personnel problems that occurred as a result of the incident, the supervisor interviews the personnel involved in the incident and witnesses to it. The important considerations after an incident are:

▸ Mitigate the impact on personnel involved in the incident
▸ Mitigate the impact on Fluor as a result of the incident
▸ Prevent reoccurrence of a similar incident

The HSE representative conducts the investigation with the supervisor(s) of the individual(s) involved in the incident.

Occupational health services are provided on each project by the HSE department. On a mega-project, Fluor typically hires medical professionals and creates a clinic for workers. On smaller projects, medics and emergency medical technicians provide services. It is the responsibility of the HSE department and medical personnel to definitively identify hazards and work with the construction and fabrication personnel to mitigate those hazards.

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GRI Standard Disclosure	
403-4	Worker participation, consultation and communication on occupational health and safety
403-5	Worker training on occupational health and safety

2021 Disclosures

Fluor's first Core Value is Safety, and our Safer Together theme means we care for each other – living Safer Together promotes the wellbeing of all people, our communities and the environment. Fluor's HSE Policy commits the company to not only the prevention of injuries and illnesses, but also to the promotion of good health and continual improvement of our HSE management, performance and culture. Everyone from craft workers to senior leaders embrace and champion this paradigm of care that empowers each of us to own our safety culture.

On sites, all workers attend pretask planning meetings before beginning work to review related incident alerts, discuss the work steps and work to mitigate associated hazards. Employees are encouraged to participate – or lead – HSE committees and teams and to offer their innovative ideas to improve workplace safety.

Each and every meeting, on site or in an office, begins with an HSE presentation or HSE toolbox topic to update the teams on recent incidents, new or changing work conditions, HSE activities or programs, physical or mental wellbeing, safety at home and in the community or environmental topics. HSE materials are stored online and available to every employee in our Knowledge OnLine^SM HSE community.

Each year, our global employees, contractors and onsite clients participate in the week-long construction Safety Week celebration, which Fluor founded with a group of U.S.-based construction firms. The week engages all our people and the communities where we work in events tailored to the local culture to raise awareness and engagement in construction and home safety, plus mental wellbeing and health and sustainability.

All employees have the right and the responsibility to report work-related incidents as practicable after becoming aware of an incident occurring. Under no circumstances does the company retaliate against personnel for raising an HSE concern or reporting a work-related injury or illness.

We deliver effective, engaging, frequent and transparent safety communications including practice and program updates, milestone and people recognition, safety and incident alerts, weekly toolbox topics, monthly spotlight articles, quarterly updates and biannual newsletters.

Because meaningful safety communication occurs at the individual level, with demonstrated care and concern, we also encourage personal interaction with interpersonal skills training and programs.

A company-wide incident and injury response protocol that details requirements for recording, communicating and investigating incidents based on their severity was issued and resulted in a steady stream of HSE Incident Alerts issued in a standardized format with the objective of preventing incident recurrence.

In 1992, Fluor created the Silver Safety Medallion Award, which recognizes employees who have acted in a life-saving manner and/or assisted others in distress either on or off the job. More than 400 Silver Safety Medallions have been awarded to Fluor employees since the program was implemented.

Fluor conducts extensive health and safety training for its employees and provides the course contents to contractors. An HSE Training Matrix assigns 1,322 different Fluor job titles to 17 categories based upon an individual employee's potential for work-related hazard or risk exposure. HSE courses are instructor-led, as well as computer-based. Examples of training include:

- HSE025 Pre-Task Planning, Risk Analysis
- HSE100 HSE Management System Overview
- HSE104 Ergonomics
- HSE105 Barricades, Signs and Tags
- HSE106 Personal Protective Equipment
- HSE109 Hot Work (Welding, Cutting, Burning)
- HSE107 Pressurized/Compressed Air and Gas Cylinders
- HSE108 Portable Ladders
- HSE135 Respiratory Protection
- HSE243 Signal Person
- HSE132 Hazardous Energy Control
- HSE133 Excavation, Trenching and Shoring
- HSE136 Fall Protection

- HSE137 Confined Space Entry
- HSE147 Motorized Heavy Equipment
- HSE156 Loading and Unloading Material
- HSE187 Electrical Work Safety
- HSE242 Rigging Basics
- HSE244 Cranes
- HSE245 Motor Vehicle Operations
- HSE150 Hand Safety Awareness
- HSE110 Hand and Portable Power Tools
- HSE173 Basics of Sustainability

For more information on occupational health and safety training, refer to **HSE Performance**.

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GRI Standard Disclosure	
403-6	Promotion of worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system
403-9	Work-related injuries

2021 Disclosures

All workers are provided health services related to their work. Employees' needs are addressed by Fluor, while contractors are required to provide appropriate health services to their employees per contractual requirements. As noted in GRI 403: Occupational Health and Safety 403-3, project sites provide workers with health care. In office locations, employees are offered health insurance and health services, such as health assessments and wellness coaching. The company offers a number of health-based programs, such as Real Appeal Lifestyle Program, Chronic Condition Management and personalized wellbing coaching programs. Employees decide whether to participate.

All Fluor employees and their families have access to free, confidential, live assistance with any work, personal or family issue, 24 hours a day, seven days a week. Employees can contact the Employee Assistance Program (EAP) to speak with a professional and receive short-term counseling, in-the-moment telephonic support and information about local resources. Fluor leaders encourage their teams to take advantage of the program, testifying to its effectiveness in improving mental health and discussing the need for EAP during times of crisis and increased stress. All EAP inquiries are handled confidentially by third-party service providers.

Fluor has extensive experience identifying and mitigating negative occupational health and safety impacts on a construction site and at its fabrication facilities. In most cases, Fluor or a joint venture partnership has control over the project site and implements the HSE Management System. In a small number of cases, Fluor provides resources, but the client has ownership of the safety program on site. In those cases, Fluor confirms that potential impacts to its employees have been identified and appropriately addressed. Project or office HSE orientation and training is required for all personnel assigned to a project or office. Additional HSE training is assigned commensurate with an individual's job assignment and risk exposure. In some cases, temporary personnel are allowed site access under 100 percent supervision of a fully trained and qualified supervisor.

Fluor's HSE Management System establishes basic requirements for all Fluor operations and employees.

Refer to **HSE Management System**.

All Fluor employees are covered by the company's HSE Management System. Contractors are contractually required to have an equivalent HSE Management System or be covered directly under Fluor's HSE Management System.

Fluor implements a robust audit protocol on all of its projects. There are various levels of audits, including area, management and corporate.

For details on fatalities, the Total Case Incidence Rate (TCIR) and the Days Away, Restricted or Transferred (DART) Case Rate, refer to **HSE Performance**. The Three-year Performance Metrics of the 2021 Sustainability Report provides the results for 2019, 2020 and 2021 for comparison purposes. All workers under the control of Fluor or a joint venture partnership are included in the rates.

Over the years, Fluor has found that hand injuries occur at a higher rate than many other injuries. Significant emphasis has been placed on a hand injury management program to address this issue.

In addition, Fluor has performed an in-depth analysis of injuries and their severities and identified nine operations to include in our Life Critical[SM] program:

▸ Hazardous energy control
▸ Excavation, trenching and shoring
▸ Confined space entry
▸ Motorized heavy equipment
▸ Loading and unloading material
▸ Electrical work safety
▸ Cranes and rigging basics
▸ Motor vehicle operations
▸ Working at height

There is special safety training for these specific areas.

Refer to GRI 403: Occupational Health and Safety 403-2 for details on eliminating work-related hazards using the hierarchy of controls.

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GRI Standard Disclosure	
403-10	Work-related ill health
GRI 404: Training and Education	
3-3	Management of material topics
404-1	Average hours of training per year per employee
404-2	Programs for upgrading employee skills and transition assistance programs
404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405: Diversity and Equal Opportunities	
3-3	Management of material topics
405-1	Diversity of governance bodies and employees

2021 Disclosures

Refer to GRI 403: Occupational Health and Safety 403-9.

The company's highly skilled, diverse workforce of 40,582 employees helps create a workplace environment that builds strong internal and external relationships in order to serve clients across many industries and geographies. Providing ample training and educational opportunities are keys to maintaining a skilled workforce.

Fluor provides ongoing training and development opportunities for both salaried and craft personnel, reinforcing its commitment to improving the lives of employees and increasing their skills. Leaders have tools to help them provide continual performance feedback and conduct career planning discussions. Managers encourage employees to cultivate skills that can enhance their professional growth and employability. A strong workforce with skills to serve the business benefits employees, their communities and the company.

Training and educational programs often end with quizzes to test employee comprehension of the topic. Surveys are available for employees to give feedback on ways to improve courses. Additionally, employees engage in an annual performance assessment with their managers. Employees are encouraged to discuss with their managers the training they need to achieve their goals and express their desires for additional training, if necessary.

Refer to **Recruitment and Development**.

Fluor provides many internal and external opportunities for employees to learn and improve their skills. Employees can access the company's online training portal, Fluor University®, which provides 24/7 access to self-paced, virtual training across a broad array of topics, including leadership, communication and teamwork. Additionally, discipline-specific, instructor-led courses are listed in the online catalog. Employees can sign up for these courses voluntarily, and managers can assign classes to employees to help ensure they get the training they need in their chosen fields.

In 2021, managers and supervisors completed performance assessments for 100 percent of the company's total salaried population. One aspect of the annual review is a career planning discussion, which is designed to determine the best path for employees making progress in their professional development.

Fluor values a diverse workforce as a competitive advantage.

In all of its global locations, the company uses a variety of avenues to attract talent. Fluor attends job networking events, such as local, regional and national job fairs, including those that promote job opportunities for military personnel, underrepresented job candidates, new college graduates and experienced professionals.

For additional information on Fluor's diverse recruitment practices, refer to **Recruitment and Development**.

Company representatives also play active roles in the community to ensure Fluor maintains a positive and strong local presence.

COMPENSATION AND BENEFITS

Fluor calibrates compensation to meet local market standards and comply with legal requirements, such as minimum wage laws. The focus is on creating fair compensation for all employees. The company considers factors such as business need, economic conditions, individual job responsibilities and personal performance when determining compensation. Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.

Fluor monitors employee engagement surveys, feedback from exit interviews and complaints to gauge success in maintaining a healthy and diverse workforce.

Fluor publishes information about the Board of Directors in its annual Proxy Statement. On December 31, 2021, the board, consisting of 10 members, was 40 percent diverse, including 30 percent female and 20 percent racially or ethnically diverse. All board members are over 50 years old.

Fluor gathers information on the diversity of its workforce consistent with local data privacy law. All individuals within the company are included in the data, with the data points helping Fluor understand and manage resources. For information on Fluor's global workforce and its diversity, refer to GRI 2: General Disclosures 2-7.

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● GRI 406: Non-discrimination
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GRI 413: Local Communities
GRI 414: Supplier Social Assessment
GRI 415: Public Policy
GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
405-2	Ratio of basic salary and remuneration of women to men
GRI 406: Non-discrimination	
3-3	Management of material topics
406-1	Incidents of discrimination and corrective actions taken
GRI 408: Child Labor	
3-3	Management of material topics
408-1	Operations and suppliers at significant risk for incidents of child labor
GRI 409: Forced or Compulsory Labor	
3-3	Management of material topics
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
GRI 410: Security Practices	
3-3	Management of material topics

2021 Disclosures

Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.

The company has policies and procedures that enable the Human Resources team to recruit, hire, develop and retain employees based on job-related specifications, including experience, qualifications and other criteria.

All leaders, managers, supervisors and employees are expected to maintain an environment free from any form of unlawful discrimination and harassment. Managerial and supervisory training courses include company and location-specific requirements.

See the section of **Fluor's Code of Business Conduct and Ethics** titled Treating Your Fellow Employees Fairly for more information.

The company offers all employees required and elective courses on business conduct and diversity and inclusion. It also defines expected conduct in its policies, procedures and practices to encourage respectful behavior among employees.

The company also employs an open-door policy to foster direct communication between employees and management. Employees are free to discuss any matter of concern at any time with their supervisor, management or human resources representative without fear of reprisal.

All incidents and actions taken are handled in accordance with GRI 406: Non-discrimination 3-3.

Fluor is committed to fostering an environment that recognizes and supports all aspects and dimensions of human rights. Fluor does not tolerate the use of child labor.

Fluor projects and offices worldwide are subject to laws and regulations prohibiting the hiring of underage employees, and the company's policies and practices are consistent with such laws. The company has internships, apprenticeships and other related programs designed to comply with hiring and compensation laws and regulations. The company neither allows nor supports child labor in any way.

Fluor follows standard requirements in all countries where it operates to ensure compliance with local laws and regulations regarding age requirements for workers.

More information on Fluor's commitment against child labor can be found in **Fluor's Modern Slavery Act Statement**.

The company has had no child labor incidents and does not believe any of its operations are at significant risk for an incident or violation.

Fluor is committed to fostering an environment that recognizes and supports all aspects and dimensions of human rights. Fluor does not tolerate the use of forced labor.

Fluor does not promote, condone, practice or tolerate the use of forced or compulsory labor, human trafficking or the sale of sexual acts of any kind, and the company's policies and practices reflect this position.

The company adheres to all applicable local laws and regulations regarding forced or compulsory labor, including those related to wages and benefits.

More information on Fluor's commitment against forced and compulsory labor can be found in **Fluor's Modern Slavery Act Statement**.

Although Fluor does not publicly report incidents or violations, the company has no knowledge of any significant risks for compulsory or forced labor incidents in its operations or in the operations of its suppliers and subcontractors.

Fluor is strongly committed to a workplace free from violence, threats of violence, harassment and/or any other disruptive behavior.

The company has established programs that promote the highest standards of employee wellbeing, safety and security. This includes zero-tolerance policies that prohibit actual or threatened violence by employees against coworkers, visitors or others while performing their duties as well as zero tolerance for discrimination or harassment of any kind. Where applicable, Fluor takes the necessary steps to train its security personnel on company policies and procedures relating to human rights issues and familiarize them with potential concerns that may be relevant to company operations globally.

Incidents received through the Compliance and Ethics Integrity Portal and Hotline are used to measure effectiveness and refine procedures when necessary.

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GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
410-1	Security personnel trained in human rights policies or procedures
GRI 411: Rights of Indigenous Peoples	
3-3	Management of material topics
411-1	Incidents of violations involving rights of indigenous peoples
GRI 412: Human Rights Assessment	
3-3	Management of material topics
412-1	Operations that have been subject to human rights reviews or impact assessments
412-2	Employee training on human rights policies or procedures
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening
GRI 413: Local Communities	
3-3	Management of material topics
413-1	Operations with local community engagement, impact assessments and development programs
413-2	Operations with significant actual and potential negative impacts on local communities

2021 Disclosures

Refer to GRI 410: Security Practices 3-3.

Fluor is strongly committed to maintaining the rights of indigenous peoples. Indigenous peoples may be employed in Fluor's offices as engineers, scientists and support staff.

As employees, indigenous peoples would have the national and local employment protections afforded all employees, as well as coverage by Fluor's human resources policies. On project sites, clients have the lead in working with indigenous peoples who are not Fluor employees.

Evaluation is based on adherence to national and local laws and Fluor's Human Resources policies. Reports delivered through the Integrity Portal may also be used.

Fluor has no knowledge of any significant risks for violations of the rights of indigenous peoples in its operations or in the operations of its suppliers and subcontractors.

The belief that all individuals should be treated with dignity and respect is firmly rooted in Fluor's core value of integrity. Fluor is committed to fostering an environment that recognizes and supports all aspects and dimensions of human rights.

Fluor's Code of Business Conduct and Ethics, known as the Code, for employees and Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors provides guidance on human rights and child and forced-labor prohibitions. Employees are required to certify compliance with the Code annually, and training is offered to employees on human rights issues.

Fluor encourages employees and other stakeholders to report any activities not in compliance with the company's human rights and fair labor practices and provides reporting mechanisms, including an anonymous, toll-free Compliance and Ethics Integrity Portal and Hotline. More information on Fluor's ethics and compliance policies, practices and Integrity Portal can be found in the Compliance & Ethics section of the 2021 Sustainability Report, p. 24, and in Fluor's Modern Slavery Act Statement.

This information is not available. Fluor is not aware that any of its operations have been subject to human rights assessments.

All Fluor employees are required to complete ethics training annually.

This is not tracked; however, Fluor enters into joint venture relationships with the expectation that all parties hold similar core values.

Fluor's management approach to indirect economic community impact includes engaging with local communities, governments and municipalities to address project-related social, economic and environmental concerns. These engagements are directed by project managers and conducted jointly with the company's clients and partners. They take place in a variety of ways, including face-to-face meetings, attendance at conferences, employee participation on local boards and involvement with issue-specific campaigns.

Fluor's evaluation of its indirect economic community impact is done at the individual project level. There is no company-wide database that tracks significant infrastructure investments and services or indirect economic impacts across the company due to the large number and disparate nature of project in multiple markets. Fluor invests in community-building strategies and programs that strengthen society and encourage lasting change. The company supports youth programs and initiatives that develop leadership skills, build character and resiliency, provide job training and construct or refurbish affordable housing and community-serving facilities.

Fluor has diverse operations, a large number of ongoing projects, decentralized sustainability management among business lines and differing roles on projects where responsibility for stakeholder engagement, environmental and/or social impacts is shared with a client or there is no direct responsibility for Fluor. This arrangement limits Fluor's ability to offer detailed reporting on the topic as required by GRI Standards.

Refer to 2021 Sustainability Report, p. 24.

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● GRI 415: Public Policy
GRI 419: Socioeconomic Compliance

GRI Standard Disclosure	
GRI 414: Supplier Social Assessment	
3-3	Management of material topics
414-1	New suppliers were screened using social criteria
414-2	Negative social impacts in the supply chain and actions taken
GRI 415: Public Policy	
3-3	Management of material topics
415-1	Political contributions
GRI 419: Socioeconomic Compliance	
3-3	Management of material topics
419-1	Non-compliance with laws and regulations in the social and economic area

2021 Disclosures

Fluor is proud of its long-standing Supplier Diversity Program, which has three pillars – environmental stewardship, economic growth and social progress. Fluor also supports the U.S. government's goals and standards regarding small-, minority- and women-owned businesses.

Fluor's Supplier Diversity Program does the following:

▶ Contributes to economic growth
▶ Enables Fluor to help create local jobs
▶ Enhances, refines and promotes growth of diverse businesses
▶ Inspires community dialogue
▶ Makes a positive impact on local economies

Fluor proactively identifies new and diverse potential suppliers through research and participation in trade fairs, workshops, business recruitment conferences and conventions and small and minority business opportunity days, as well as works with national and regional diversity councils and the U.S. Small Business Administration.

Fluor maintains subcontractor and supplier information through its **Supplier and Contractor Online Registry**, which tracks all new suppliers for appropriate classifications and certifications.

Refer to **Supplier Diversity Policy**.

In 2021, Fluor spent approximately $1.2 billion with U.S. small-, minority- and women-owned businesses or approximately 35 percent of the $3.4 billion spent with U.S.-based suppliers and subcontractors.

All Fluor subcontractors and suppliers are required to comply with **Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors**, which addresses, among other areas:

▶ Bribery and trade controls
▶ Conflicts of interest
▶ Financial and operational controls
▶ Health, safety and environmental stewardship
▶ Human rights and employment practices

We reserve the right to verify that a supplier or contractor's business operations meet **Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors**. Failure to act in a manner consistent with these expectations may impede our ability to do business together in the future. We expect our suppliers and contractors to maintain and enforce policies requiring adherence to lawful business practices that encompass our expectations. These expectations may occasionally be updated or amended.

Public policy and political activities conducted by or on behalf of Fluor are managed by the Company's Government Relations department. Government Relations reports not less than annually to the Governance Committee of the Board of Directors, which is responsible for reviewing and making recommendations regarding the Company's practices related to political contributions and policy activities. This review structure helps us focus the company's efforts on those public policy issues and political activities most relevant to the long-term interests of the enterprise overall and to our clients and shareholders.

Refer to **Political Activities**.

Refer to GRI 415: Public Policy 3-3.

Safety is one of Fluor's core values. The company holds sacred the wellbeing of people, including employees, clients and the communities in which they work and live.

Fluor has robust office and field HSE programs guided by the HSE Management System and strives to address issues quickly. Potential hazards are identified and systematically evaluated, and mitigation measures are specified.

Fluor's approach to safety is evaluated by measuring the number of agency non compliances. Based on these non-compliances, the policies and procedures can be reviewed and updated accordingly.

In 2021, Fluor did not receive any monetary sanctions for noncompliance in the social and economic area.

SASB

Canadian National Energy Alliance, a Fluor consortium, was selected to **manage and operate Canadian Nuclear Laboratories**. The scope focuses on three main priorities – addressing Atomic Energy of Canada Limited's radioactive waste and decommissioning responsibilities, delivering nuclear science and technology that supports the Government of Canada and industry and revitalizing the Chalk River Laboratories in Ontario, Canada.

Topic	Code	Accounting Metric
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards and regulations
Environmental Impacts of Project Development	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction
Workforce Health & Safety	IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of commissioned projects certified to a third-party multi-attribute sustainability standard and active projects seeking such certification
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects and renewable energy projects
Climate Impacts of Business Mix	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects
Climate Impacts of Business Mix	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation
Business Ethics	IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index
Business Ethics	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices
Business Ethics	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption and (2) anti-competitive behavior in the project bidding processes

SB

Response

Refer to GRI 307: Environmental Compliance 307-1.

Refer to GRI 2: General Disclosures 2-12 and 2-22.

2021 TRIR (per 200,000 hours)

Direct Hire = 0.38

Contractors = 0.36

2021 Fatality Rate (per 200,000 hours)

Direct Hire = 0.001

Contractors = 0.002

Certified projects: 5

Projects seeking certification: 5

Fluor has created a robust process to incorporate energy and water efficiency into clients' projects and projects that are built for Fluor's use. Using Fluor's sustainability screening tool and associated practices and its HSE engineering practices and guidelines, the company is able to address operational energy efficiency, water use and conservation, waste management, process safety and fire protection during planning and design. Where applicable and appropriate, Fluor uses sustainability standards and codes such as LEED® and Envision®. Fluor engineers work with clients regarding any community or natural resource constraints to be incorporated into early stages of projects. In addition, Fluor evaluates project opportunities using life-cycle assessments aligned with clients' requests and any regulatory requirements.

Hydrocarbon-related projects: $9.2 billion
Renewable energy-related projects: $184 million

0

$692 million

▸ 16 (12 in Afghanistan, 1 in Eritrea and 3 in Guinea)
▸ $11.9 million

Refer to GRI 205: Anti-corruption 205-3.

Refer to GRI 206: Anti-competitive Behavior 206-1.

Refer to GRI 205: Anti-corruption 205-2.

Refer to GRI 206: Anti-competitive Behavior 3-3.

WEF

At one of the world's largest fabrication yards, located west of Hong Kong, **COOEC-Fluor** performs fabrication and module construction. The technically advanced facility optimizes material flow, process sequencing and heavy load-out capabilities. Integrating engineering, procurement and fabrication for large-scale projects in one, controlled environment helps safeguard quality and schedule while reducing risk.

Theme	Metric	Disclosure Requirement
Governing Purpose	Setting Purpose	The company's stated purpose, as the expression of the means by which a bu purpose should create value for all stakeholders, including shareholders.
Quality of Governing Body	Governance Body Composition	Composition of the highest governance body and its committees by: compet non executive; independence; tenure on the governance body; number of ea commitments; gender; membership of under-represented social groups; stak
Stakeholder Engagement	Impact of Material Issues on Stakeholders	A list of the topics that are material to both stakeholders and the company, h
Ethical Behavior	Anti-corruption	▶ Total percentage of governance body members, employees and business p and procedures, broken down by region. ▶ Total number and nature of incidents of corruption confirmed during the c of corruption confirmed during the current year, related to this year. ▶ Discussion of initiatives and stakeholder engagement to improve the broad
Ethical Behavior	Protected Ethics Advice & Reporting Mechanisms	A description of internal and external mechanisms for: ▶ Seeking advice about ethical and lawful behavior and organizational integr ▶ Reporting concerns about unethical or lawful behavior and organizational
Risk and Opportunity Oversight	Integrating Risk & Opportunity into Business Process	Company opportunities and risk factor disclosures that clearly identify the pri the company appetite in respect of these risks, how these risks have moved o integrate material economic, environmental and social issues, including clima
Climate Change	Greenhouse Gas (GHG) Emissions	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxid Protocol Scope 1 and Scope 2 emissions.
Climate Change	Greenhouse Gas (GHG) Emissions	Estimate and report material upstream and downstream (GHG Protocol Scop
Climate Change	TCFD Implementation	Fully implement the recommendations of the Task Force on Climate-Related for full implementation. Disclose whether you have set, or have committed to to limit global warming to well-below 2℃ above pre-industrial levels and pur before 2050.
Dignity and Equality	Diversity and Inclusion (%)	Percentage of employees per employee category, per age group, gender and
Dignity and Equality	Pay Equality for Equal Work	Ratio of the basic salary and remuneration for each employee category by si to major ethnic groups; and other relevant equality areas.
Dignity and Equality	Wage Level (%)	▶ Ratios of standard entry-level wage by gender compared to local minimum ▶ Ratio of CEO's total annual compensation to median total annual compens
Dignity and Equality	Risk for Incidents of Child, Forced or Compulsory Labor	An explanation of the operations and suppliers considered to have significant emerge in relation to type of operation (such as manufacturing plant) and typ considered at risk.

WEF

	Disclosure
siness proposes solutions to economic, environmental and social issues. Corporate	Refer to: ▶ GRI 2: General Disclosure 2-12. ▶ Fluor's **Sustainability Policy**. ▶ Fluor's **Purpose, Vision and Core Values**.
encies relating to economic, environmental and social topics; executive or ch individual's other significant positions and commitments and the nature of the eholder representation.	Refer to GRI 2: General Disclosure 2-9 and GRI 405: Diversity and Equal Opportunities 405-1 (a).
ow the topics were identified and how the stakeholders were engaged.	Refer to GRI 2: General Disclosures 2-12, 2-29 and GRI 3: Disclosure on Material Topics 3-2.
partners who have received training on the organization's anti-corruption policies urrent year but related to previous years; and total number and nature of incidents der operating environment and culture, in order to combat corruption.	Refer to GRI 205: Anti-corruption 205-2 and 205-3.
rity. ntegrity.	Refer to GRI 2: General Disclosures 2-26.
ncipal risks facing the company specifically (as opposed to generic sector risks), ver time and the response to those changes. These opportunities and risks should te change and data stewardship.	Refer to 2021 Form 10-K, pp. 13-30.
e, F-gases, etc.), report in metric tons of carbon dioxide equivalent (tCO2e) GHG e 3) emissions where appropriate.	Refer to 2021 Sustainability Report, Three-year Performance Metrics.
Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years o set, GHG emissions targets that are in line with the goals of the Paris Agreement – sue efforts to limit warming to 1.5°C – and to achieve net-zero emissions	Fluor has made the Net Zero 2023 commitment to eliminate both Scope 1 and Scope 2 absolute greenhouse gas (GHG) emissions by the end of 2023. For more details, refer to **Fluor's Actions to Minimize Environmental Impact**.
other indicators of diversity (e.g., ethnicity).	Refer to GRI 2: General Disclosures: 2-7.
nificant locations of operation for priority areas of equality: women to men; minor	Refer to GRI 405: Diversity and Equal Opportunities 405-2.
wage. ation of all employees (excluding the CEO).	▶ Refer to GRI 202: Market Presence 202-1 and GRI 405: Diversity and Equal Opportunities 405-2. ▶ Refer to GRI 2: General Disclosures 2-21.
t risk for incidents of child labor, forced or compulsory labor. Such risks could e of supplier; or countries or geographic areas with operations and suppliers	Refer to GRI 408: Child Labor and 409: Forced or Compulsory Labor.

Theme	Metric	Disclosure Requirement
Health and Wellbeing	Health and Safety (%)	▶ The number and rate of fatalities as a result of work-related injury; high-co... injuries, main types of work-related injury; and the number of hours worke... ▶ An explanation of how the organization facilitates workers' access to non-o... employees and workers.
Skills for the Future	Training Provided (#)	▶ Average hours of training per person that the organization's employees hav... (total number of trainings provided to employees divided by the number o... ▶ Average training and development expenditure per full-time employee
Employment and Wealth Generation	Absolute Number and Rate of Employment	▶ Total number and rate of new employee hires during the reporting period, ▶ Total number and rate of employee turnover during the reporting period, b...
	Economic Contribution	▶ Direct economic value generated and distributed (EVG&D) – On an accrual... ideally split out by: – Revenue – Operating costs – Employee wages and benefits – Payments to providers of capital – Payments to government – Community investment ▶ Financial assistance received from the government – Total monetary value... the reporting period
Wealth Creation and Employment	Financial Investment Contribution Disclosure	▶ Total capital expenditures (CapEx) – Depreciation supported by narrative t... ▶ Share buybacks + Dividend payments supported by narrative to describe th...
Innovation in Better Products and Services	Total R&D Expenses ($)	Total costs related to research and development
Community and Social Vitality	Total Tax Paid	The total global tax borne by the company, including corporate income taxes... taxes and other taxes that constitute costs to the company, by category of tax...

WEF	
	Disclosure
nsequence work-related injuries (excluding fatalities); recordable work-related d. occupational medical and healthcare services and the scope of access provided for	▸ Refer to **HSE Performance** for details on fatalities, the Total Case Incidence Rate (TCIR) and the Days Away, Restricted or Transferred (DART) Case Rate. The Three-year Performance Metrics table in the 2021 Sustainability Report provides the results for 2019, 2020 and 2021 for comparison purposes. All workers under the control of Fluor or a joint venture partnership are included in the rates. ▸ For an explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, refer to GRI 403: Occupational Health and Safety 403-6.
ve undertaken during the reporting period, by gender and employee category f employees)	▸ Refer to GRI 404: Training and Education 404-1. ▸ Refer to Recruitment & Development.
by age group, gender, other indicators of diversity and region y age group, gender, other indicators of diversity and region	Data are not included for privileged, proprietary and/or competitive reasons.
basis, covering the basic components for the organization's global operations, of financial assistance received by the organization from any government during	▸ Fluor provides financial information, including revenues; cost of revenues; cost of capital, including interest expense and dividends to shareholders; and corporate, general and administrative costs, including compensation costs and retained earnings, in its quarterly and annual filings with the U.S. Securities and Exchange Commission. Details about Fluor's operations in 2021 are available in the 2021 Form 10-K. ▸ For Community investments, refer to GRI 201: Economic Performance 201-1. ▸ For financial assistance received from government, refer to 2021 Form 10-K, pp. 36, 41, F-22.
describe the company's investment strategy he company's strategy for returns of capital to shareholders	▸ $75,073,000 ▸ $0
	$69,000,000 (NuScale expenses) For more information, refer to 2021 Form 10-K, p.36.
property taxes, non-creditable VAT and other sales taxes, employer-paid payroll es.	$74,589,000 For more details, refer to 2021 Form 10-K.

FLUOR ®