

THREE-YEAR PERFORMANCE METRICS

SAFETY, HEALTH AND THE WORKPLACE	2021	2020	2019
Total case incident rate per 200,000 work hours	0.37	0.38	0.36
Total case incident rate per 200,000 work hours, excluding COVID-19 cases	0.33	0.36	–
DART case rate per 200,000 work hours	0.20	0.21	0.19
DART case rate per 200,000 work hours, excluding COVID-19 cases	0.16	0.20	–
Number of regular employees at year-end, thousands	40.6	43.7	46.9
Percent of salaried employees	48.0	55.0	58.0
Percent of women among salaried employees	29.0	26.0	25.0
ENERGY AND GHG EMISSIONS	2021	2020	2019
Scope 1 – Direct GHG emissions, absolute (CO ₂ equivalent) thousand metric tons	14.58	12.72	13.82
Scope 2 (location-based) – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO ₂ equivalent) thousand metric tons	31.65	33.85	45.36
Scope 2 (market-based) – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO ₂ equivalent) thousand metric tons	28.80	–	–
Scope 3 – Indirect GHG emissions from business air travel, absolute (CO ₂ equivalent) thousand metric tons	9.33	10.58	33.77
Direct energy use (thousand gigajoules) for natural gas, diesel and gasoline	148	128	130
Indirect energy use (thousand gigajoules) for electricity	255	264	322
ENVIRONMENTAL PERFORMANCE	2021	2020	2019
Waste prevention (donated or reused items, duplex printing), tons	190.1	435.1	181.9
Total municipal solid waste, tons	3,094.0	3,566.8	5,480.5
Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material), tons	1,085.2	1,049.8	2,000.7
Composted, sent to energy recovery or incinerated waste, tons	378.4	315.3	511.2
Landfill disposal, tons	1,630.3	2,201.8	2,968.7
Water use in Fluor offices, thousand gallons	44,858.4	37,607.1	60,629.7
Planted trees, thousands	8.1	4.3	6.3
COMMUNITY AND SOCIAL IMPACT	2021	2020	2019
Community investments, initiatives and programs, million \$	5.0	5.0	6.6
Community investments, employee volunteer time, million \$	0.3	0.7	0.9
Hours of STEM academic training, enrichment or increased awareness, millions	1.2	0.05	1.3
Meals to the hungry, millions	0.87	1.26	0.55
Assisted individuals with preventive and emergency services, thousands	13.0	35.5	18.7
Grants to universities, millions	1.2	0.8	1.2
Scholarships for children of Fluor employees, thousands	703	687	696
Volunteered hours by Fluor employees globally, thousands	12.0	24.0	37.0
LOCAL DEVELOPMENT AND SUPPLY CHAIN MANAGEMENT	2021	2020	2019
Fluor spending with U.S.-based suppliers and subcontractors, billion \$	3.4	5.0	5.2
Fluor spending with U.S. small, minority and women-owned businesses, million \$	1,242	829	917
Fluor spending with local suppliers worldwide, billion \$	4.8	6.0	9.0