

DIVERSITY, EQUITY & INCLUSION (DE&I) STATEMENT

At Fluor, we foster an environment that embraces diversity, equity and inclusion (DE&I), where all employees and stakeholders are able to fulfill their potential regardless of their ethnicity, background, abilities, age, orientation, religion, geographic region or gender.

Fluor's DE&I framework is based on the following impact pillars:

- ▶ Champion an inclusive culture.
- ▶ Recruit, develop and retain diverse talent.
- ▶ Enhance employee experience.
- ▶ Improve social progress and impact.

At Fluor we:

- ▶ Respect diversity, equity and inclusion at all levels of our organization.
- ▶ Embrace 'listening and learning' as a positive, progressive philosophy.
- ▶ Build an inclusive organization representative of the communities in which we operate, across all our businesses.
- ▶ Enrich our employees and communities by providing training, development, and education opportunities.
- ▶ Increase our support and market access for diverse and local suppliers in all the regions where our work is performed.

We will demonstrate our commitment to DE&I by:

- ▶ Engaging in continuous, transparent dialogue at all levels.
- ▶ Monitoring and benchmarking our DE&I program against identified goals.
- ▶ Reporting on our DE&I progress.

Fluor will continuously review our DE&I framework to ensure we are achieving our objectives.



David E. Constable
Chief Executive Officer
Fluor Corporation

January 2022

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