

20

FUTURE-FIT

2022 // SUSTAINABILITY DATA DISCLOSURES

22

FLUOR®



FLUOR

AT FLUOR, SUSTAINABILITY MEANS ACHIEVING GOALS WHILE PROTECTING THE ENVIRONMENT AND CREATING VALUE FOR ALL STAKEHOLDERS.
// SANTIAGO, CHILE

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// THIS YEAR AT FLUOR

In 2022, we transitioned from a traditional annual report that focuses on financial performance to that of an integrated report that seeks to provide a balanced account of Fluor's financial and non-financial objectives and results. This approach better aligns to our internal decision-making and integrated management processes. We believe that this provides all our stakeholders with a more holistic overview of our performance and key milestones.

Our sustainability data disclosures contained in this document are to be read together with our integrated report.



// INTRODUCTION

OUR FUTURE-FIT APPROACH TO SUSTAINABILITY

A sustainability culture

The most enduring aspect of Fluor's legacy is the culture we have built together over our 110-year history. Fostering a high-performance culture with purpose supports our company's ability to continually evolve and add value to society. Our longstanding commitment to sustainability is deeply rooted in our culture. This future-fit approach is brought to life through the choices and decisions we make daily. This includes committing to the safety, engagement and wellbeing of our employees, contractors and partners; supporting the communities in which we live and work; building trust-based stakeholder relationships; and delivering solutions for our clients.

At Fluor, we work with our partners and clients to preserve our planet for future generations, while supporting economic growth and advancement across the globe. We understand that the challenges presented by such issues as climate change, water scarcity, energy shortages and food insecurity require long-term and sustainable solutions. This is why we have invested significantly in making energy transition a growth strategy – from battery storage and carbon capture to progressing nuclear energy technology and renewable fuels.



To read more about our energy transition focus areas, please refer to page 59 of this document.



*To read more about our purpose, core values, global reach, business segments and **building a better future** strategy and how a sustainability mindset is incorporated across each of these, please refer to pages 10 to 15 of this document.*



FORWARD-LOOKING STATEMENTS

This document contains statements that may constitute forward-looking statements involving risks and uncertainties, including statements about market outlook, operations, sustainability efforts and the implementation of strategic initiatives. These forward-looking statements reflect Fluor's current analysis of existing information as of the date of this document and are subject to various risks and uncertainties. As a result, caution must be exercised in relying on forward-looking statements. Due to known and unknown risks, the company's actual results may differ materially from our expectations or projections. Additional information concerning factors that may influence Fluor's results can be found in the Form 10-K that is referenced within this document.

Our sustainability reporting approach

At Fluor, we have published an annual sustainability report to complement our annual report since 2008. In 2022, we transitioned from separate annual and sustainability reports to that of an integrated report that seeks to provide a balanced account of Fluor's financial and non-financial objectives and results. This approach better aligns to our internal decision-making and integrated management processes. We believe this provides all our stakeholders with a more holistic overview of our performance and key milestones.

Our integrated report is supported by a range of ancillary documents forming part of our corporate reporting suite. As part of our 2022 corporate reporting suite, the sustainability data disclosures contained in this document relate to:

- **The Global Reporting Initiative (GRI)** sustainability reporting standards,
- The IFRS Foundation's **Sustainability Accounting Standards Board (SASB)** standards, and
- The **World Economic Forum (WEF)** stakeholder capitalism metrics.

The sustainability disclosures in this document relate to Fluor's 2022 fiscal year and are to be read together with other materials forming part of our corporate reporting suite and include our [2022 integrated report](#) (which incorporates our Form 10-K) and our 2023 Proxy Statement. Our corporate reporting suite is available at www.fluor.com.

GRI standards

The GRI standards create a common language for organizations around the world to report their economic, environmental and social sustainability initiatives in a way that can be universally understood and compared. Fluor has been reporting in accordance with the GRI universal standards since 2008.



Please refer to pages 18 to 43 of this document for Fluor's disclosures relating to the GRI universal standards for the 2022 reporting period.

SASB standards

The IFRS Foundation SASB standards help companies and their investors communicate on several sustainability-related topics. The SASB standards are used alongside other sustainability and corporate reporting frameworks to communicate additional information to investors in a defined manner. In the case of Fluor, we supplement our SASB disclosures with disclosures relating to the GRI standards and the WEF stakeholder capitalism metrics. All accounting metrics were taken from the Engineering and Construction Services Sustainability Accounting Standards.



Please refer to pages 44 to 47 of this document for Fluor's disclosures relating to the SASB standards for the 2022 reporting period.

WEF metrics

The core and expanded set of the WEF's stakeholder capitalism metrics and disclosures are used by companies to align their mainstream reporting on performance against environmental, social and governance (ESG) indicators and to 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.



Please refer to pages 48 to 53 of this document for Fluor's disclosures relating to the WEF metrics for the 2022 reporting period.

//OUR SUSTAINABILITY MATERIALITY DETERMINATION APPROACH

Role and composition of the Sustainability Committee

The Sustainability Committee Chair reports to the Corporate Development & Sustainability Group President (a member of the Fluor Management Team) who, in turn, reports to the Chairman and Chief Executive Officer of Fluor Corporation.

The Sustainability Committee consists of internal subject matter experts in considering and providing the material disclosures. Members include representatives from the company's Business Segments and the following functional areas: Business Development; Community Affairs; Compliance & Ethics; Corporate Communications; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Legal; Strategic Planning; and Supply Chain.

The Chairman and Chief Executive Officer and the Fluor Management Team are ultimately accountable for Fluor's approach to sustainability. They are supported by the Sustainability Committee.

Materiality determination

The disclosures provided in this document have been determined to be material to Fluor's global operations by the company's Sustainability Committee as part of its internal assessment process. Based on an internal assessment by the Sustainability Committee conducted in 2022, the tables included in this section outline which aspects were considered material to Fluor's business and global operations.

In 2023, Fluor's newly developed Stakeholder Management Office will work with the Sustainability Committee to review the sustainability materiality determination process and how the material disclosures will be presented across the corporate reporting suite in subsequent years. As part of this review process, the team will also consider which aspects require escalation to the Fluor Management Team and/or a committee of the Board for consideration.

Except where noted, the information covered in this report highlights our performance and initiatives in fiscal year 2022. We have prepared the information solely to provide a general overview of our sustainability activities, and the disclosures are not intended to be used by anyone making an investment decision. In addition, the information in this document is summarized and is not a complete description of all of our activities; therefore, we have made qualitative judgments as to certain information to include that could be determined to be inaccurate or incomplete. For example, some data are not included in this document for privileged, proprietary and/or competitive reasons. The inclusion of information in this document should not be construed as a characterization regarding the materiality or financial impact of that information.

SUSTAINABILITY MATERIALITY TABLE		
TOPIC	MATERIAL TO FLUOR	COMMENTS
GLOBAL REPORTING INITIATIVE (GRI)		
GRI 1: Foundation 2021	Yes	
GRI 2: General Disclosures 2021	Yes	
GRI 3: Material Topics 2021	Yes	
GRI 11: Oil and Gas Sector 2021	No	Fluor does not belong to this sector.
GRI 12: Coal Sector 2022	No	Fluor does not belong to this sector.
GRI 201: Economic Performance 2016	Yes	
GRI 202: Market Presence 2016	Yes	
GRI 203: Indirect Economic Impacts 2016	Yes	
GRI 204: Procurement Practices 2016	Yes	
GRI 205: Anti-corruption 2016	Yes	
GRI 206: Anti-competitive Behavior 2016	Yes	
GRI 207: Tax 2019	Yes	

SUSTAINABILITY MATERIALITY TABLE

TOPIC	MATERIAL TO FLUOR	COMMENTS
GRI 301: Materials 2016	No	This item (materials used) relates to onsite projects, which are outside Fluor's reporting boundary.
GRI 302: Energy 2016	Yes	
GRI 303: Water and Effluents 2018	No	Fluor procures our water from municipal water supply sources for use within our global offices.
GRI 304: Biodiversity 2016	Yes	
GRI 305: Emissions 2016	Yes	
GRI 306: Effluents and Waste 2016 (306-3)	Yes	
GRI 306: Waste 2020	Yes	
GRI 308: Supplier Environmental Assessment 2016	Yes	
GRI 401: Employment 2016	Yes	
GRI 402: Labor/Management Relations 2016	No	It is Fluor's interpretation that this metric applies to factory workers, which is not applicable to Fluor.
GRI 403: Occupational Health and Safety 2018	Yes	
GRI 404: Training and Education 2016	Yes	
GRI 405: Diversity and Equal Opportunity 2016	Yes	
GRI 406: Non-discrimination 2016	Yes	
GRI 407: Freedom of Association and Collective Bargaining 2016	No	Based on the company's risk assessment, Fluor is not at significant risk of violating workers' rights.
GRI 408: Child Labor 2016	Yes	
GRI 409: Forced or Compulsory Labor 2016	Yes	
GRI 410: Security Practices 2016	Yes	
GRI 411: Rights of Indigenous Peoples 2016	Yes	
GRI 413: Local Communities 2016	Yes	
GRI 414: Supplier Social Assessment 2016	Yes	
GRI 415: Public Policy 2016	Yes	
GRI 416: Customer Health and Safety 2016	No	This topic overlaps with GRI 403 and is addressed in that section.
GRI 417: Marketing and Labeling 2016	No	The services refer to the application of a product, not the professional services that Fluor provides.
GRI 418: Customer Privacy 2016	No	Project work is covered by non-disclosure agreements.



SUSTAINABILITY MATERIALITY TABLE		
TOPIC	MATERIAL TO FLUOR	COMMENTS
SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)		
IF-EN-160a.1: Environmental Impacts of Project Development	Yes	
IF-EN-160a.2: Environmental Impacts of Project Development	Yes	
IF-EN-250a.1: Structural Integrity & Safety	No	Not significant based on Fluor's business.
IF-EN-250a.2: Structural Integrity & Safety	No	Not significant based on Fluor's business.
IF-EN-320a.1: Workforce Health & Safety	Yes	
IF-EN-410a.1: Lifecycle Impacts of Buildings & Infrastructure	Yes	
IF-EN-410a.2: Lifecycle Impacts of Buildings & Infrastructure	Yes	
IF-EN-410b.1: Climate Impacts of Business Mix	Yes	
IF-EN-410b.2: Climate Impacts of Business Mix	Yes	
IF-EN-410b.3: Climate Impacts of Business Mix	Yes	
IF-EN-510a.1: Business Ethics	Yes	
IF-EN-510a.2: Business Ethics	Yes	
IF-EN-510a.3: Business Ethics	Yes	



SUSTAINABILITY MATERIALITY TABLE

TOPIC	MATERIAL TO FLUOR	COMMENTS
WORLD ECONOMIC FORUM (WEF)		
Principals of Governance – Setting Purpose	Yes	
Principals of Governance – Governance Body Composition	Yes	
Principals of Governance – Impact of Material Issues on Stakeholders	Yes	
Principals of Governance – Anti-corruption	Yes	
Principals of Governance – Protected Ethics Advice & Reporting Mechanisms	Yes	
Principals of Governance – Integrating Risk & Opportunity into Business Process	Yes	
Environmental – Greenhouse Gas (GHG) Emissions	Yes	
Environmental – TCFD Implementation	Yes	
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 project sites and may not manage the site.
Environmental – Water Consumption and Withdrawal in Water-stressed Areas	No	Fluor purchases water from municipal utilities; those utilities may be in water-stressed areas.
Human Capital – Diversity and Inclusion (%)	Yes	
Human Capital – Pay Equality for Equal Work	Yes	
Human Capital – Wage Level (%)	Yes	
Human Capital – Risk for Incidents of Child, Forced or Compulsory Labor	Yes	
Human Capital – Health and Safety (%)	Yes	
Human Capital – Training Provided (#)	Yes	
Prosperity – Absolute Number and Rate of Employment	Yes	
Prosperity – Economic Contribution	Yes	
Prosperity – Financial Investment Contribution Disclosure	Yes	
Prosperity – Total R&D Expenses (\$)	Yes	
Prosperity – Total Tax Paid	Yes	



// OUR *FUTURE-FIT* ORGANIZATION AND STRATEGIC DIRECTION



OUR PURPOSE AND VISION

Our **purpose**, to *build a better world*, echoes our ambition.

Our **vision** states that *as a valued partner, we deliver innovative and sustainable solutions that enable all our stakeholders to flourish*. This aligns our organization for success and underscores a commitment to ensuring we are forward-thinking, results-driven and viable for future generations. The work we do, the people we inspire and the communities we invest in fuel innovation and growth.



OUR ORGANIZATIONAL COMPOSITION

Our 40,000 employees execute projects globally, serving clients in more than 60 countries. We are committed to meeting the needs of our clients with safety, quality, reliability and sustainability.

Our six areas of professional and technical solutions combined with our 1,300 subject-matter experts, 1,200 active patents and 15 licensed technologies are value-creation drivers for our clients.



OUR CORE VALUES

Our core values act as our behavioral compass, and our employees live them every day. We embrace these core values, and they guide us as we build a better world.

SAFETY	INTEGRITY
We Care For Each Other. Living Safer Together promotes the wellbeing of all people, our communities and the environment.	We Do What Is Right. Trust, accountability and fairness define our character.
TEAMWORK	EXCELLENCE
We Work Better Together. Collectively, we thrive when we include, respect and empower one another.	We Deliver Solutions. Our high-performance teams embrace opportunities, solve challenges and continuously improve.



DESIGN

Advanced Process Modeling | Conceptual Design | Estimating | Feasibility Studies | Permitting | Process Simulation | Project Financing | Routing | Scope Definition | Siting | Technology/License Evaluation



ENGINEERING

Advanced Work Packaging | Cost Control | Detailed Engineering | Fabrication | Front-End Engineering | Modular Construction | Planning & Scheduling | Process Simulation | Safety Planning | Systems Integration



PROCUREMENT

Contracts Management | Expediting | Fabrication | Logistics | Low-Cost Country Sourcing | Materials Management | Purchasing | Requirements Planning | Supplier Quality | Staffing Resources | Warehousing



FABRICATION

Contractor Management | Material Control | Modular Construction | Purchasing | Quality Control | Safety Programs | Sourcing



CONSTRUCTION

Construction Management | Contractor Management | Craft Staffing & Training | Equipment, Tools & Fleet Services | Field Mobilization | Modular Construction | Project & Program Management | Quality Control | Rigging | Safety Programs | Scaffolding | Self-Perform Construction | WorkFace Planning



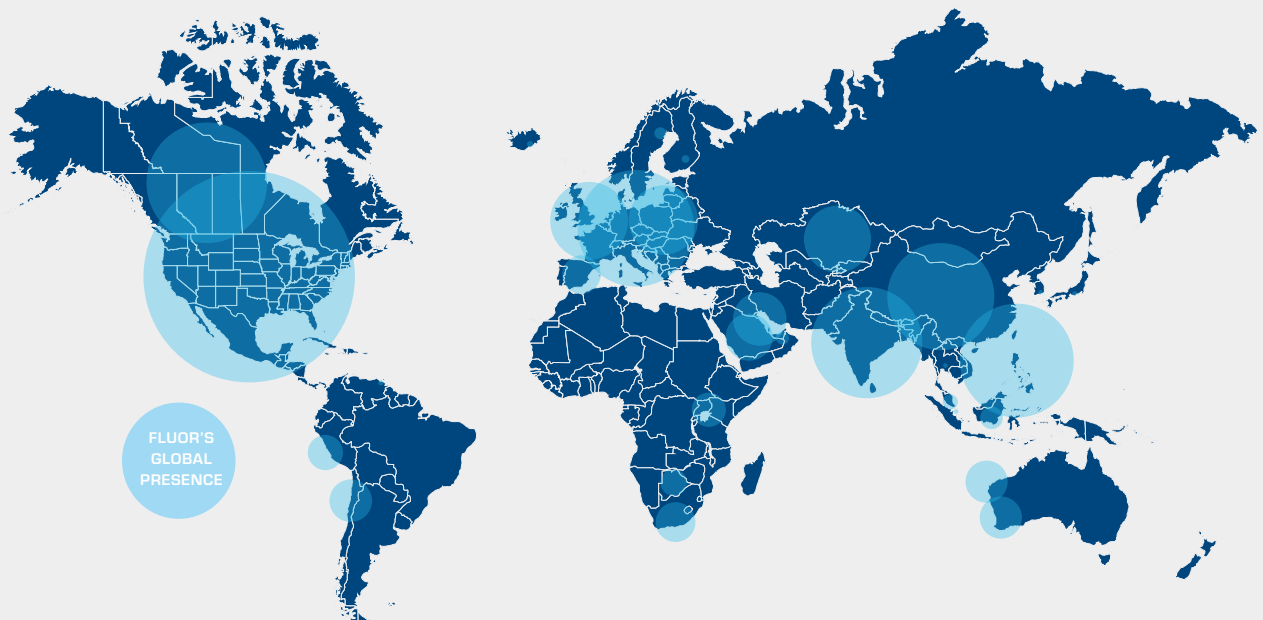
STARTUPS & MAINTENANCE SERVICES

Commissioning | Engineering Support | Initial Production | Operations & Maintenance | Plant Readiness | Precommissioning | Systems Checkout | Turnover | Validation



OUR GLOBAL REACH

Fluor offers a full range of services spanning six continents to address the specific needs of our many end markets by harnessing the tremendous strengths of our global network. This level of versatility and teamwork supports our reputation for taking complex megaprojects from concept to completion — even as economic and competitive dynamics change.



INVISTA ADN PROJECT PERSONNEL
// SHANGHAI, CHINA

OUR *FUTURE*-FIT ORGANIZATION AND STRATEGIC DIRECTION (CONT.)

OUR BUSINESS SEGMENTS

Fluor's diversified portfolio is organized into three business segments:

► ENERGY SOLUTIONS

► MISSION SOLUTIONS

► URBAN SOLUTIONS

ENERGY *SOLUTIONS*

Our Energy Solutions group focuses on supporting our clients as they meet the world's growing energy demands. The group also pursues new opportunities emerging in the energy transition markets, including carbon capture, green chemicals, hydrogen, biofuels and other low-carbon energy sources.

This business segment continues to be an engineering and construction leader in the oil, gas and petrochemical industries, as well as nuclear power through our four business lines:

- CHEMICALS;
- LIQUIFIED NATURAL GAS (LNG);
- PRODUCTION & FUELS; AND
- NUCLEAR PROJECT SERVICES.



AL ZOUR COOEC PROJECT
// AL ZOUR, KUWAIT

MISSION *SOLUTIONS*

Our Mission Solutions group serves federal agencies across the U.S. government and select international governments. Primary U.S. clients include the Department of Energy, the Department of Defense, the Federal Emergency Management Agency and intelligence agencies.

In addition to technology-enabled solutions, the group maintains and operates the U.S. government's highest-profile nuclear sites, manages the world's largest supply of emergency crude oil and supports tens of thousands of military personnel.

This business segment focuses on innovation and dependability and has continued to provide growth opportunities in both existing and adjacent markets that are served through our three business lines:

- DEFENSE;
- INTELLIGENCE; AND
- NUCLEAR & CIVIL.



NUSCALE POWER PLANT
// UNITED STATES

URBAN *SOLUTIONS*

Our Urban Solutions group focuses on the growing demands related to urbanization by building resilient supply chains for clients who convert raw materials into finished products and deliver them to urban centers.

This business segment's innovative and sustainable solutions support a wide variety of industries through its five business lines:

- ADVANCED TECHNOLOGIES & LIFE SCIENCES;
- INFRASTRUCTURE;
- MINING & METALS;
- PLANT & FACILITY SERVICES; AND
- TRS STAFFING SOLUTIONS.

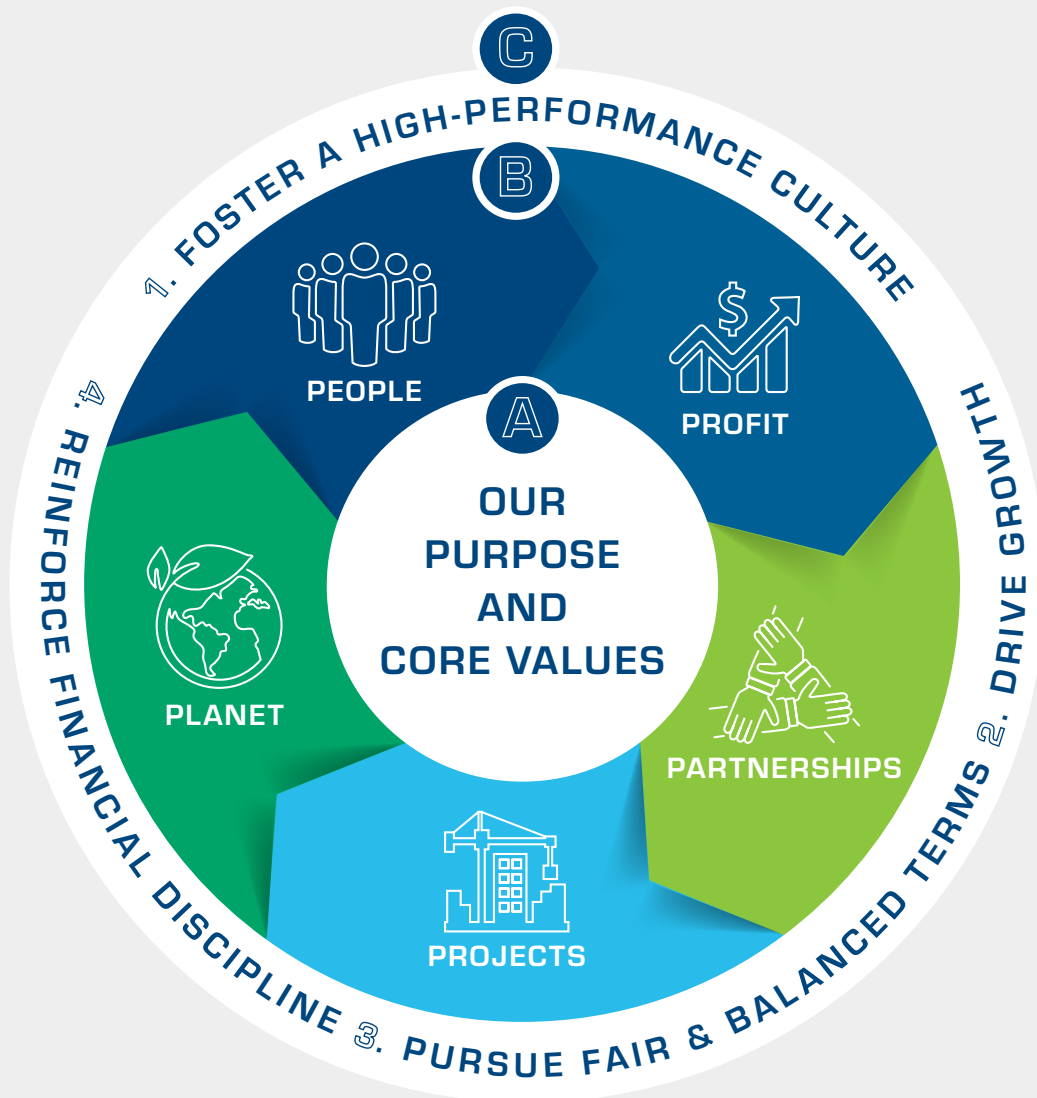


LOS ANGELES INTERNATIONAL AIRPORT (LAX)
AUTOMATED PEOPLE MOVER
// LOS ANGELES, CALIFORNIA, UNITED STATES

OUR *FUTURE-FIT* ORGANIZATION AND STRATEGIC DIRECTION [CONT.]

OUR STRATEGY RESET

In 2021, we launched our '*building a better future*' strategy. Our purpose of *building a better world*, influenced by key megatrends and our business turnaround drivers, formed a critical part of our strategic reset. As part of developing our new strategy, we started by reaffirming our **strategic intent** to be the preeminent leader in professional and technical solutions across all the industries we serve while we continue to be a global leader in the engineering and construction industry. The achievement of our various sustainability commitments is integral to the success of our strategy.



The infographic summarizes the key components of our strategy, which is enabling us to deliver on our business turnaround and growth plans.

A Our purpose and core values

Our purpose of *building a better world* and our core values of *safety, integrity, teamwork and excellence* lie at the center of our strategy. Please refer to page 10 for more details on our purpose and core values.

B Our future-fit decision-making approach

While we have been thinking and working in an integrated manner for several years and have always adopted a future-fit approach to our decision-making, in February 2023, we began to explicitly highlight the five Ps we consider in our day-to-day decisions.

 <p>People Our employees, their safety and wellbeing and an inclusive culture</p>	 <p>Profit Our financial performance and business resilience</p>	 <p>Partnerships Our supply chain, business partner and community relationships</p>	 <p>Projects Our safety culture and our commitment to our clients</p>	 <p>Planet Our sustainable solutions to protect the environment</p>
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These elements inform the actions we take under each of our strategic priorities and the choices we make.

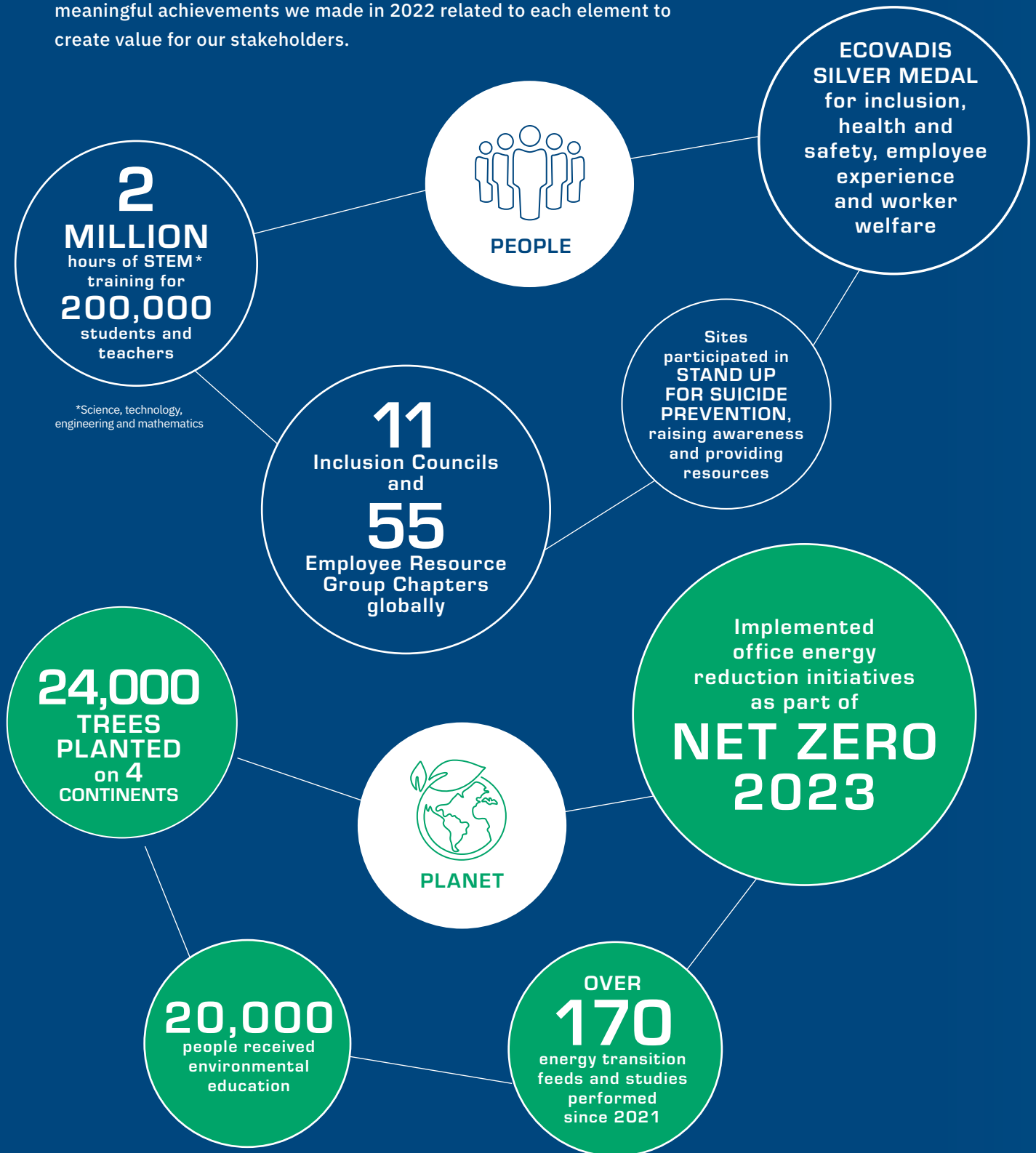
C Our strategic priorities

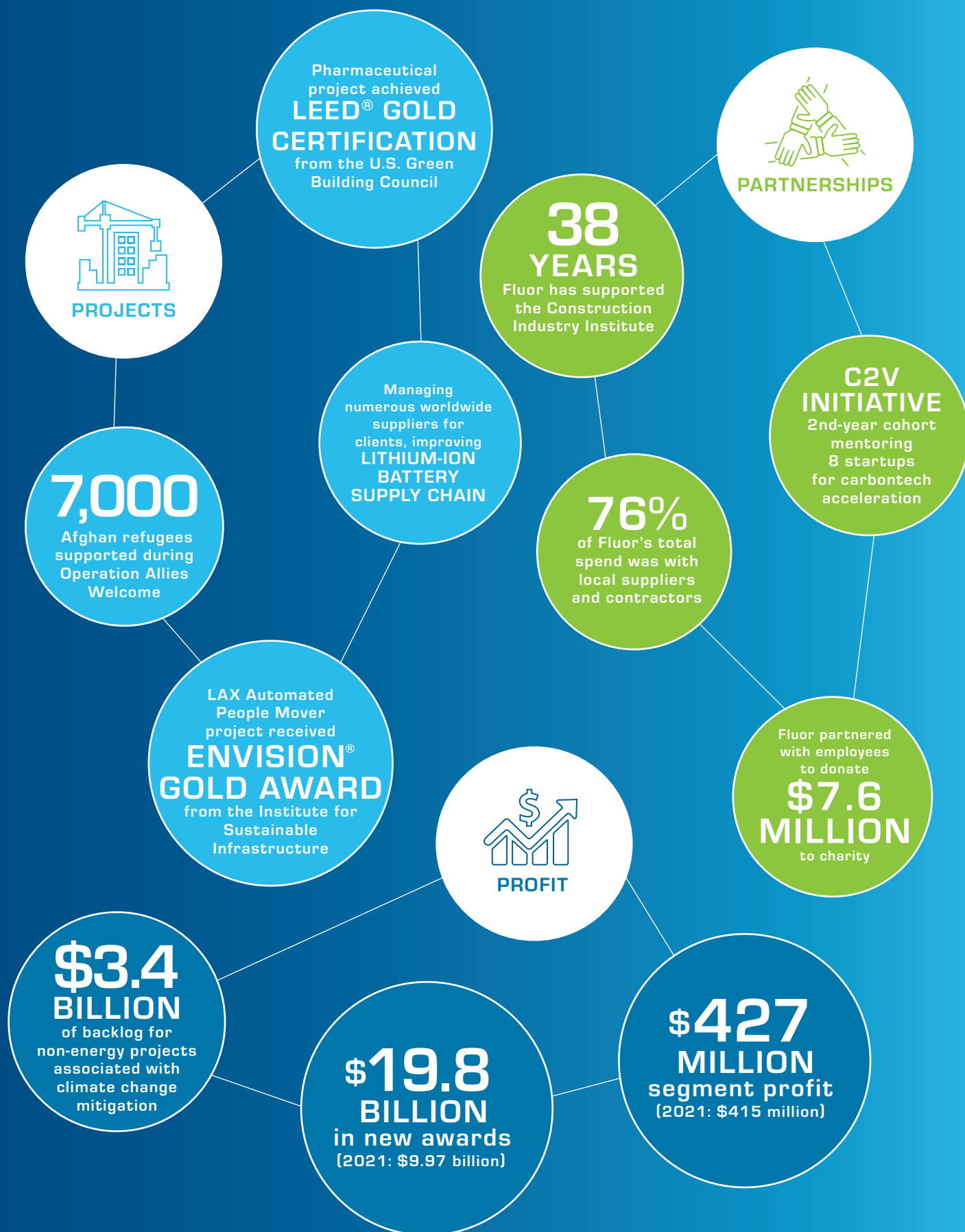
To help us adequately respond to the megatrends most relevant to us, we formulated four strategic priorities to create value for our stakeholders:

- 1 Foster a high-performance culture** with purpose by advancing our diversity, equity and inclusion efforts; promoting social progress; advancing sustainability; and delivering execution excellence.
- 2 Drive growth** across our portfolio by expanding into markets outside of the traditional oil and gas sector, including energy transition and chemicals, critical minerals, life sciences, advanced technology, digitalization, government services and infrastructure.
- 3 Pursue contracts with fair and balanced terms** that are risk-adjusted and reward Fluor for value.
- 4 Reinforce financial discipline** by maintaining a strong cash position and by generating predictable cash flow and earnings.

// OUR 2022 PROGRESS

Fluor's future-fit decision-making approach includes five Ps – people, profit, partnerships, projects and planet. This infographic highlights some of the meaningful achievements we made in 2022 related to each element to create value for our stakeholders.





// OUR RESPONSE TO THE GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

The Global Reporting Initiative (GRI) standards create a common language for organizations around the world to report their economic, environmental and social sustainability initiatives in a way that can be universally understood and compared. Fluor has been reporting in accordance with the GRI universal standards since 2008.

In this section of the document, we provide a summary of Fluor's disclosures relating to the GRI universal standards for the 2022 reporting period. Starting in 2022, we are also disclosing biodiversity matters in line with GRI standards.



OUR DISCLOSURES RELATE TO THE FOLLOWING STANDARDS LISTED IN THIS GRI INDEX:

GRI 1: Foundation

GRI 2: General Disclosures

1. The Organization and Our 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 304: Biodiversity
- GRI 305: Emissions
- GRI 306: Effluents and Waste
- GRI 306: Waste
- 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 413: Local Communities
- GRI 414: Supplier Social Assessment
- GRI 415: Public Policy





This image is of a 78,000-square-foot (7,246-square-meter) pharmaceutical manufacturing facility that earned a LEED® Gold certification in 2022. Key features included installation of a solar park on the facility roof, elimination of steam from purification processes and use of lined tanks and recyclable plastic connections as an alternative to clean-in-place sanitizing processes to reduce both energy and water consumption.

The project also earned industry recognition in 2022 for achievements related to teamwork, safety, overcoming challenges, innovation and quality. It won the national Engineering News-Record Best of the Best Award for Manufacturing and was named the 2023 Category Winner for Pharma 4.0 in the International Society for Pharmaceutical Engineering Facility of the Year Awards.

Photo Copyright © Marco Zecchin/ImageCenter

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
UNIVERSAL STANDARD SERIES		
GRI 1: FOUNDATION		
GRI 2: GENERAL DISCLOSURES		
1. THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	<p>Legal name: Fluor Corporation.</p> <p>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.</p> <p>Countries of operation: Refer to Locations.</p>
2-2	Entities included in the organization's sustainability reporting	In 2022, Fluor reported results under three primary business segments – Energy Solutions, Urban Solutions and Mission Solutions – serving clients through various subsidiaries and joint ventures.
2-3	Reporting period, frequency and contact point	<p>Fluor has published a sustainability report since 2008. For Fluor's 2022 fiscal year, the company published an inaugural integrated report that includes financial and non-financial objectives and performance disclosures. Fluor's 2022 integrated report is to be read together with the 2022 sustainability data disclosures.</p> <p>This document features quantitative and qualitative data for 2022, as well as information from previous years as shown in the Three-year Sustainability Performance Metrics, pp. 54-55.</p> <p>This table should be read in conjunction with Fluor's 2022 integrated report and other publicly filed documents. The publication date for Fluor's 2022 sustainability data disclosures is June 2023.</p> <p>For more information about our global sustainability efforts or to share your thoughts about this sustainability disclosure document and sustainability content in the 2022 integrated report, contact:</p> <p>Fluor Corporation 6700 Las Colinas Boulevard Irving, Texas 75039 United States Nancy Kralik, Sustainability Group Chair +1.469.398.7000 Sustainability@fluor.com</p>
2-4	Restatements of information	Not applicable. No restatements are necessary.
2-5	External assurance	We did not employ an external organization to audit our sustainability disclosures.
2. ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	<p>Refer to:</p> <ul style="list-style-type: none"> • 2022 Form 10-K, pp. 4-7. • https://www.fluor.com/client-markets. • https://www.fluor.com/services/procurement. <p>In 2022, there were no significant changes in the organization and our value chain.</p>
2-7	Employees	At year-end 2022, Fluor's global workforce consisted of 39,576 employees. The workforce consisted of 19,573 salaried employees, 17,239 craft and hourly workers and 2,764 TRS Staffing Solutions SM agency employees. In 2022, the salaried workforce was 70% male and 30% female. Gender statistics exclude Stork, NuScale TM , Fluor BWXT Portsmouth, LLC, Fluor Federal Petroleum Ops, LLC, and Fluor Federal Solutions.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
2-8	Workers who are not employees	Refer to GRI 2: General Disclosure 2-7.
3. GOVERNANCE		
2-9	Governance structure and composition	Refer to 2023 Proxy Statement, pp. 3-18.
2-10	Nomination and selection of the highest governance body	Refer to 2023 Proxy Statement, pp. 19-20.
2-11	Chair of the highest governance body	Refer to 2023 Proxy Statement, p. 14.
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Refer to GRI 2: General Disclosures 2-13.</p> <p>Refer to 2023 Proxy Statement, pp. 11-18.</p> <p>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 the company's stakeholders, with a premium placed on the following areas:</p> <ul style="list-style-type: none"> • 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
2-13	Delegation of responsibility for managing impacts	<p>The Corporate Development & Sustainability Group President, Al Collins, (reporting directly to the Chairman and Chief Executive Officer) is the highest responsible position for overseeing sustainability leadership in Fluor. Collins appointed the Chair, who is also part of the Corporate Development & Sustainability group and directly reports to the Group President.</p> <p>Mr. Collins oversees 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; Stork; and AMECO. Executive-level advisors and subject matter experts include representatives from corporate functions – Business Development; Community Affairs; Compliance & Ethics; Corporate Communications; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Law; Strategic Planning; and Supply Chain.</p> <p>The committee supports Fluor to better serve our clients, who are increasingly expecting the company to integrate sustainability into their projects and provide innovative solutions.</p> <p>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.</p>
2-14	Role of the highest governance body in sustainability reporting	The disclosures are reviewed by the Sustainability Committee, Fluor Management Team Steering Committee and the Board of Directors Chairman and Chief Executive Officer.
2-15	Conflicts of interest	Refer to 2023 Proxy Statement, pp. 20-21.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
2-16	Communication of critical concerns	Refer to: <ul style="list-style-type: none"> • Refer to 2023 Proxy Statement, pp. 11-13. • 2022 Form 10-K, pp. 13-30. • Fluor Compliance and Ethics Integrity Portal and Hotline.
2-17	Collective knowledge of the highest governance body	Refer to 2023 Proxy Statement, pp. 11-12.
2-18	Evaluation of the performance of the highest governance body	Refer to 2023 Proxy Statement, pp. 10, 19.
2-19	Remuneration policies	Refer to 2023 Proxy Statement, pp. 23-63.
2-20	Process to determine remuneration	Refer to 2023 Proxy Statement, pp. 11, 18, 36-39.
2-21	Annual total compensation ratio	<ul style="list-style-type: none"> • The annual total compensation ratio is 172 to 1. • In 2022, the total compensation increased for both highest-paid individual and organization's median employee. The ratio of the percentage increase in annual compensation is 13.5% to 16.7%. • For more information, refer to 2023 Proxy Statement, p. 56.
4. STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	Refer to: <ul style="list-style-type: none"> • Our Future-Fit Organization and Strategic Direction section, pp. 14-15. • 2022 integrated report, Chairman and Chief Executive Officer (CEO) Reflections.
2-23	Policy commitments	<p>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. 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.</p> <p>The Code is available online.</p> <p>Fluor's Modern Slavery Act Statement is available online.</p> <p>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.</p> <p>The Supplier Expectations are available online.</p>
2-24	Embedding policy commitments	Refer to GRI 2: General Disclosures 2-23.
2-25	Processes to remediate negative impacts	Refer to the Compliance and Ethics Integrity Portal and Hotline .

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
2-26	Mechanisms for seeking advice and raising concerns	<p>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. 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.</p>
2-27	Compliance with laws and regulations	<p>In 2022, Fluor did not identify any significant instances of non-compliance with laws and regulations.</p>
2-28	Membership associations	<p>In 2022, Fluor and our employee representatives were associated with the following organizations:</p> <ul style="list-style-type: none"> • American Society of Civil Engineers: Subcommittees to the Committee on Sustainability (United States) • Association of Union Constructors (United States) • Battery Metals Association of Canada • Calgary Economic Development (Canada) • Canadian Heavy Oil Association • Carbontech Leadership Council (United States) • 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; Sustainability Council I: Strategy & Implementation; and Chief Environment, Health & Safety (EH&S) Officers 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 for Sustainable Infrastructure (United States) • Institute of Workplace and Facilities Management (United Kingdom) • National Center for Construction Education and Research (United States) • National Construction Safety Executives (United States) • National Minority Supplier Development Council (United States) • National Safety Council (United States) • Procurement Executive Group (PEG) (United States) • United Nations Global Compact • 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

GRI STANDARD DISCLOSURE	2022 DISCLOSURES
5. STAKEHOLDER ENGAGEMENT	
2-29 Approach to stakeholder engagement	<p>There are many important ways that we engage with our different stakeholders.</p> <p>Confidential and anonymous surveys of employees are conducted to get a sense of employee sentiment, evaluate the success of the company's programs and identify opportunities for improvement.</p> <p>Many articles and leadership videos about sustainability, including diversity, equity and inclusion (DE&I), environmental, health and safety, supply chain, community engagement and anti-corruption matters, have been shared on the company's intranet site, OneFluorSM.</p> <p>Fluor's integrated report and sustainability data disclosures are published annually to demonstrate the company's environmental, social and governance performance to the company's stakeholders. The team also posts messages about sustainability and accomplishments on Fluor's social media platforms to inform stakeholders and obtain feedback.</p> <p>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 community investment focus areas are education, economic development, environment and public health and critical human needs. These four areas leverage Fluor's capabilities as a global engineering, procurement and construction company and align with our business priorities. This alignment allows Fluor to have a greater positive impact on the communities in which the company operates.</p> <p>Fluor engages with suppliers through round tables and events such as the Supply Chain Summit, which was last held September 2022 in Greenville, S.C. Fluor's Chairman and Chief Executive Officer and panelists from all business groups led insightful discussions with diverse and local suppliers on energy transition, energy security and doing business with the U.S. government.</p> <p>Fluor has a long tradition of engaging with our shareholders and being responsive to their perspectives. In addition to ongoing engagement of our shareholder base, we meet with stockholders on corporate governance and other topics of interest to them. Prior to adopting corporate governance initiatives, we consider the policies of our stockholders and solicit their perspectives on potential courses of action. Fluor and our board have reached out to investors on a number of topics over the last several years, including governance, sustainability and compensation. Since the company's last annual meeting, Fluor has conducted stockholder engagement on topics including Net Zero 2023, DE&I priorities and the board's approach to risk and board succession.</p> <p>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 our programs and our commitment to transparency and collaboration.</p>
2-30 Collective bargaining agreements	<p>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 12% 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.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 3: MATERIAL TOPICS		
3-1	Process to determine material topics	<p>Fluor's process to determine material topics is based on the current GRI sustainability standards. In determining the company's material topics and the content of sustainability data disclosures, 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. This evaluation formed the basis for a sustainability materiality analysis, as addressed by the GRI's Reporting Principles. The 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 Commission (SEC) disclosures. The sustainability data disclosures cover information regarding overall company strategies, goals and priorities and includes data that are reasonably available.</p> <p>The content included in the sustainability data disclosures and their prioritization were assessed and determined by the Sustainability Committee.</p>
3-2	List of material topics	<p>Refer to the Introduction section, pp. 6-9, for a list of material topics. Fluor used the GRI definition of materiality as one of our Reporting Principles. For all material aspects identified, the related data and performance information in the 2022 sustainability data disclosures and 2022 integrated 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.</p> <p>In the context of Fluor's carbon footprint, this GRI table represents emissions produced within the corporate boundary and exclude emissions produced at client sites and fabrication yards. All health, safety, environmental, economic, stakeholder engagement, governance, human rights, labor practices, philanthropy and community service data included in the disclosures cover Fluor and our subsidiaries, except as specifically noted.</p> <p>Fluor is in the process of reassessing topics that are material to the organization, taking into account our stakeholder needs, interests and expectations.</p>
3-3	Management of material topics	The management of material topics is reflected in the relevant sections of this table.
GRI 200: ECONOMIC STANDARD SERIES		
GRI 201: ECONOMIC PERFORMANCE		
3-3	Management of material topics	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 our quarterly and annual filings with the SEC. Details about Fluor's operations in 2022 are available in the 2022 Form 10-K.
201-1	Direct economic value generated and distributed	<p>Details about Fluor's operations in 2022 are available in the 2022 Form 10-K.</p> <p>Fluor, the Fluor Foundation and our employees contributed \$7.6 million in 2022 to community initiatives and programs around the globe. Fluor tracks and reports on key community-related metrics annually. Refer to the 2022 integrated report, p. 20, and Three-year Sustainability Performance Metrics, pp. 54-55.</p> <p>Consistently applied systems and reporting enable Fluor to evaluate and adapt our approach to community investments in order to provide better outcomes for community stakeholders and the company. Also refer to www.fluor.com/sustainability/community.</p>
201-2	Financial implications and other risks and opportunities due to climate change	Refer to 2022 Form 10-K, pp. 24-25.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
201-3	Defined benefit plan obligations and other retirement plans	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.
201-4	Financial assistance received from government	Refer to 2022 Form 10-K, pp. 37, 42, F-22.
GRI 202: MARKET PRESENCE		
3-3	Management of material topics	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.
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Refer to GRI 405: Diversity and Equal Opportunities 405-2. Some data are not included for privileged, proprietary and/or competitive reasons.
202-2	Proportion of senior management hired from the local community	Fluor values a diverse workforce as a competitive advantage. In all of our global locations, the company uses a variety of methods to attract local management talent. In our 15 largest office locations (by headcount), 11 (or 73%) of the general managers were locally hired in the country for which they are general managers.
GRI 203: INDIRECT ECONOMIC IMPACTS		
3-3	Management of material topics	<p>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.</p> <p>Fluor's evaluation of our 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.</p>
203-1	Infrastructure investments and services supported	Refer to https://www.fluor.com/sustainability/community .
203-2	Significant indirect economic impacts	<p>Fluor, through the Fluor Foundation, our employees and our broader organization, endeavor to support positive indirect economic impacts.</p> <p>Refer to Community & Social Services section of 2022 integrated report and https://www.fluor.com/sustainability/community.</p> <p>Refer to Our 2022 Progress, pp. 16-17.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 204: PROCUREMENT PRACTICES		
3-3	Management of material topics	<p>Procurement is an integral component of the projects that Fluor executes. In 2022, \$6.55 billion was spent procuring equipment, material and services.</p> <p>Procurement on a project adheres to Fluor's standard practices. Individual projects may have additional practices and policies from the 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.</p> <p>We have established a target for 25% of our U.S. supplier spend to be with diverse suppliers and contractors by the end of 2023. Audits may be periodically conducted to confirm compliance with procurement practices and procedures.</p>
204-1	Proportion of spending on local suppliers	<p>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 76% of our total global spend, which was more than \$4.9 billion in 2022.</p>

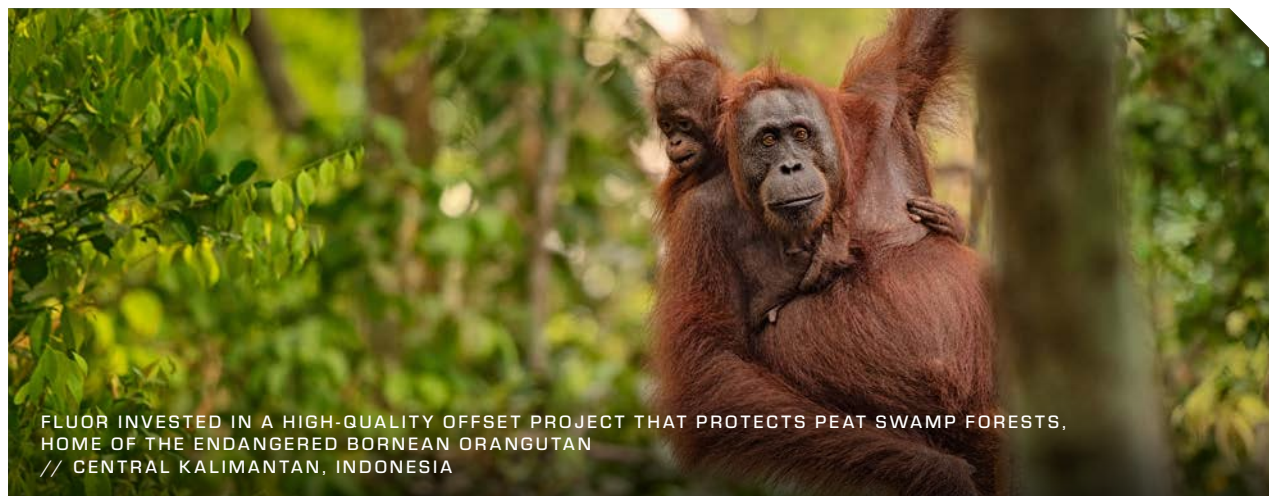


GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 205: ANTI-CORRUPTION		
3-3	Management of material topics	<p>Fluor's risk management begins with our ethical culture and core values that support good decision-making and the company's stance against corruption and includes formal processes to assess and combat the potential for corruption.</p> <p>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 (BRMFSM) 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 that are locally required and government touch points.</p> <p>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.</p> <p>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.</p> <p>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 our Code of Business Conduct and Ethics (the Code).</p>
205-1	Operations assessed for risks related to corruption	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.
205-2	Communication and training about anti-corruption policies and procedures	<p>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.</p> <p>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.</p>
205-3	Confirmed incidents of corruption and actions taken	Any and all confirmed incidents of corruption result in appropriate disclosure, discipline and corrective action including termination if appropriate.
GRI 206: ANTI-COMPETITIVE BEHAVIOR		
3-3	Management of material topics	<p>Anti-competitive behavior can occur during the sales and procurement functions.</p> <p>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.</p> <p>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.</p> <p>Fluor evaluates our management approach by conducting periodic assessments to determine whether a risk has increased, decreased or changed and addressing the risk accordingly.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Fluor is not aware of any anti-competitive legal actions in which we have been identified as a participant in 2022.
GRI 207: TAX		
3-3	Management of material topics	Fluor is a publicly traded company, with shares listed on the New York Stock Exchange. All of the company's tax information is reported on an annual basis through our Form 10-K.
207-1	Approach to tax	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.
207-2	Tax governance, control and risk management	Refer to 2022 Form 10-K, p. 23.
207-3	Stakeholder engagement and management of concerns related to tax	Fluor discloses these interactions under the U.S. Lobbying requirements, available through the clerk of the U.S. House of Representatives.
207-4	Country-by-country reporting	Refer to 2022 Form 10-K. Fluor does not disclose country-level details.
GRI 300: ENVIRONMENTAL STANDARDS SERIES		
GRI 302: ENERGY		
3-3	Management of material topics	<p>Fluor has control over our offices, and the energy measured relates to those offices around the world.</p> <p>In January 2021, Fluor made the Net Zero 2023 commitment to eliminate both Scope 1 and Scope 2 greenhouse gas (GHG) emissions by the end of 2023. The approach to Net Zero 2023 is multiphased. In phase one, Fluor is reducing energy consumption at our offices. The second phase is purchasing of low- or zero-carbon energy, followed by purchases of Energy Attribute Certificates and high-quality carbon offset credits.</p> <p>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 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 panel arrays and replacing gasoline-powered fleet vehicles with electric or hybrid models.</p> <p>In 2022, office teams started implementing energy-reduction initiatives that were prioritized by the Net Zero 2023 core team. Office teams also submitted more energy-reduction ideas for implementation in 2023.</p> <p>Quarterly progress reports are published at https://www.fluor.com/sustainability/health-safety-environmental/environment/fluor-actions-to-minimize-environmental-impact.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • Total fuel consumption within the organization from non-renewable sources: approximately 115,743 gigajoules (diesel, gasoline, natural gas and propane). • Total fuel consumption within the organization from renewable sources: approximately 4,865 gigajoules (green gas – biomethane). • Electricity and steam purchased for consumption: <ul style="list-style-type: none"> – Electricity consumption: approximately 71.8 million kilowatt-hours (258,304 gigajoules) – Steam consumption: approximately 74,743 kilowatt-hours (269.1 gigajoules) – Total renewable electricity purchased: 11.9 million kilowatt-hours (43,190 gigajoules) – Total renewable electricity produced and consumed onsite: 224,084 kilowatt-hours (806.7 gigajoules) • Electricity, heating, cooling and steam sold: not applicable. • Total energy consumption within the organization: approximately 379,181 gigajoules. • Total energy consumption excludes fleet. For fleet vehicles fuel consumption, refer to Three-year Sustainability Performance Metrics, pp. 54-55. • Conversion factors have been applied consistently for the data disclosed. • Local conversion factors to convert fuel to joules were used where available. Generic conversion factors were used when local conversion factors are unavailable.
302-2	Energy consumption outside the organization	Fluor does not measure energy consumption outside our organizational boundary. That responsibility lies with the energy companies providing power to the offices. Fluor collects and reports our emissions associated with business-related air travel based on distance traveled.
302-3	Energy intensity	Normalizing Fluor's direct and indirect energy use by revenue is another approach to evaluating the effect of the company's efficiency measures. Fluor's normalized energy use in 2022 was 27.7, in 2021 was 32.4 and in 2020 was 27.7. In 2022, Fluor divested most of our AMECO and some Stork operations, closed some Fluor facilities and added data centers to our reporting. This resulted in a slight increase in our indirect energy use, which includes electricity, and a reduction in direct energy use. Overall, between 2021 and 2022, there was a decrease in normalized direct and indirect energy use combined.
302-4	Reduction of energy consumption	<p>Fluor works to improve energy efficiency by either lowering operating costs and integrating environmentally friendly solutions in our 127 facilities in 30 countries around the world or to exceed the standards set by leading sustainability organizations.</p> <p>Sustainability is a company-wide philosophy as reflected in Fluor's Building Research Establishment Environmental Assessment Method (BREEAM) and Leadership in Energy and Environmental Design (LEED) buildings. Fluor's goal is to adopt the best environmental methods wherever possible and reduce energy consumption, carbon emissions and operating expenses.</p> <p>In 2022, we divested of most of our AMECO and some Stork operations, closed some Fluor facilities and added data centers to our reporting. This resulted in approximately 3,400 gigajoules increase in our indirect energy use, which includes electricity and steam, and approximately 27,300 gigajoules reduction in direct energy use for natural gas, diesel, propane and gasoline.</p> <p>In 2022, office teams started implementing energy-reduction initiatives that were prioritized by the Net Zero 2023 core team. The ideas range from replacement of lighting, switching to more efficient appliances, installation of solar panel arrays and replacing gasoline-powered fleet vehicles with electric or hybrid models.</p>
302-5	Reductions in energy requirements of products and services	Fluor's energy requirement relates to buildings, as the company provides services to clients in our offices during the design phases and preparation for construction. After a project goes into construction, the job site and energy requirements are within clients' organizational boundary. Given that the energy requirements relate to buildings, this GRI table provides this information. Energy requirements for products relates to Stork created products.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 304: BIODIVERSITY		
3-3	Management of material topics	At Fluor, we strive to deliver innovative and sustainable solutions to help build a better world. As outlined in the company's Sustainability Policy , one of Fluor's core actions is to promote the protection, conservation and sustainable use of biologically diverse ecosystems and habitats.
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	In 2022, Fluor did not have any offices that were located near protected areas and areas of high biodiversity value outside protected areas.
304-2	Significant impacts of activities, products and services on biodiversity	In 2022, Fluor did not have any offices that were located near protected areas and areas of high biodiversity value outside protected areas. Fluor's project sites belong to clients and are outside of our reporting boundary.
304-3	Habitats protected or restored	<p>In 2022, Fluor invested in a nature-based carbon offset project based on criteria described in GRI 305: Emissions 3-3. The Rimba Raya Biodiversity Reserve Project is showing the world it is possible to protect forests and their indigenous wildlife and improve the livelihoods of local communities at the same time. Operating for over a decade, the Rimba Raya Biodiversity Reserve Project serves to protect and preserve tropical lowland peat swamp forests in Indonesia from being converted to palm oil plantations. This is one of the most endangered ecosystems in the world and native home of the last high-density population of the endangered Bornean Orangutan.</p> <p>The project has been certified through Verra's Sustainable Development Verified Impact Standard, Climate, Community & Biodiversity Gold, and REDD+ established under the United Nations Framework Convention on Climate Change. While its climate impact is significant, what makes this project special is that it contributes to all 17 United Nations Sustainable Development Goals.</p>



GRI STANDARD DISCLOSURE		2022 DISCLOSURES
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Fluor is in the process of collecting this information.
GRI 305: EMISSIONS		
3-3	Management of material topics	<p>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. In 2021, emissions from TRS offices were added, and in 2022, emissions from the data centers.</p> <p>Fluor follows the World Resources Institute Greenhouse Gas 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, 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.</p> <p>Fluor is 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.</p> <p>To achieve Net Zero 2023, Fluor uses a combination of the following strategies (prioritized a to d):</p> <ol style="list-style-type: none"> Continuing to reduce energy consumption at Fluor offices through cost-effective initiatives. Using or purchasing low- or zero-carbon energy. Purchasing unbundled renewable energy attributes as needed. These attributes will be sourced within the same grid region or as close as possible to the Fluor operations to which they are applied. Buying and retiring high-quality offsets to reduce the remainder of Scope 1 and Scope 2 emissions to zero. <p>Fluor selects high-quality offset projects that meet the criteria of additionality, permanence, leakage and double counting as described in the Greenhouse Gas Protocol.</p> <p>Evaluation is reflected in absolute emissions and normalized emissions (normalized by revenue).</p> <p>Fluor is 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.</p>
305-1	Direct (Scope 1) GHG emissions	Refer to Three-year Sustainability Performance Metrics, pp. 54-55.
305-2	Energy indirect (Scope 2) GHG emissions	Refer to Three-year Sustainability Performance Metrics, pp. 54-55.
305-3	Other indirect (Scope 3) GHG emissions	At this time, Fluor collects and reports data associated with business-related air travel. Refer to Three-year Sustainability Performance Metrics, pp. 54-55.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
305-4	GHG emissions intensity	Normalizing absolute GHG emissions by revenue is another approach to evaluating the effect of Fluor's efficiency measures. Fluor's normalized GHG emission in 2022 was 3.50, in 2021 was 4.24 and in 2020 was 4.04. In 2022, we divested most of our AMECO and some Stork operations, closed some Fluor facilities and added data centers to our reporting. There was a reduction in Scope 1 and 2 emissions due to energy-reduction initiatives implemented by Fluor's office teams, including purchases of low- and zero-carbon energy. There was also an increase in emissions associated with business-related air travel (Scope 3) as Fluor continued to lift our travel restrictions due to COVID-19. Overall, between 2021 and 2022, there was a decrease in normalized GHG emissions for Scope 1, Scope 2 and Scope 3 combined. In 2022, Fluor's revenue increased, which decreased normalized GHG emissions.
305-5	Reduction of GHG emissions	<p>Energy efficiency activities help manage the amount of carbon emissions generated at Fluor's global facilities. With approximately 6.7 million square feet (approximately 622,080 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.</p> <p>Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in our facilities around the globe. As Fluor divested some of our operations, office teams implemented energy-reduction initiatives, ranging from replacement of lighting, switching to more efficient appliances, installation of solar panels and purchase of low- and zero-carbon energy; therefore, between 2021 and 2022, Fluor experienced a reduction in Scope 2 (indirect GHG emissions from consumption of purchased electricity and steam) emissions and in Scope 1 (direct emissions).</p> <p>There was also an increase in emissions associated with business-related air travel as Fluor continued to lift our travel restrictions due to COVID-19.</p>
305-6	Emissions of ozone-depleting substances (ODS)	Fluor does not manufacture, import or export ozone-depleting substances.
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions	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.
GRI 306: EFFLUENTS AND WASTE		
306-3	Significant spills	Fluor had no significant spills in 2022.
GRI 306: WASTE		
3-3	Management of material topics	<p>The boundary is Fluor's offices, given that Fluor has control over these operations. It excludes waste produced at client sites and fabrication yards.</p> <p>Fluor encourages our employees to practice waste minimization. Fluor maintains corporate HSE and sustainability policies stating our commitment to waste minimization.</p> <p>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.</p> <p>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.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
306-1	Waste generation and significant waste-related impacts	Fluor offices have no inputs, activities or outputs that lead or could lead to significant waste-related impacts.
306-2	Management of significant waste related impacts	Not applicable. Refer to GRI 306: Waste 306-1.
306-3	Waste generated	Refer to Three-year Sustainability Performance Metrics, pp. 54-55.
306-4	Waste diverted from disposal	<p>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 2022, approximately 68 metric tons 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.</p> <p>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 5 metric tons of paper in 2022.</p> <p>In 2022, Fluor offices worldwide, through their active recycling programs, recycled approximately 493 metric tons of paper, 78 metric tons of cardboard, 1 metric ton of batteries and 204 metric tons of mixed recyclable materials. Additionally, 94.4 metric tons of solid waste were sent to energy recovery facilities.</p> <p>In 2022, 327 metric tons of assorted bulk material were 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.</p>
306-5	Waste directed to disposal	<p>Approximately 1,072 metric tons of solid waste were sent to landfills in 2022.</p> <p>Fluor operates office buildings; therefore, no hazardous waste is generated.</p>
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
3-3	Management of material topics	<p>Fluor continually evaluates new and existing suppliers, validating their technical and commercial qualifications to supply goods and services to projects.</p> <p>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; health, safety and environmental; 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.</p> <p>Fluor has not evaluated the management approach to environmental programs of our suppliers and contractors.</p>
308-1	New suppliers that were screened using environmental criteria	Fluor does not screen suppliers using environmental criteria.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Fluor has not typically collected data from our projects on supplier environmental assessments; however, the company actively complies with laws and regulations relating to any environmental impacts found within our supply chain and/or at our jobsites. Fluor proactively works to enforce the adherence of our suppliers and contractors to all laws, codes and regulations pertaining to HSE considerations through formal mandates and provisions in contracts for goods and services.</p> <p>Refer to Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 400: SOCIAL STANDARDS SERIES		
GRI 401: EMPLOYMENT		
3-3	Management of material topics	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.
401-1	New employee hires and employee turnover	Data are not included for privileged, proprietary and/or competitive reasons.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Fluor provides our 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 physical and mental health and wellness are a top priority for the company and continue to be with the support of a global employee assistance program (EAP). 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.
401-3	Parental leave	<p>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. All U.S. employees are eligible for two weeks of paid parental leave for the birth or adoption of a child.</p> <p>Fluor adapts our leave policies, as necessary, to meet all applicable legal requirements in any jurisdiction in which we operate. Requested data are not included for privileged, proprietary and/or competitive reasons.</p>
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
3-3	Management of material topics	<p>The boundary is Fluor's offices and the project sites over which we have control.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
403-1	Occupational health and safety management system	<p>All employees and contractors on project sites under the control of Fluor, including our 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.</p> <p>At Fluor offices, health services are typically provided by the office HSE lead or member(s) of the designated HSE emergency response team. Office HSE personnel are trained in first aid, cardiopulmonary resuscitation (CPR), automated external defibrillator (AED) and blood-borne pathogens or as medics, as required by country or local standards. Higher level training, such as certified first responder or medical technician, may be provided as deemed appropriate for the office population and/or location. In addition to emergency medical response, Fluor's office HSE team provides administration and management of any first aid within the facility. This is beneficial to employees, site contractors and guests for health and wellness related care. Health related services may include blood pressure checks and short-term monitoring, work space ergonomic assessments, fitness resource information, dietary health resource information and training in CPR.</p>
403-2	Hazard identification, risk assessment and incident investigation	<p>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.</p> <p>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</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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 <p>The HSE representative conducts the investigation with the supervisor(s) of the individual(s) involved in the incident.</p>
403-3	Occupational health services	<p>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.</p> <p>Refer to GRI 403: Occupational Health and Safety 403-1.</p>

GRI STANDARD DISCLOSURE	2022 DISCLOSURES
403-4 Worker participation, consultation and communication on occupational health and safety	<p>Safety is one of Fluor's four core values, 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 embraces and champions this paradigm of care that empowers each of us to own our safety culture.</p> <p>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.</p> <p>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 OnLineSM HSE community.</p> <p>In offices, HSE teams deliver communications on various HSE topics that relate to the commercial office environment, and many can be applied at both work and at home. The topics are written on a rotational basis by various offices and distributed globally. Offices distribute them via emails or by printing and posting in meeting and conference rooms or through a combination of the two. Many offices have their own internal web page and post HSE topics and presentations as resources for employees to learn from and use within their own meetings or presentation development.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>In 1992, Fluor created the Silver 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.</p>
403-5 Worker training on occupational health and safety	<p>Fluor conducts extensive health and safety training for our 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. Our robust training catalog includes courses on pre-task planning; barricades, signs and tags; personal protective equipment; hand and portable power tools; fall protection; confined space entry; and motorized heavy equipment, to name a few.</p> <p>For more information on occupational health and safety training, refer to HSE Performance.</p>

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
403-6	Promotion of worker health	<p>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 wellbeing coaching programs. Employees decide whether to participate.</p> <p>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 our 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.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Fluor has extensive experience identifying and mitigating negative occupational health and safety impacts on a construction site and at our 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 our employees have been identified and appropriately addressed. Project or office HSE orientation and training are 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 supervision of a fully trained and qualified supervisor.</p>
403-8	Workers covered by an occupational health and safety management system	<p>Fluor's HSE Management System establishes basic requirements for all Fluor operations and employees.</p> <p>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.</p> <p>Fluor implements a robust audit protocol on all of our projects. There are various levels of audits, including area, management and corporate.</p>
403-9	Work-related injuries	<p>For details on fatalities, the Total Case Incident Rate (TCIR) and the Days Away, Restricted or Transferred (DART) Case Rate, refer to HSE Performance. The Three-year Sustainability Performance Metrics, pp. 54-55, provide the results for 2020, 2021 and 2022 for comparison purposes.</p> <p>All workers under the control of Fluor or a joint venture partnership are included in the rates. Significant emphasis has been placed on hand injury management and nine Life CriticalSM operations that have the highest potential for life-altering injuries: hazardous energy control; excavation, trenching and shoring; confined space entry; motorized heavy equipment; loading and unloading material; electrical work safety; cranes and rigging; motor vehicle operation; and working at height.</p> <p>Refer to GRI 403: Occupational Health and Safety 403-2 for details on eliminating work-related hazards using the hierarchy of controls.</p>
403-10	Work-related ill health	<p>Refer to GRI 403: Occupational Health and Safety 403-9.</p>

GRI STANDARD
DISCLOSURE

2022 DISCLOSURES

GRI 404: TRAINING AND EDUCATION

3-3	Management of material topics	<p>Fluor provides ongoing training and development opportunities for both salaried and craft personnel, reinforcing our 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.</p> <p>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.</p>
404-1	Average hours of training per year per employee	In 2022, employees earned more than 119,000 credit hours, including an average of 7.0 hours of online training and 2.5 hours of instructor-led training per salaried employee.
404-2	Programs for upgrading employee skills and transition assistance programs	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.
404-3	Percentage of employees receiving regular performance and career development reviews	In 2022, managers and supervisors completed performance assessments for 99% 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.



GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 405: DIVERSITY AND EQUAL OPPORTUNITIES		
3-3	Management of material topics	<p>Fluor values a diverse workforce as a competitive advantage.</p> <p>Fluor is an equal-opportunity employer that is committed to strengthening our talent pipeline by focusing on inclusion across our recruitment practices. Job openings are posted both internally and externally to reach a broad, diverse pool of candidates from all backgrounds. To improve our inclusive recruitment efforts in 2022, we expanded our engagement with diversity partner organizations such as the Society of Hispanic Professional Engineers (SHPE), Society of Women Engineers (SWE), National Society of Black Engineers (NSBE), National Association of Women in Construction (NAWIC) and others to further improve the quality and diversity of the candidates our recruitment practices reach.</p>
405-1	Diversity of governance bodies and employees	<p>Fluor publishes information about the board of directors in our annual Proxy Statement. On December 31, 2022, the board, consisting of nine members, was 44% diverse, including 33% female and 22% racially or ethnically diverse. All board members are over 50 years old.</p> <p>Fluor gathers information on the diversity of our 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 our diversity, refer to GRI 2: General Disclosures 2-7.</p>
405-2	Ratio of basic salary and remuneration of women to men	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. Some data are not included for privileged, proprietary and/or competitive reasons.
GRI 406: NON-DISCRIMINATION		
3-3	Management of material topics	<p>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.</p> <p>See the section of Fluor's Code of Business Conduct and Ethics titled Treating Your Fellow Employees Fairly for more information.</p> <p>The company offers all employees required and elective courses on business conduct and diversity and inclusion. It also defines expected conduct in our policies, procedures and practices to encourage respectful behavior among employees.</p>
406-1	Incidents of discrimination and corrective actions taken	All incidents and actions taken are handled in accordance with GRI 406: Non-discrimination 3-3.
GRI 408: CHILD LABOR		
3-3	Management of material topics	<p>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.</p> <p>More information on Fluor's commitment against child labor can be found in Fluor's Modern Slavery Act Statement.</p>
408-1	Operations and suppliers at significant risk for incidents of child labor	Fluor has had no child labor incidents and has no knowledge of any significant risks of child labor incidents or violations in our operations or in the operations of our suppliers and subcontractors.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 409: FORCED OR COMPULSORY LABOR		
3-3	Management of material topics	<p>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.</p> <p>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.</p> <p>More information on Fluor's commitment against forced and compulsory labor can be found in Fluor's Modern Slavery Act Statement.</p>
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	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 our operations or in the operations of our suppliers and subcontractors.
GRI 410: SECURITY PRACTICES		
3-3	Management of material topics	<p>Fluor is strongly committed to a workplace free from violence, threats of violence, harassment and/or any other disruptive behavior.</p> <p>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 our 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.</p> <p>Incidents received through the Compliance and Ethics Integrity Portal and Hotline are used to measure effectiveness and refine procedures when necessary.</p>
410-1	Security personnel trained in human rights policies or procedures	Refer to GRI 410: Security Practices 3-3.
GRI 411: RIGHTS OF INDIGENOUS PEOPLES		
3-3	Management of material topics	<p>Fluor is strongly committed to maintaining the rights of indigenous peoples. This has been demonstrated through the delivery of Fluor's Reflect Reconciliation Action Plan (RAP) and progression to the next RAP level, the Innovate RAP (currently in development). RAPs detail how the company proactively supports the economic development and wellbeing of indigenous individuals, their businesses and communities. Plan outcomes contribute to the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.</p> <p>Indigenous people 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.</p> <p>Evaluation is based on adherence to national and local laws and Fluor's Human Resources policies. Reports delivered through the Compliance and Ethics Integrity Portal and Hotline may also be used.</p>
411-1	Incidents of violations involving rights of indigenous peoples	Fluor has no knowledge of any significant risks for violations of the rights of indigenous peoples in our operations or in the operations of our suppliers and subcontractors.

GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 413: LOCAL COMMUNITIES		
3-3	Management of material topics	<p>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.</p> <p>Fluor's evaluation of our 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 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.</p>
413-1	Operations with local community engagement, impact assessments and development programs	<p>As a corporate citizen committed to social responsibility, Fluor aims to make a positive impact wherever the company has operations or projects through community engagement, employee volunteerism and philanthropy. Fluor and our employees work to create resilient, sustainable communities. The company applies our resources and expertise to make a significant difference in education, economic development, environment and public health and critical human needs.</p> <p>Our Fluor Cares program empowers employees to give and volunteer with the causes they are passionate about, enriching the lives of tens of thousands in the communities where we live and work.</p> <p>Refer to https://www.fluor.com/sustainability/community.</p>
413-2	Operations with significant actual and potential negative impacts on local communities	Refer to GRI 413: Local Communities 413-1.



GRI STANDARD DISCLOSURE		2022 DISCLOSURES
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
3-3	Management of material topics	<p>We are proud of our long-standing Supplier Diversity Program. Fluor also supports the U.S. government's goals and standards regarding Small Business, Small Disadvantaged including Alaska Native Corporations and Indian Tribes, Women-Owned, Veteran-Owned, Service-Disabled Veteran-Owned and HUBZone.</p> <p>Fluor's Supplier Diversity Program does the following:</p> <ul style="list-style-type: none"> • Contributes to economic growth • Enables Fluor to help create local jobs and contribute to local tax bases • Enhances, refines and promotes growth of diverse businesses • Inspires community dialogue • Makes a positive impact on local economies <p>Fluor proactively identifies new and diverse businesses (defined as Minority-owned Business Enterprises, Woman-owned Business Enterprises, LGBT-owned businesses and Disabled-owned Businesses) through research, participation in trade fairs, workshops, community outreach events, business recruitment conferences, conventions and small and minority business opportunity days, as well as partners with national and regional diversity and women councils and the U.S. Small Business Administration.</p> <p>Fluor maintains subcontractor and supplier information in our Supplier and Contractor Online Vendor Management System, which tracks diverse businesses for appropriate classifications and certifications.</p> <p>Refer to Supplier Diversity Policy.</p> <p>In 2022, Fluor spent approximately \$1.3 billion with U.S. small-, minority- and women-owned businesses or approximately 30% of the \$4.3 billion spent with U.S.-based suppliers and subcontractors.</p>
414-1	New suppliers were screened using social criteria	<p>All Fluor subcontractors and suppliers are screened using social criteria and are required to comply with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors, which addresses, among other areas:</p> <ul style="list-style-type: none"> • Bribery and trade controls • Conflicts of interest • Financial and operational controls • Health, safety and environmental stewardship • Human rights and employment practices
414-2	Negative social impacts in the supply chain and actions taken	<p>We reserve the right to verify that a supplier's 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 the company's expectations. These expectations may occasionally be updated or amended.</p>
GRI 415: PUBLIC POLICY		
3-3	Management of material topics	<p>Public policy and political activities conducted by or on behalf of Fluor are managed by our 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 Fluor focus our 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.</p>
415-1	Political contributions	<p>Refer to Political Activities.</p> <p>Refer to GRI 415: Public Policy 3-3.</p>

// OUR RESPONSE TO THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) STANDARDS

SASB standards help Fluor report on several sustainability-related topics. The SASB standards communicate additional information to investors in a defined manner. All accounting metrics were taken from the Engineering and Construction Services Sustainability Accounting Standards.

From 2021 to 2022, there were no material changes to Fluor's reporting.





This image is of JGC Fluor BC LNG Joint Venture (JFJV) team members who participated in the 2022 Kitimat River Clean-up organized by Kitimat Understanding the Environment (KUTE). JFJV is committed to making the LNG Canada Export Facility Project one that everyone can be proud of – from aspirations to be the Safest Project on Earth, to empowering women in the trades through a local workforce development program, to local and First Nation supplier engagement, and beyond.

SASB			
TOPIC	CODE	ACCOUNTING METRIC	2022 RESPONSE
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards and regulations	There have been no such incidents.
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	Refer to GRI 2: General Disclosures 2-12 and 2-22.
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	2022 TRIR (per 200,000 hours) Direct Hire = 0.32 Contractors = 0.38 2022 Fatality Rate (per 200,000 hours) Direct Hire = 0.00 (no fatalities) Contractors = 0.002 (1 fatality)
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	Certified projects: four Projects seeking certification: six
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	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 our HSE engineering practices and guidelines, the company addresses such topics as 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.
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects and renewable energy projects	Hydrocarbon-related projects: \$8.41 billion Renewable energy-related projects: \$1.86 billion
Climate Impacts of Business Mix	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	\$405 million

SASB			
TOPIC	CODE	ACCOUNTING METRIC	2022 RESPONSE
Climate Impacts of Business Mix	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	\$3.44 billion
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	<ul style="list-style-type: none"> • Two projects in Afghanistan • \$7.3 million
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	Refer to GRI 205: Anti-corruption 205-3. Refer to GRI 206: Anti-competitive Behavior 206-1.
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	Refer to GRI 205: Anti-corruption 205-2. Refer to GRI 206: Anti-competitive Behavior 3-3.



// OUR RESPONSE TO THE WORLD ECONOMIC FORUM (WEF) METRICS

The core and expanded set of the World Economic Forum's (WEF's) stakeholder capitalism metrics and disclosures are used by Fluor to align our mainstream reporting on performance against ESG indicators and track our 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.

From 2021 to 2022, there were no material changes to Fluor's reporting.





This image is of Albemarle's Lithium Conversion Project. Fluor achieved substantial engineering completion, as well as 3 million hours without a lost-time incident, in November 2022. Fluor is providing engineering, procurement and construction management services for the facility in China, supporting Albemarle's plans to build and operate the plant with the highest environmental and safety standards. Lithium is an essential precursor material for high performance lithium-ion batteries for electric vehicles. When complete, the facility will produce 50,000 tons of lithium hydroxide per year.

Photo courtesy of Business Wire

WEF			
THEME	METRIC	DISCLOSURE REQUIREMENT	2022 DISCLOSURE
Governing Purpose	Setting Purpose	The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Refer to: <ul style="list-style-type: none"> Our Future-fit Organization and Strategic Direction section, p. 10. Fluor's Sustainability Policy.
Quality of Governing Body	Governance Body Composition	Composition of the highest governance body and our committees by: competencies relating to economic, environmental and social topics; executive or non executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	Refer to GRI 2: General Disclosure 2-9 and GRI 405: Diversity and Equal Opportunities 405-1 (a).
Stakeholder Engagement	Impact of Material Issues on Stakeholders	A list of the topics that are material to both stakeholders and the company, how 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.
Ethical Behavior	Anti-corruption	<ul style="list-style-type: none"> Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. Total number and nature of incidents of corruption confirmed during the current year but related to previous years; and total number and nature of incidents of corruption confirmed during the current year, related to this year. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 	Refer to GRI 205: Anti-corruption 205-2 and 205-3.
	Protected Ethics Advice & Reporting Mechanisms	<p>A description of internal and external mechanisms for:</p> <ul style="list-style-type: none"> Seeking advice about ethical and lawful behavior and organizational integrity. Reporting concerns about unethical or lawful behavior and organizational integrity. 	Refer to GRI 2: General Disclosures 2-26.
Risk and Opportunity Oversight	Integrating Risk & Opportunity into Business Process	Company opportunities and risk factor disclosures that clearly identify the principal risks facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Refer to 2022 Form 10-K, pp. 13-30.

WEF			
THEME	METRIC	DISCLOSURE REQUIREMENT	2022 DISCLOSURE
Climate Change	Greenhouse Gas (GHG) Emissions	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases, etc.), report in metric tons of carbon dioxide equivalent (tCO ₂ e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.	Refer to the Three-year Sustainability Performance Metrics, pp. 54-55.
	TCFD Implementation	Fully implement the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	Fluor has made a Net Zero 2023 goal to eliminate operational Scope 1 and Scope 2 GHG emissions by the end of 2023. For more details, refer to Fluor's Actions to Minimize Environmental Impact .
Dignity and Equality	Diversity and Inclusion (%)	Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity).	Refer to GRI 2: General Disclosures: 2-7.
	Pay Equality for Equal Work	Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas.	Refer to GRI 405: Diversity and Equal Opportunities 405-2.
	Wage Level (%)	<ul style="list-style-type: none"> • Ratios of standard entry-level wage by gender compared to local minimum wage. • Ratio of CEO's total annual compensation to median total annual compensation of all employees (excluding the CEO). 	<ul style="list-style-type: none"> • 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.
	Risk for Incidents of Child, Forced or Compulsory Labor	An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	Refer to GRI 408: Child Labor and 409: Forced or Compulsory Labor.

WEF			
THEME	METRIC	DISCLOSURE REQUIREMENT	2022 DISCLOSURE
Health and Wellbeing	Health and Safety (%)	<ul style="list-style-type: none"> The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers. 	<ul style="list-style-type: none"> 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 Sustainability Performance Metrics, pp. 54-55, provide the results for 2020, 2021 and 2022 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.
Skills for the Future	Training Provided (#)	<ul style="list-style-type: none"> Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees). Average training and development expenditure per full-time employee. 	Refer to GRI 404: Training and Education 404-1.



WEF			
THEME	METRIC	DISCLOSURE REQUIREMENT	2022 DISCLOSURE
Employment and Wealth Generation	Absolute Number and Rate of Employment	<ul style="list-style-type: none"> • Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. • Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region. 	Data are not included for privileged, proprietary and/or competitive reasons.
	Economic Contribution	<ul style="list-style-type: none"> • Direct economic value generated and distributed (EVG&D) – On an accrual basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> – 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 of financial assistance received by the organization from any government during the reporting period. 	<ul style="list-style-type: none"> • 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 our quarterly and annual filings with the U.S. SEC. Details about Fluor’s operations in 2022 are available in the 2022 Form 10-K. • For community investments, refer to GRI 201: Economic Performance 201-1. • For financial assistance received from government, refer to 2022 Form 10-K, pp. 37, 42, F-22.
Wealth Creation and Employment	Financial Investment Contribution Disclosure	<ul style="list-style-type: none"> • Total capital expenditures (CapEx) minus Depreciation supported by narrative to describe the company’s investment strategy. • Share buybacks plus Dividend payments supported by narrative to describe the company’s strategy for returns of capital to shareholders. 	<ul style="list-style-type: none"> • Refer to 2022 Form 10-K, p. F-17. • We have paid no dividends on our common stock since April 2020.
Innovation in Better Products and Services	Total R&D Expenses (\$)	Total costs related to research and development.	<ul style="list-style-type: none"> • \$73,000,000 (NuScale expenses) • For more information, refer to 2022 Form 10-K, p. 38.
Community and Social Vitality	Total Tax Paid	The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes.	<ul style="list-style-type: none"> • \$171,000,000 • For more details, refer to 2022 Form 10-K, p. 35.

// OUR THREE-YEAR SUSTAINABILITY

FLUOR EMPLOYEES
Number of regular employees at year-end (thousands)
Percentage of salaried employees
Percentage of women among salaried employees ¹
SAFETY AND HEALTH
Total case incident rate per 200,000 work hours
Total case incident rate per 200,000 work hours, excluding COVID-19 cases
Days away, restricted or transferred case rate per 200,000 work hours
Days away, restricted or transferred case rate per 200,000 work hours, excluding COVID-19 cases
ENERGY AND GREENHOUSE GAS EMISSIONS
Scope 1 – direct GHG emissions, absolute (carbon dioxide equivalent) (thousand metric tons)
Scope 2 (location-based) – indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (carbon dioxide equivalent) (thousand metric tons)
Scope 2 (market-based) – indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (carbon dioxide equivalent) (thousand metric tons)
Scope 3 – indirect GHG emissions from business air travel, absolute (carbon dioxide equivalent) (thousand metric tons)
Fleet vehicles fuel consumption (thousand liters)
Direct energy use (thousand gigajoules) for diesel, gasoline, natural gas and propane
Indirect energy use (thousand gigajoules) for electricity
ENVIRONMENTAL IMPACT
Waste prevention (donated or reused items, duplex printing) (metric tons ²)
Total municipal solid waste (metric tons ²)
Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material) (metric tons ²)
Composted, sent to energy recovery or incinerated waste (metric tons ²)
Landfill disposal (metric tons ²)
Water use in Fluor offices (million liters ³)
Planted trees (thousands)
COMMUNITY AND SOCIAL IMPACT
Community investments, initiatives and programs from Fluor and Fluor Foundation (\$M)
Community investments, employee volunteer time (\$M)
Hours of STEM academic training, enrichment or increased awareness (millions)
Meals to the hungry (millions)
Assisted individuals with preventive and emergency services (thousands)
Grants to universities (millions)
Volunteered hours by Fluor employees globally (thousands)
LOCAL DEVELOPMENT AND SUPPLY CHAIN MANAGEMENT
Fluor spending with U.S.-based suppliers and subcontractors (\$B)
Fluor spending with U.S. small, minority and women-owned businesses (\$M)
Fluor spending with local suppliers worldwide (\$B)

² While Fluor has operations worldwide, some of the company's small,

³ For 2022, Fluor made an estimate for smaller offices that do not report w

Y PERFORMANCE METRICS

	2022	2021	2020
	39.6	40.6	43.7
	49.5	48.0	55.0
	30.0	29.0	26.0
	2022	2021	2020
	0.34	0.37	0.38
	0.31	0.33	0.36
	0.19	0.20	0.21
	0.16	0.16	0.20
	2022	2021	2020
	11.05	14.58	12.72
equivalent) (thousand metric tons)	27.37	31.65	33.85
ivalent) (thousand metric tons)	24.54	28.80	—
	12.31	9.33	10.58
	1,512	1,745	1,609
	121	148	128
	259	255	264
	2022	2021	2020
	73.4	172.4	394.7
	2,547.2	2,806.8	3,235.8
	1,102.0	984.5	952.3
	371.5	343.3	286.0
	1,072.4	1,479.0	1,997.4
	203.4	169.8	142.4
	24.0	8.1	4.3
	2022	2021	2020
	7.6 ⁴	5.0	5.0
	0.7	0.3	0.7
	2.0	1.2	0.05
	0.85	0.87	1.26
	8.4	13.0	35.5
	1.0	1.2	0.8
	22.5	12.0	24.0
	2022	2021	2020
	4.3	3.4	5.0
	1,317	1,242	829
	4.9	4.8	6.0

¹ Gender statistics exclude Stork, Nuscale, Fluor BWXT Portsmouth, LLC, Fluor Federal Petroleum Ops, LLC, and Fluor Federal Solutions. leased offices are not reporting water usage and waste management data; however, data are reported by offices for Fluor's more significant operations. water consumption using an average of 50 liters per worker per working day. This resulted in an increase in Fluor's reported water consumption in 2022.

⁴ Employee donations were included with Fluor and Fluor Foundation contributions in 2022.

// CONCLUSION

OUR FUTURE-FIT APPROACH TO SUSTAINABILITY

At Fluor, sustainability means achieving goals while protecting the environment and creating value for all stakeholders. We are committed to doing things the right and responsible way to the benefit of current and future generations.

We have a longstanding dedication to environmental, social and governance (ESG) accountability and have reported sustainability progress annually since 2008. Our future-fit decision-making approach considers people, profit, projects, partnerships and the planet. These five Ps account for all stakeholders, and in 2022, we made important progress related to each element.

Empowering people and strengthening partnerships

Fluor employees are our greatest assets, and they work with passion and dedication to make a positive difference in the world. We support their wellbeing – mentally, financially, socially and physically – so they can reach their potential.

They are motivated, equipped and empowered to excel and be their authentic selves. One of the ways Fluor is building an inclusive culture with intention is through our Employee Resource Groups (ERGs). In 2022, we added PRIDE alongside our existing ERGs – Black Employee Alliance, GROWSM (Growing Representation & Opportunity for Women), Graduates Advancing to Professionalism and Emerging Leaders Group.

Fluor offices and project sites are often in developing countries and rural areas where we have an opportunity to help those in need and energize economies. In 2022, 76 percent of our total spend – or approximately \$4.9 billion – was with local suppliers and contractors.

As part of the company's efforts to support small and diverse businesses, Fluor made substantial contributions to the Carolinas Virginia Minority Supplier Development Council, the Houston Minority Supplier Development Council and the Greenville Chamber of Commerce during our 2022 Supply Chain Summit in South Carolina.

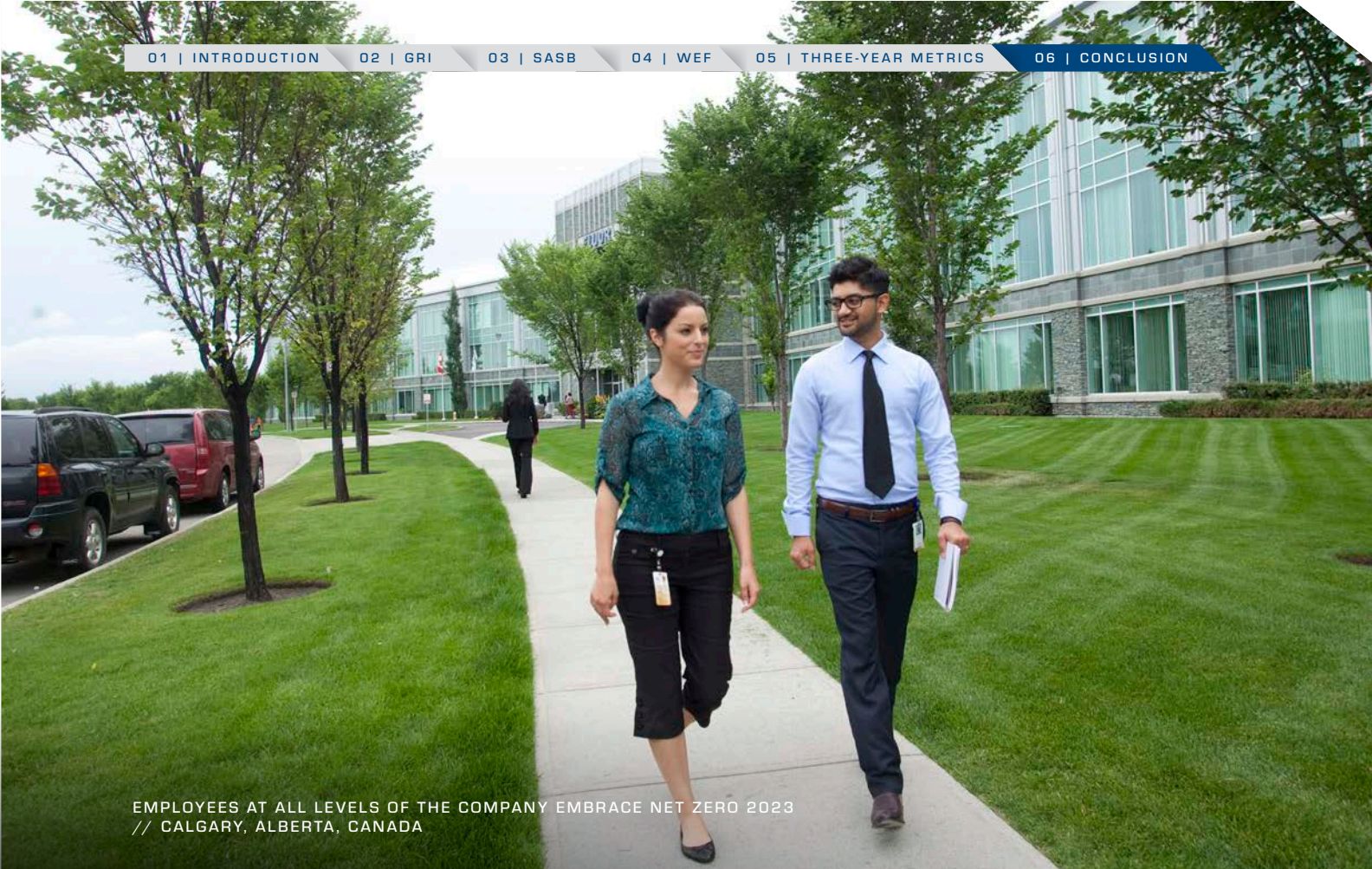
For more than 40 years, our volunteer program, Fluor Cares, has provided employees with a conduit for giving back to the communities where we live and work. After a pause during the COVID-19 pandemic, Fluor employee volunteerism flourished in 2022, increasing 94% from 2021.



FLUOR CARES PARTNERS WITH ARBOR DAY FOUNDATION AND TREES FOR HOUSTON
// SUGAR LAND, TEXAS, UNITED STATES



For a summary of our 2022 'people' and 'partnerships' progress, please refer to pages 16 to 17 of this document.



EMPLOYEES AT ALL LEVELS OF THE COMPANY EMBRACE NET ZERO 2023
// CALGARY, ALBERTA, CANADA

Protecting our planet's resources

In 2022, Fluor made significant progress toward our Net Zero 2023 commitment. The company invested in more than 30 energy reduction initiatives at offices around the world, purchased Energy Attribute Certificates and selected a high-quality offset project to preserve peat swamp forests.

Our employees helped protect and restore environmental habitats by planting 24,000 trees and recycling and disposing of 1,600 tons (1,451 metric tons) of litter.

In recognition of the company's sustainability efforts across business operations, Fluor earned a 2022 EcoVadis Silver Medal. This award places Fluor in the top 25% of more than 100,000 companies.



For a summary of our 2022 'planet' progress, please refer to page 16 of this document.



"A sustainability mindset is integral to Fluor's strategic priority to foster a high-performance culture with purpose and includes an ambitious goal to become net zero for Scope 1 and Scope 2 emissions by the end of the 2023 calendar year. Thanks to an unwavering commitment from our global Fluor team, we are on track to achieve this key milestone."

AL COLLINS
// GROUP PRESIDENT,
CORPORATE DEVELOPMENT &
SUSTAINABILITY



FLUOR TEAM AT THE [H2] INNOVATION
EXPERIENCE HOME
// DOWNEY, CALIFORNIA, UNITED STATES



OUR FIVE ENERGY TRANSITION FOCUS AREAS



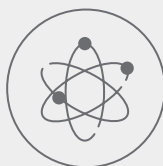
Renewable Fuels & Chemicals

Fluor delivers renewable and biofuel projects, including bioethanol, biodiesel and sustainable aviation fuel. As a chemicals engineering, procurement and construction leader, Fluor helps clients produce green chemicals using renewable feedstocks and carbon-free energy while also minimizing waste through capital-efficient chemicals and



Hydrogen

Hydrogen is a versatile, clean-energy carrier with no carbon emissions. Fluor helps clients produce various hydrogen types, including green hydrogen from renewably powered electrolysis or biomass gasification and blue hydrogen using carbon capture. Fluor also delivers storage and transportation solutions that address hydrogen's unique considerations.



Clean Power & Energy Storage

Carbon-free, clean-energy solutions including nuclear and renewable energy are vital to achieving net-zero targets. Fluor designs and integrates a variety of clean-power sources and energy storage solutions for clients' facilities.



Battery Value Chain

As the global demand for batteries increases, so does the need to produce them sustainably. Spanning every link of the battery value chain, Fluor's expertise reaches from raw material mining and battery chemical processing to manufacturing and recycling. Fluor's work is expediting the expansion of battery technologies through safe, efficient systems.



Carbon Reduction

With decades of experience in carbon capture, electrification and energy efficiency projects, Fluor is helping lead the energy transition and reduce greenhouse gas emissions for our clients and our own decarbonization initiatives.

Turning energy transition ideas into projects

Fluor helps clients navigate their journeys through energy transition in five focus areas, as summarized above. The company's technical and project execution experience across the energy, chemicals, mining, metals and advanced manufacturing sectors makes Fluor a key energy transition partner for some of society's most critical decarbonization pathways.

Across the globe, Fluor is working with clients and partners to meet the demand for cleaner sources of energy.

The company has three renewable fuels projects underway in Canada and is bringing new life to a previously idled crude oil refinery by converting it to a renewable fuels facility.

Fluor provided engineering, procurement and construction management services for the innovative SoCalGas [H2] hydrogen home energy project in Downey, California. Named one of Fast Company's World-Changing Ideas in North America, the project aims to show how carbon-free gas made from renewable electricity can be used in pure form or as a blend to fuel clean energy systems of the future. This type of clean hydrogen microgrid has the potential to deliver reliable and renewable energy around the clock to more than 100 homes, rain or shine, for as much as seven days.

As cohort champion for the 2022 Carbon to Value (C2V) Initiative, Fluor supported eight startups in developing

solutions to capture and convert carbon dioxide into valuable products and services. Fluor's knowledge and insights helped the startups translate their carbontech innovations from ambitions into reality.



For a summary of our 2022 'projects' progress, please refer to page 17 of this document.

Building a better future while advancing our growth and profitability drivers

In addition to the company's sustainability achievements in 2022, Fluor delivered strong profits and maintained a healthy capital structure. The company's financial and non-financial results are testament to the collective effort and ongoing contributions of our 40,000 employees and global partners and suppliers.

Fluor is building upon our solid foundation that comes from decades of delivering innovative and sustainable solutions to build a better future – and ultimately a better world.



For a summary of our 2022 'profit' progress, please refer to page 17 of this document.

FLUOR[®]

FLUOR CORPORATION

**6700 LAS COLINAS BOULEVARD, IRVING, TEXAS 75039
FLUOR.COM**

***FUTURE-FIT* 2022 SUSTAINABILITY DATA DISCLOSURES**

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