

INCLUSION STATEMENT

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

Fluor’s inclusion framework is based on the following impact pillars:



Champion an inclusive culture



Recruit, develop and retain high-performing talent



Enhance the employee experience



Improve social progress and impact

At Fluor we:

- ▶ Embrace ‘listening and learning’ as a positive, progressive philosophy
- ▶ Build an inclusive organization representative of the communities in which we operate, across all our businesses
- ▶ Provide training, development and education opportunities

We will demonstrate our commitment to inclusion by:

- ▶ Respecting, supporting and valuing all individuals at all levels of our organization
- ▶ Engaging in continuous, transparent dialogue at all levels
- ▶ Supporting our Employee Resource Groups and Inclusion Councils
- ▶ Reporting on our progress against our impact pillars

Fluor is committed to providing a safe, inclusive and supportive workplace for all our employees. An inclusive workplace provides the space for everyone to actively contribute to our ability to achieve outstanding business results.

DAVID E. CONSTABLE
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

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