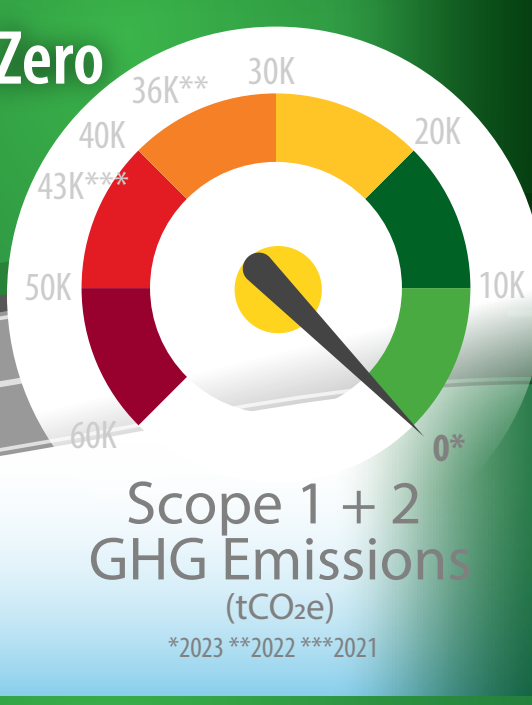


Our Offices' Journey to Net Zero by the End of 2023



HOW WE MEASURE SUCCESS

Fluor follows the Greenhouse Gas (GHG) Protocol standards for inventory over which we maintain operational control. The emission sources in our Net Zero 2023 GHG inventory include purchased electricity, steam and heat, fuel used in stationary and mobile equipment at Fluor's facilities, refrigerants used in building cooling systems and fleet vehicle fuel consumption.

ACCOMPLISHMENTS

Achieved our Net Zero 2023 target before the end of our 2023 fiscal year

Retired Energy Attribute Certificates (EACs) and high-quality carbon offset credits for fiscal year 2023

Received Independent Limited Assurance Report

Established internal emissions reduction target for existing offices and selected initiatives to implement in 2024

ACHIEVEMENT

Beginning in 2006, we worked diligently to reduce our GHG emissions. We accelerated our efforts in 2021 when we made the Net Zero 2023 commitment for our offices and associated fleet vehicles.

We are proud that we achieved our ambitious target. This significant milestone on our sustainability journey is the result of our employees' passion for driving action to reduce emissions. Our office teams at more than 100 locations made lasting operational changes to protect the environment and reduce costs.

We supplemented our actions with the purchase of low- or zero-carbon energy bundled with EACs, as well as the purchase of unbundled EACs and high-quality offset credits.

WE ARE NET ZERO

Fluor's operational Scope 1 and Scope 2 greenhouse gas emissions have been net zero since 2023.

EMISSIONS PERFORMANCE SUMMARY OVER THE YEARS (tCO₂e)

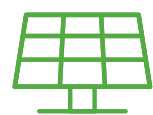
	2018	2019	2020	2021	2022	2023
Scope 1	14,370	13,820	12,720	14,580	11,050	11,651
Scope 2 ¹	50,480	45,360	33,850	28,800	24,540	422
Total offset credits retired	—	—	—	—	—	(12,073)
Total for Scopes 1 & 2	64,850	59,180	46,570	43,380	35,590	0

¹Market-based emissions are shown starting in 2021. Location-based emissions for 2021, 2022 and 2023 are 31,650; 27,370; and 26,222 tCO₂e respectively.

EMISSIONS REDUCTION INITIATIVES

We continue to reduce energy consumption at our offices. Here are just a few ways our teams are reducing Fluor's carbon footprint.

2024 OFFICE EMISSIONS REDUCTION INITIATIVES



Solar Panels



Motion Sensors



LED Light Bulbs



Energy-Efficient Equipment



Battery-Powered Fleet Vehicles



Cleaner Energy Providers/Sources

SHANGHAI AND BEIJING, CHINA

In our China offices, several methods have been implemented to reduce energy consumption, such as the replacement of light bulbs with energy-efficient LED lights and an initiative to reduce printing. In addition, the Shanghai and Beijing teams will be replacing fleet vehicles with electric models this year.



“The sustainability team checked with both office property managers to ensure there were sufficient charging stations nearby, and after that, it was an obvious choice. We will save money on fuel costs and reduce our greenhouse gas emissions, a real win-win.”

Lu Yaming
General Manager, Fluor China

HOUSTON, TEXAS

In June, our Houston team will relocate to the Energy Corridor of the city after being at the current campus in Sugar Land for nearly 40 years. The new facility provides a modern, energy-efficient workspace for current and future employees and clients.

The project at Three Eldridge has met the U.S. Green Building Council's LEED® Gold certification requirements. To accomplish this, the design addressed:

- ▶ Use of natural light
- ▶ Sustainable materials
- ▶ Indoor water use efficiency
- ▶ Indoor air quality enhancement
- ▶ Efficient equipment and appliances
- ▶ Metering options



In addition, a renewable energy contract is being signed, which will allow Fluor to purchase electricity bundled with associated Renewable Energy Certificates.

ENERGY ATTRIBUTE CERTIFICATES

Where feasible, office teams purchase power from low- or zero-carbon energy sources, such as biomass, wind and solar. EACs are bundled with the purchased power and are retired.

The purchase of unbundled EACs to address remaining Scope 2 electricity emissions is managed through an energy broker. These EACs are sourced as close as possible to the Fluor operations to which they are applied and then are retired, so they cannot be reused.

Each EAC represents unique ownership of 1 megawatt-hour of renewable energy that has been produced and added to the grid.



CARBON OFFSET PROJECT

Lastly, we invested in a high-quality carbon offset project to reduce the remainder of our Scope 1 and Scope 2 GHG emissions. Operating for over a decade, the Rimba Raya Biodiversity Reserve Project in Indonesia serves to:

- ▶ Preserve tropical lowland peat swamp forests from being converted to palm oil plantations
- ▶ Protect one of the most endangered ecosystems in the world and native home of the last high-density population of the endangered Bornean Orangutan
- ▶ Develop livelihood programs in surrounding villages to provide residents with education, employment and hope for the future



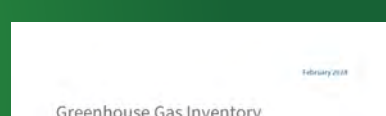
The project meets the criteria of additionality and meaningful impact, as described in the Greenhouse Gas Protocol, and has been certified through credible programs like Verra's Sustainable Development Verified Impact Standard and the United Nations Framework Convention on Climate Change's REDD+, which was created to guide activities in the forest sector.

Fluor purchased and retired 12,073 units in 2023. For more information, visit our entries in the Verra registry.

VERIFICATION

To ensure transparency and accuracy, a third party assured our net zero achievement for the first and second quarters of 2023. The Independent Limited Assurance Report is available on Fluor.com.

For more information on how Fluor defines net zero and the company's inventory boundary, read Fluor's Greenhouse Gas Inventory Management Plan on Fluor.com.



2024 AND BEYOND

In 2024 and beyond, our global teams will continue to drive down emissions, including implementing energy reduction initiatives and purchasing more renewable energy. We will focus on reducing the use of supplements like unbundled EACs and offset credits.

Relocating existing offices to energy-efficient buildings and upgrading fleet vehicles present opportunities to make significant emission reductions going forward.



GREEN ALLY

“Along the way to Net Zero 2023, we faced numerous challenges like simply identifying all the locations in our boundary. Another challenge was that many of our spaces are leased, so we couldn't make permanent changes. Instead, we would share our expertise with property managers to influence their decision-making. And finally, we needed supporting documentation to back up our metrics. In some locations, it was not easy to get a copy of a monthly electric bill or evidence of fleet vehicle fuel consumption.

In the end, our core value of teamwork enabled us to overcome hurdles. This global initiative has shown me that when we are focused on a common goal, we each make small differences to solve the larger challenge.”

LYUDMYLA BRADY
Global Sustainability Director and Net Zero 2023 Project Manager
Houston, Texas

