



ACCELERATING SUSTAINABILITY

2021 SUSTAINABILITY REPORT

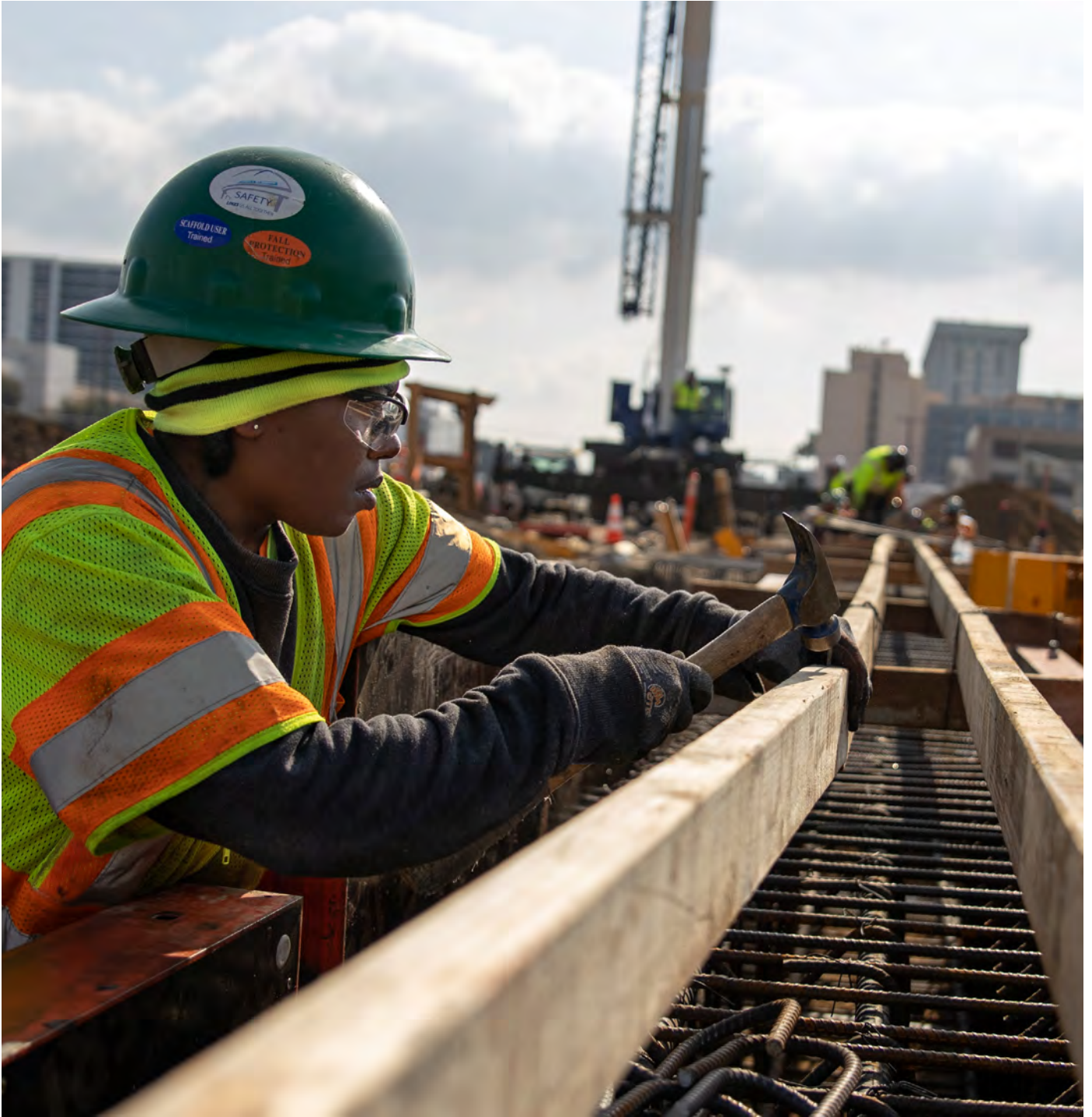
FLUOR[®]

TABLE OF CONTENTS

LETTER FROM THE CEO	4
2021 SUSTAINABILITY PROGRESS AT A GLANCE	6
ABOUT THE REPORT	8
GOVERNANCE	10
Accelerating Accountability	10
Our Corporate Framework	11
Our CEO and Leadership	11
Our Sustainability Charter	13
Our Ambitious Goals	13
Our Journey to Net Zero	13
Building an Inclusive Culture with Intention	14
STRATEGY & EXECUTION	16
Accelerating Sustainable Solutions	16
We Provide Professional and Technical Solutions	16
We Are a Leader in Energy Transition	16
We Invest in Sustainable Innovations and Partnerships	17
ENVIRONMENTAL	18
Accelerating Environmental Stewardship	18
Helping Clients Address Climate Change	18
We Are Reducing Our Carbon Footprint	20
We Conserve Our Resources	21
We Reduce Emissions in Our Supply Chain	21
Helping Clients Improve ESG	21
SOCIAL	22
Accelerating Social Responsibility	22
We Care About People	22
Health & Safety	22
Employees & Workplace	23
Women in HSE	23
Compliance & Ethics	24
We Care About Communities	24
Community & Social Services	24
We Support Evacuees and U.S. Military Members While Protecting the Environment	25
Supply Chain	25
THREE-YEAR PERFORMANCE METRICS	26

All currency references in this report are in U.S. dollars.

At the time of production, participants followed local, regional, country and site guidelines to comply with COVID-19 restrictions including wearing masks, social distancing and additional health and safety procedures.



LAX Integrated Express Solutions (LINXS), a Fluor joint venture, was selected by Los Angeles World Airports to design, build, finance, operate and maintain the **Los Angeles International Airport (LAX) Automated People Mover (APM)**. The project will transform the experience for travelers at one of America's busiest and most iconic airports, while improving the local community. The project's comprehensive **Inclusivity Program** focuses on small and local business outreach, youth engagement and workforce development. In addition to reducing traffic, the APM will leverage cutting-edge sustainability practices to reduce the airport area's carbon footprint. The operations control center and maintenance facility is designed to be LEED® Gold Certified. The project team is utilizing the Institute for Sustainable Infrastructure Envision® framework to improve social, economic and environmental conditions.

LETTER FROM THE CEO

“If there is one thing that unites all of us, it’s a commitment to building a more sustainable future for everyone.”

I am proud of Fluor’s longstanding commitment to sustainability – one that is deeply rooted in our culture and is brought to life through the choices and investments we make daily in the safety and wellbeing of our employees, the solutions we provide for our clients, the environmental significance of our work and our support for the communities where we operate and live.



Throughout this report, you will see how Fluor has aligned our efforts with the United Nations’ Sustainable Development Goals (SDGs). Ban Ki-moon, former secretary-general of the United Nations, once said, “Saving our planet, lifting people out of poverty, advancing economic growth – these are one and the same fight. We must connect the dots between climate change, water scarcity, energy shortages, global health, food security and women’s empowerment. Solutions to one problem must be solutions for all.”


At Fluor, we understand these global challenges and the need for 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. If there is one thing that unites all of us, it’s a commitment to building a more sustainable future for everyone.

Accelerating sustainability is an integral part of our approach to business and the solutions we provide for our clients. It is a vital part of our purpose to build a better world, demonstrated through our commitments and actions.

Highlights from 2021 include:

- ▶ We recognized our first net zero office. Our team in Farnborough, UK was able to achieve net zero Scopes 1 and 2 emissions ahead of the company's Net Zero 2023 commitment.
- ▶ We provided contingency and humanitarian support for Afghan evacuees during Operation Allies Welcome at Holloman Air Force Base in New Mexico, where we assisted in the resettlement of more than 7,200 people.
- ▶ Together, Fluor and the Fluor Foundation contributed more than \$5 million in financial support, and employees volunteered nearly 12,000 hours to the communities where we operate and live.
- ▶ Our employees planted more than 8,100 trees and shrubs, restored more than 85 acres and recycled and disposed of 14,000 tons of litter.
- ▶ We added three Historically Black Colleges and Universities to the Fluor Global University Sponsorship program, providing up to \$1 million over three years, honoring our diversity, equity & inclusion (DE&I) commitments.
- ▶ We became a signatory to CEO Action for Diversity and Inclusion™ and implemented Balanced Slate guidelines to expand and support inclusive recruitment practices across the company.

Fluor's innovators, experts and professionals provide advanced technical and project management solutions that are unmatched in the industry. To our 41,000 employees, thank you for the passion and commitment you bring to work each day. To our clients, partners and investors, thank you for continuing to place your trust in Fluor.



David E. Constable
Chairman and Chief Executive Officer
Fluor Corporation

2021 SUSTAINABILITY PROGRESS AT A GLANCE

COMMUNITIES

Fluor and the Fluor Foundation contributed more than \$5 million in financial support, and employees volunteered nearly 12,000 hours to help enrich the lives of those in their communities to benefit education, public health and critical human needs, economic development and the environment.

We provided contingency and humanitarian support for Afghan evacuees as part of the United States (U.S.) Government's **Operation Allies Welcome** at Holloman Air Force Base in New Mexico, enabling the resettlement of more than 7,200 people. In addition, Fluor and the Fluor Foundation donated \$50,000 to provide basic needs for Afghan evacuees as well as support for members of the U.S. military impacted by the withdrawal from Afghanistan.



DIVERSITY, EQUITY & INCLUSION (DE&I)

Fluor is committed to improving representation in leadership and strengthening our talent pipeline by expanding diverse recruiting. In 2021, 29 percent of our salaried employees were women, up from 26 percent in 2020.

We **added three Historically Black Colleges and Universities** to the Fluor Global University Sponsorship program, committing to provide up to \$1 million, including matching donations, over three years beginning in 2021.

The Walsh-Fluor joint venture team constructing the Chicago Transit Authority Red-Purple Line Modernization Project received the 2021 Disadvantaged Business Enterprise Innovator of the Year Award from the Federation of Women Contractors for its Building Small Business Program that has secured more than \$5.5 million in loans for small businesses since January 2020.



HEALTH & SAFETY

To support employees and families in medical need during the **COVID-19 pandemic**, Fluor's Supply Chain team quickly sourced high-demand oxygen concentrators from the U.S. and delivered them to New Delhi, India.

We received the Construction Users Roundtable Construction Industry Safety Excellence Award for the rebuilding of two sugar silos at the 111-year-old **ASR Group Domino Sugar refinery** in Chalmette, Louisiana, after they were damaged by fire.



We are making meaningful progress on the United Nations' Sustainable Development Goals. Here are a few notable accomplishments from 2021.

ENERGY TRANSITION

Fluor continues to help clients navigate their journeys through **energy transition**. We began performing a pre-feasibility study for Mote's Bakersfield, California, facility that will take agricultural waste and residue from forest management and convert them into hydrogen for transportation.

Successful year-one engagement led Fluor to take on the role of cohort champion for year two of the Carbontech Leadership Council's Carbon to Value (C2V) initiative. Working with Carbontech startups allows Fluor to foster new technologies as the world seeks to rapidly decarbonize.



ENVIRONMENTAL

Fluor established the teams, tools and processes and identified additional greenhouse gas (GHG) emission reduction initiatives for our **Net Zero 2023** commitment. We also recognized our first location to achieve net zero – our Farnborough, United Kingdom, office.

We reduced our largest GHG emission source – Scope 2 – by 15 percent and indirect energy use (electricity) by 2.4 million kilowatt-hours from 2020.

Fluor and our employees helped protect, maintain and restore environmental habitats by planting more than 8,100 trees, restoring more than 85 acres (34.4 hectares) and recycling and disposing of 14,000 tons (12,701 tonnes) of litter.

The **Gordie Howe International Bridge Project** team received the Institute for Sustainable Infrastructure Envision® Platinum Award for delivering exceptional improvements in the social, economic and environmental conditions associated with the project.



SUPPLY CHAIN

Fluor is chairing the Construction Industry Institute (CII) Research Team 380 on Value and Opportunities of Circular Economy on Capital Projects to highlight the business model changes required to maximize the value of shifting to a circular economy paradigm. The team is also developing tools to enable CII members to make this shift.

Approximately 78 percent of Fluor's 2021 annual total spend – or approximately \$4.8 billion – was with local suppliers and contractors worldwide.

We added requirements to embrace sustainability and diversity in our **Supplier Expectations**. We also strengthened requirements around conflict minerals, trade controls, anti-bribery and corruption, competing fairly, money laundering prevention, lobbying, company resources and government work.



I ABOUT THE REPORT

Fluor has published a sustainability report annually since 2008. Prior reports are available online at www.fluor.com. In 2009, Fluor became a signatory to the United Nations (UN) Global Compact, which enables companies to voluntarily align their operations and strategies with 10 universally accepted principles regarding human rights, labor, the environment and anti-corruption efforts and to actively support the UN SDGs for these issues. This sustainability report is our annual report in fulfillment of our commitment as a signatory to the compact and serves as an update on our progress. In addition, in 2021, Fluor committed to support the World Economic Forum's Stakeholder Capitalism Metrics initiative, contributing to a global environmental, social and governance (ESG) reporting solution.

Fluor's management appointed the Sustainability group chair to lead the Sustainability Committee, composed of an internal team of business line representatives and subject matter experts in developing the report, and to provide direction to the company.

SUSTAINABILITY COMMITTEE SUBJECT MATTER EXPERTS



BUSINESS
DEVELOPMENT



COMMUNITY
RELATIONS



COMPLIANCE &
ETHICS



CORPORATE
COMMUNICATIONS



EMPLOYMENT
LAW



GOVERNANCE



GOVERNMENT
RELATIONS



HEALTH, SAFETY &
ENVIRONMENTAL



HUMAN
RESOURCES



INVESTOR
RELATIONS



STRATEGIC
PLANNING



SUPPLY CHAIN



SUSTAINABILITY

Fluor used the Global Reporting Initiative (GRI™) Sustainability Reporting Standards, Value Reporting Foundation SASB Standards, World Economic Forum Stakeholder Capitalism Metrics and UN Sustainable Development Goals to develop this report. In determining content, Fluor's Sustainability Committee considered the company's Core Values and experience, as well as the reasonable expectations and interests of the company's stakeholders and clients.

In addition to Fluor's 2021 Sustainability Report, Fluor has prepared Sustainability Data Disclosures, which can be found on www.fluor.com. We are transitioning to an integrated annual report for 2022.

SCOPE

In the context of Fluor's carbon footprint, this report represents emissions produced within the corporate boundary and excludes emissions produced at client sites and fabrication yards. All other health, safety, environmental, economic, stakeholder engagement, governance, human rights, labor practices, philanthropy and community service data included in this report cover Fluor and its subsidiaries, except as specifically noted.

ALIGNMENT WITH STANDARDS

Read more about the disclosures determined to be material to Fluor in the Sustainability Data Disclosures document on www.fluor.com.

Fluor did not employ an external organization to audit this report. External assurance is provided by Fluor's independent, registered public accounting firm for Fluor's 2021 Form 10-K, referenced in the Sustainability Data Disclosures.

Except where noted, the information covered in this report highlights our performance and initiatives in fiscal year 2021. In certain instances, such as strategy discussions, this report provides an outlook on 2022. We have prepared the information solely to provide a general overview of our sustainability activities, and this report is not intended to be used by anyone making an investment decision. In addition, the information in this report 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 is not included in this report for privileged, proprietary and/or competitive reasons. The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information.

FORWARD-LOOKING INFORMATION

This report contains forward-looking statements relating to the manner in which we intend to conduct our activities based on our current plans and expectations. These statements are not promises of our future conduct or policy and are subject to a variety of uncertainties and other factors, many of which are beyond our control; therefore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report, and we do not publicly update any statements in this report. Read our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, which includes discussion of information material to the company and a list of factors that could cause actual operational and financial results to differ from those expected.

CONTACT

For more information about Fluor's global sustainability efforts or to share your thoughts about this report, contact:

Fluor Corporation
6700 Las Colinas Blvd.
Irving, Texas 75039
United States

Nancy Kralik
Sustainability Group Chair
sustainability@fluor.com
+1.469.398.7000

ACCELERATING ACCOUNTABILITY

Fluor provides professional and technical solutions that deliver safe, well-executed, capital-efficient engineering, procurement and construction (EPC) projects to clients around the world.

Fluor has long been a leader in the global construction industry and was ranked No. 196 on the 2021 FORTUNE 500 list. Every day, we strive to set the standard for safety, ethical performance, operational excellence and industry innovation, providing clients and partners the confidence that only a global leader can deliver.

Good **corporate governance standards** and strong leadership help us implement our sustainability strategy across the business, manage goal-setting and reporting processes, strengthen relationships with stakeholders and assure overall transparency and accountability.

Read more about how we help businesses grow, economies thrive and communities flourish in [Fluor's Corporate Profile](#).

AT A GLANCE



OUR CORPORATE FRAMEWORK

Our Corporate Framework includes our Purpose, our Vision and our Core Values. Together, these define who we are and how we behave.

PURPOSE	CORE VALUES
	<ul style="list-style-type: none"> ▶ Safety ▶ Integrity ▶ Teamwork ▶ Excellence
	VISION
	<p>As a valued partner, we deliver innovative and sustainable solutions that enable all our stakeholders to flourish.</p>

OUR CEO AND LEADERSHIP

Our leadership is central to Fluor's mission of successfully delivering projects in a safe, efficient, economical and sustainable manner. Fluor's leaders bring solid experience and a firm commitment to clients, employees, shareholders and communities.

David Constable was named Chief Executive Officer by Fluor's Board of Directors in October 2020, and officially assumed the role on January 1, 2021. On February 8, 2022, Fluor announced that Constable was appointed by the Board of Directors to succeed Alan Boeckmann as chairman. He brings nearly 40 years of insight to Fluor's business, strategy and operations, having held various leadership positions within the company from 1982 to 2011, before returning as a member of Fluor's Board of Directors in 2019. His passion for sustainability and inclusion is integral to the company's strategy. In 2021, he joined **CEO Action for Diversity and Inclusion**, the largest CEO-driven coalition that pledges to advance diversity and inclusion within the workplace. Constable is a member of the World Economic Forum's Infrastructure Governors Group, which recognizes the importance of establishing a common vision for sustainable behavior in the sector.

Group President Al Collins leads Corporate Development & Sustainability, a functional group that reports directly to the CEO.

Fluor's Board of Directors represents shareholders' interests and consisted of 10 members on December 31, 2021. At the time of this report, the board consists of nine directors, eight of whom are independent.

Members of Fluor's Board of Directors participate in five standing **board committees**: Audit; Commercial Strategies and Operational Risk; Executive; Governance; and Organization and Compensation. Board committees (other than the Executive Committee) are composed solely of independent directors.

The Board of Directors is highly engaged in assessing sustainability matters and regularly receives updates on our performance. Each of our board's committees has responsibilities overseeing aspects of sustainability as detailed in their charters. In particular, the Governance Committee and the Organization and Compensation Committee play key roles in ESG oversight.

- ▶ The Governance Committee regularly receives reports from management regarding sustainability efforts and reviews and discusses public reporting on these topics, sustainability strategy, initiatives and policies with management. The Governance Committee makes recommendations regarding policies and procedures relating to charitable, education and political contributions. The Governance Committee also oversees board composition, qualifications and diversity.
- ▶ The Organization and Compensation Committee plays a key role in human capital management and DE&I, overseeing our strategic employment and workplace policies, practices and outcomes, including those related to equal opportunity, nondiscrimination, diversity in the workplace and environmental, health and safety policies. The Organization and Compensation Committee also reviews and monitors the company's top level organizational structure and senior management succession planning.



*The JGC Fluor BC LNG joint venture is providing engineering, procurement and construction services for LNG Canada's Export Facility Project in Kitimat, British Columbia. The facility's design meets some of the world's strictest regulatory sustainability standards. In consultation with First Nations, work activities are planned and conducted to minimize impacts to the environment. These include the installation of bat boxes and a site-clearing strategy to help protect endangered little brown bats (*Myotis lucifugus*) and the relocation of more than 870,000 fish and 800,000 amphibians onsite. The team also continues to track all wildlife sightings to allow for a better understanding of local populations. Read more in Fluor's 2020 Sustainability Report and see the project's 2021 construction progress in the video.*

OUR SUSTAINABILITY CHARTER

Our charter is to conduct business in a socially, economically and environmentally responsible manner to the benefit of current and future generations. Sustainability is integrated in our business practices, and our employees are engaged in delivering the charter. Our strong, socially responsible corporate identity enables Fluor to build and sustain the global community and provide value for our stakeholders.

OUR AMBITIOUS GOALS

Sustainability is a key component of Fluor's priority to foster a high-performance culture with purpose, which includes ambitious environmental and DE&I goals. We are building upon our solid sustainability foundation that comes from decades of delivering innovative, predictable and sustainable solutions to build a better world – and a better future.

Fluor has **reported on sustainability progress** annually since 2008. Sustainability performance indicators are collected to better manage environmental and social performance, demonstrate our performance to clients and stakeholders and provide benchmarking for Fluor offices.

We analyze data trends and perform annual assessments of sustainability impacts and risks to set both ambitious and incremental goals across our disciplines and business lines.

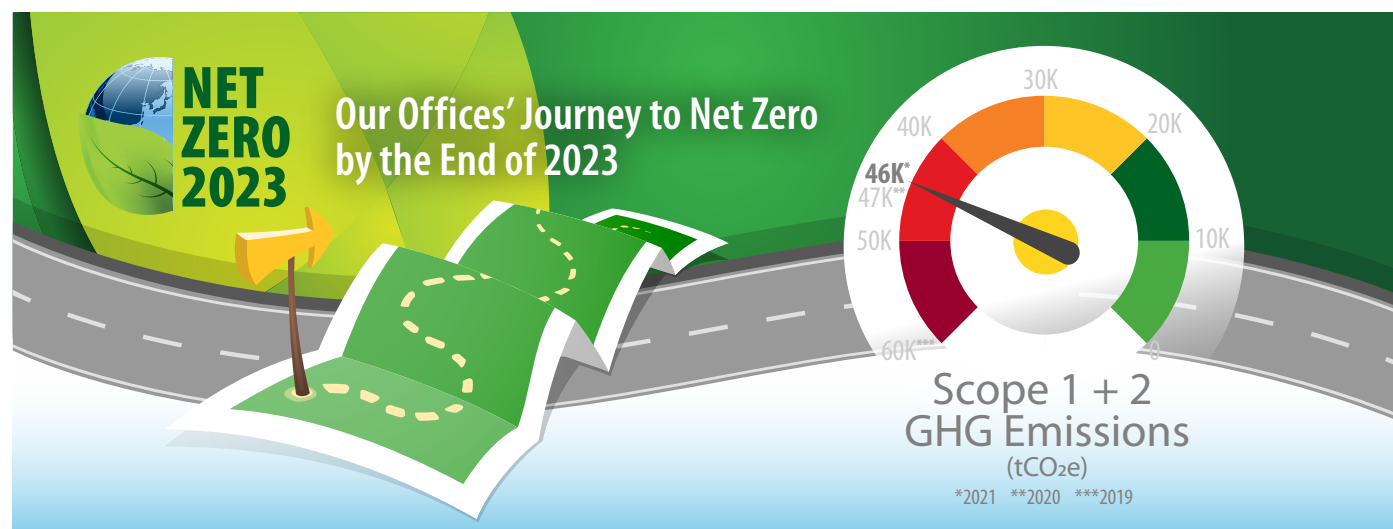
Our Journey to Net Zero

Fluor is committed to eliminating Scope 1 and Scope 2 absolute GHG emissions by the end of 2023.

We first measured our GHG emissions in 2006, and our efforts to reduce emissions since then have been significant. **Fluor's Net Zero 2023** commitment continues our **journey of environmental responsibility**. Watch our **Sustainability Snippet** video clip to learn more about why we made the commitment and how we will achieve it.



Fluor's sustainability focus, based on our policy, aligns with the United Nations' Sustainable Development Goals. Read more on [pages 6–7](#) about the progress we made on these goals in 2021.



Net Zero 2023 is an exciting challenge that is embraced by employees at all levels of the company and places Fluor as a leader in our industry by outpacing our competitors.

To achieve Net Zero 2023, we are:

- ▶ Continuing to reduce energy consumption at offices through cost-effective operations
- ▶ Using or purchasing clean energy sources
- ▶ Buying renewable energy attributes
- ▶ Buying offsets
- ▶ Engaging the Fluor Foundation, where appropriate, for opportunities to offset emissions with environmental projects

We **share our progress quarterly** with stakeholders. We will publish a timeline and will verify achievement of our commitment by a third party.



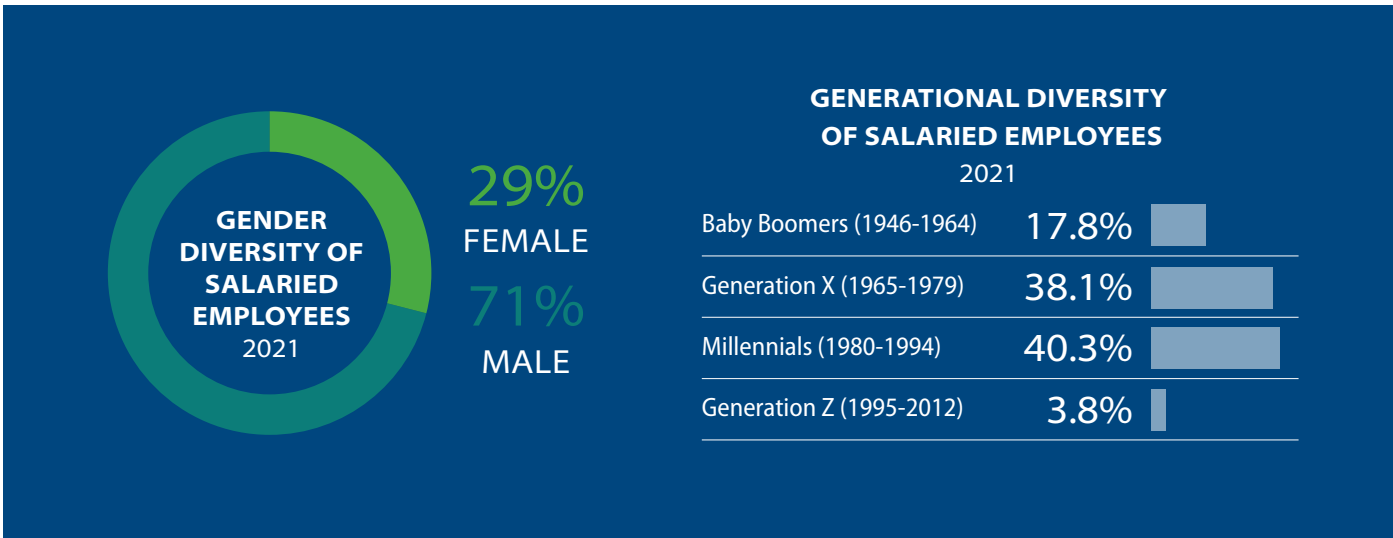
In 2021, our Farnborough office reduced its Scope 1 and Scope 2 GHG emissions to net zero, the first Fluor site to achieve the milestone. [Read more about how the office incorporates sustainable practices across the campus.](#)

In 2021, we established the teams, tools and processes to take meaningful action in 2022. We also recognized our first office to achieve net zero. Thanks to the Farnborough office’s long history of environmental stewardship, the team was able to reduce its Scope 1 and Scope 2 emissions to net zero ahead of our 2023 commitment and the United Kingdom’s 2050 commitment.

Building an Inclusive Culture with Intention

At Fluor, we are committed to fostering an environment that embraces DE&I, where all employees are able to fulfill their potential. We provide global support and regional services and host office and project events to build an inclusive culture and a sense of belonging.

In 2020, we developed a roadmap for advancing DE&I to encourage every person to be their authentic self.



In 2021, we issued a **DE&I statement** signed by our chairman and chief executive officer and made significant progress on our commitments related to four key DE&I impact pillars. There will be an ongoing focus on Fluor's DE&I pillars throughout 2022 and 2023.

DE&I IMPACT PILLARS

ACTIONS

<p>PILLAR 1</p> <p>Champion an Inclusive Culture</p>		<ul style="list-style-type: none"> ▶ Appointed dedicated DE&I executive ▶ Strengthened diversity of Fluor's executive leadership and Board of Directors ▶ Implemented Regional Inclusion Councils ▶ Implemented quarterly DE&I training
<p>PILLAR 2</p> <p>Recruit, Develop and Retain Talent</p>		<ul style="list-style-type: none"> ▶ Implemented Balanced Slate guidelines ▶ Examined systems, practices and policies to strengthen inclusivity ▶ Expanded recruiting across diverse colleges and organizations ▶ Diversified succession plans
<p>PILLAR 3</p> <p>Enhance Employee Experience</p>		<ul style="list-style-type: none"> ▶ Incorporated DE&I into executives' performance scorecards ▶ Continued Listening and Learning Sessions ▶ Broadened Employee Resource Groups ▶ Expanded mentoring and allyship to build engagement
<p>PILLAR 4</p> <p>Improve Social Progress and Impact</p>		<ul style="list-style-type: none"> ▶ Pledged DE&I support externally as a member of CEO Action for Diversity and Inclusion ▶ Expanded Supplier Diversity Program ▶ Amplified community and philanthropic ventures to promote and support DE&I activities

| [READ MORE ABOUT OUR DE&I ACHIEVEMENTS.](#)

ACCELERATING SUSTAINABLE SOLUTIONS

In 2021, Fluor unveiled our strategy: Building a Better Future. As a valued partner, we deliver innovative and sustainable solutions that enable all our stakeholders to flourish. Our vision serves as our aspiration and underscores our commitment to our work being forward-thinking, results-driven and viable for future generations – to become the leader of professional and technical solutions across all the industries we serve.

We have four strategic priorities designed to create value for our stakeholders: drive growth across the portfolio; pursue contracts with fair and balanced terms; reinforce financial discipline; and foster a high-performance culture with purpose.

We are advancing DE&I and promoting social progress and sustainability throughout the company to foster a high-performance culture.

Our strategy builds on the company's heritage of knowledge and expertise. It is because of the hard work and commitment from our innovators, experts and professionals that we are able to be forward focused. Read more in [Fluor's 2021 Annual Report](#).

WE PROVIDE PROFESSIONAL AND TECHNICAL SOLUTIONS

Fluor provides comprehensive engineering, procurement and construction services for clients across diverse industries, delivering capital efficiency, project certainty and sustainable solutions. Our technical and project management expertise includes 1,500 subject matter experts, 1,200 active patents and 15 licensed technologies.

Our three business groups collaborate with our clients and provide sustainable solutions to meet their business needs.

Urban Solutions focuses on creating significant growth opportunities for innovative and sustainable solutions in mining and metals, advanced technologies, life sciences, infrastructure and professional staffing. We specialize in

designing projects that incorporate lean manufacturing concepts while also satisfying client sustainability goals. Fluor teams are engaged in modern, green steelmaking and concrete manufacturing technologies, helping clients move toward decarbonization and energy efficiency. We also help clients develop recycling applications for metals from electronic waste, spent batteries and spent catalysts.

Energy Solutions focuses on opportunities in the production and fuels, chemicals, liquefied natural gas and nuclear project services markets. We provide solutions to the energy transition markets, including asset decarbonization, carbon capture, renewable fuels, waste-to-energy, green chemicals, hydrogen, nuclear power and other low-carbon energy sources. At the same time, we continue to serve the traditional oil, gas and petrochemical industries with full project life-cycle services.

Mission Solutions is a provider of high-end technical solutions to the U.S. and other governments. These U.S. government agencies include the Department of Energy, the Department of Defense, the Federal Emergency Management Agency and intelligence agencies.

WE ARE A LEADER IN ENERGY TRANSITION

The world is decarbonizing the current energy mix to reduce GHG emissions and improve sustainability. This energy transition reaches from the extraction of metals and minerals through manufacturing, fuels and transportation all the way to energy end users.

Fluor's role in the **energy transition** is to safely and sustainably design, build and maintain projects that create a better future. We bring a passion for innovation, unrivaled experience and unmatched expertise to help clients navigate their decarbonization and sustainability journeys.

WE INVEST IN SUSTAINABLE INNOVATIONS AND PARTNERSHIPS

We proactively seek partnerships with thought leaders to make meaningful progress on our sustainability goals. Here are just a few examples.

- ▶ Fluor is a member of the **Carbontech Leadership Council**, which provides us with co-development opportunities while working closely with the highly selective cohort of startups participating in the **Carbon to Value (C2V) Initiative**. Successful year-one engagement led Fluor to take on the role of cohort champion for year two of the initiative, a collaboration among Urban Future Lab at New York University Tandon School of Engineering, Greentown Labs and Fraunhofer USA and supported by New York State Energy Research Development Authority. The multi-year initiative leverages corporate involvement and incubation services driving the acceleration of Carbontech innovations that capture and convert carbon dioxide into valuable end products or services. This collaborative partnership provides a unique environment that enables Fluor to foster new technologies and support a new industry as the world seeks to rapidly decarbonize.
- ▶ Fluor joined the **Institute for Sustainable Infrastructure** in 2021. This partnership helps communities around the world

build sustainable, resilient and equitable civil infrastructure and protect the environment, enhance human health and wellbeing and bolster economic prosperity.

- ▶ Fluor has been a gold member of the **U.S. Green Building Council (USGBC)** since 2005. This partnership with USGBC and its affiliates assists us in helping our clients meet their sustainability goals. We are collaborating with USGBC on educational workshops and programs to demonstrate how buildings can be designed, constructed and operated, so they are more efficient, have reduced operational costs and are spaces that enhance the wellbeing of occupants.
- ▶ Fluor is chairing the **CII Research Team 380** on Value and Opportunities of Circular Economy on Capital Projects. The objectives are to understand the opportunities and values of implementing circular economy principles in the capital projects industry, highlight changes required in business models to maximize the value of shifting to a circular economy paradigm and develop tools to enable CII members to make that shift. The team will report its findings in 2022.
- ▶ Fluor is the majority investor in **NuScale™ Power**, a modular reactor technology company developing and commercializing carbon-free, safer, modular, scalable, economic solutions for nuclear power applications. In 2021, NuScale accelerated its path to commercialization with investment from key strategic partners and announced its **plan to become a publicly traded company**.

*Fluor was selected to modify **HollyFrontier's Cheyenne Refinery** to process soybean oil for renewable diesel production. With the 86-year-old petroleum refinery offline for the revamp, the team supporting the HollyFrontier project reached out to Fluor to help deliver a condensed engineering and project execution approach to minimize facility downtime. We executed front-end engineering and design, detailed engineering and procurement services and helped safely achieve a six-month schedule reduction.*



SOYBEAN OIL TO RENEWABLE DIESEL

ACCELERATING ENVIRONMENTAL STEWARDSHIP

Fluor conducts business to meet the needs of clients and stakeholders today while protecting and enhancing the resources that will be needed tomorrow. We work closely with clients, partners and suppliers to meet environmental laws and regulations as well as to minimize environmental impacts.

Our commitment to achieve net zero GHG Scopes 1 and 2 emissions by the end of 2023 highlights our commitment to our environmental legacy. In addition to GHG reductions, we provide alternate and renewable energy solutions for our clients and implement waste reduction and reuse programs and water conservation efforts at our offices and project sites.



*In 2021, the U.S. Department of Energy honored **Savannah River Nuclear Solutions**, a Fluor-led partnership, for innovation in developing a large underground, water-permeable wall made of recycled iron filings from the automotive industry mixed with a food-grade, starch-like material that neutralizes Cold War-era chemical solvents found in the aquifer beneath the site. The wall is expected to function for more than 30 years with minimal or no carbon footprint. Energy and project cost savings are approximately \$1.2 million per year, with anticipated project savings of more than \$35 million over the previous remediation plan.*

HELPING CLIENTS ADDRESS CLIMATE CHANGE

In November 2021, Fluor began performing a pre-feasibility study for Mote's facility that will take agricultural waste and residue from forest management and convert them into hydrogen for transportation. Meanwhile, carbon dioxide from this process will be captured and sequestered underground. Mote expects to remove 150,000 tons of carbon dioxide from the air each year, starting as soon as 2024. With energy transition as a principal focus, Fluor is supporting the integration of proven equipment into the Bakersfield, California, facility.



*Fluor was selected by Ioneer to perform the definitive feasibility study and subsequent engineering, procurement and construction management services as the project progresses for its **Rhyolite Ridge Lithium-Boron Project** in Esmeralda County, Nevada. An important addition to the initial scope is the upfront inclusion of a sulfuric acid plant and steam turbine for power generation, which will provide the entire operation enough energy to be self-sufficient. Rhyolite Ridge is poised to become a globally significant, long-life, low-cost source of lithium and boron which are vital to a sustainable future. The resources onsite have the potential to make a positive environmental and economic impact locally, nationally and globally.*

WE ARE REDUCING OUR CARBON FOOTPRINT

We began measuring our global carbon footprint in 2006. The scope of these emissions includes those produced within offices, vehicle fleets at those offices and air travel. Measuring and reporting the carbon footprint of our facilities provides valuable information that is used to manage our operations in an environmentally responsible manner. We continue to identify ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts. In addition, we are evaluating our Scope 3 emissions inventory and working with our value chain to affect change. Our fabrication yards are included in our Scope 3 emissions, while project sites are included in our clients' carbon footprints.

Fluor's absolute GHG emissions are depicted in the graph below. In 2018, emissions from Stork, A Fluor Company, were collected and added to our total reported emissions. In 2021, emissions from TRS Staffing SolutionsSM, a Fluor subsidiary, were added.

Fluor is in the process of divesting Stork and AMECO®. The emissions for Stork and AMECO that were owned by Fluor in 2021 are included in this report.

Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in our facilities around the globe. Since we closed some facilities based on our business activity and implemented remote working and travel restrictions due to the COVID-19

pandemic, between 2019 and 2020, Fluor experienced a significant reduction in Scope 2 and Scope 3 emissions.

In 2021, Fluor reopened some facilities and added TRS® offices to our reporting. Therefore, between 2020 and 2021, Fluor experienced an increase of 14.6 percent in our Scope 1 direct GHG emissions.

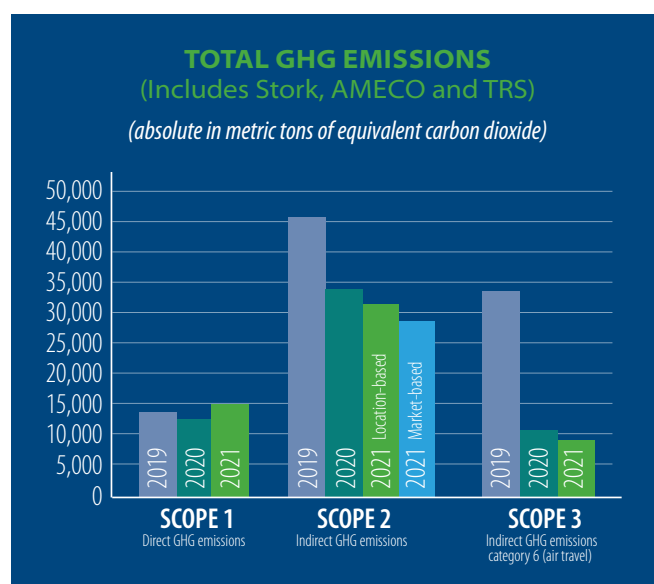
From 2020 to 2021, there was a reduction of 14.9 percent in Scope 2 indirect GHG emissions (from consumption of purchased electricity and steam) due to energy reduction initiatives implemented by our offices, ranging from replacement of lighting, switching to more efficient appliances, installation of solar panels and purchase of clean energy.

In 2021, Fluor began purchasing renewable energy typically bundled with renewable energy attributes, which led to reporting our emissions through the market-based calculation method. Prior to 2021, Fluor had been measuring and reporting our emissions using the location-based method. The graph on the left includes Fluor's Scope 2 GHG emissions calculated by using the location-based method for 2019 to 2021 and the market-based method for 2021.

For the location-based method, grid-average emission factors were used. For the market-based method, the emission factors were derived from contractual instruments that include energy attribute certificates (Renewable Energy Credits and Guarantees of Origin), supplier-specific emission rates and residual emission factors. Through the market-based method coupled with renewable energy attributes, we will eliminate our Scope 2 emissions, which will allow us to reach our goal of net zero by the end of 2023. We will continue reporting our GHG emissions through both methods going forward.

For our Net Zero 2023 commitment, Fluor plans to purchase offsets in addition to taking actions to lower our Scope 1 emissions.

Fluor is in the process of identifying and expanding an inventory of our Scope 3 emission sources. We collect and report data associated with business-related air travel and have done so since 2006. In 2021, Fluor experienced a reduction of 11.8 percent in Scope 3 emissions (business air travel) due to continued remote working and teleconferencing that were implemented due to travel restrictions associated with COVID-19.



WE CONSERVE OUR RESOURCES

Fluor's offices reduce waste by donating carpet, computers, used furniture, office equipment and supplies. Our waste reduction efforts also include duplex printing and using durable, reusable crates. We recycle paper, cardboard, batteries, mixed/commingled and assorted waste. From 2020 to 2021, we reduced our waste by 13 percent, and our recycle rate improved by 6 percent.

We also track the amount of water we purchase and the amount that we conserve through initiatives such as deployment of low-flush valves, installation of automatic faucet sensors and commodes and low-flow shower heads.

Our energy reduction initiatives include installing solar panels, replacing lighting with light emitting diode (LED) lights, changing operating time on air conditioning units and behavioral changes. From 2020 to 2021, we reduced our indirect energy use (electricity) by 2.4 million kilowatt-hours.

[Read more about our focus on responsible consumption.](#)

WE REDUCE EMISSIONS IN OUR SUPPLY CHAIN

Fluor is committed to reducing GHG emissions. One way we are doing so is by collaborating with our suppliers on the sustainable production of cement.

Fluor is intersecting our supply chain environmental efforts with our carbon capture technology, Econamine FG PlusSM, to address CO₂ emissions in cement production. We have designed a portable carbon capture unit that quickly demonstrates the effectiveness, reliability and efficiency of our solution to cement producers.

[Read more about our supply chain environmental stewardship.](#)



HELPING CLIENTS IMPROVE ESG

The **Gordie Howe International Bridge Project** team incorporated sustainability throughout the planning, design and delivery phases by using the Institute for Sustainable Infrastructure Envision[®] framework. The tool tracks more than 60 sustainability criteria including community, quality of life, management, planning, materials, energy, water, environmental impacts, emissions and resilience. In 2021, the team received the Envision Platinum Award for delivering exceptional improvements in the social, economic and environmental conditions associated with the project.

The project also was recognized by P3 Bulletin with a Gold Award under the Environmental, Social and Governance of the Year category at the 2020 Public-Private Partnership (P3) Awards. In addition, the team focused on the health and safety of its 1,700-person workforce and by December 2021, achieved more than four million hours without a lost-time incident.

ACCELERATING SOCIAL RESPONSIBILITY

At Fluor, we are passionate about making a positive difference in the world, and we believe that business growth is achieved by empowering people and strengthening communities.

WE CARE ABOUT PEOPLE

Health & Safety

At Fluor, Safety is one of our four Core Values. We take care of the people who work on our projects, as well as the surrounding communities and environment, not only because it is the right thing to do but because it is key to achieving excellence for our clients. When workers feel respected and protected, they work more efficiently and produce higher quality results.

When faced with an unprecedented health hazard – the **COVID-19 pandemic** – we were able to immediately take action to protect our people thanks to our established programs, culture and network of experts around the world.

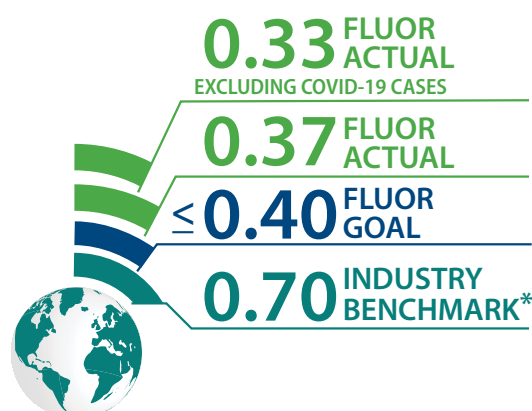
While performance statistics provide valuable benchmarks, we focus our efforts on fostering a caring, preventive safety culture that relies on proactive action by engaged employees. We call this Safer Together.

Here are a few notable 2021 achievements:

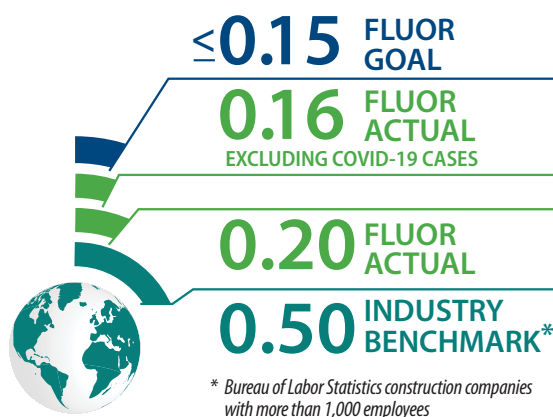
- ▶ Fluor was awarded the Construction Users Roundtable Construction Industry Safety Excellence Award for the rebuilding of two sugar silos at the 111-year-old **ASR Group Domino Sugar refinery** in Chalmette, Louisiana, after they were almost completely destroyed by fire.
- ▶ We piloted innovative solutions for remote HSE auditing, which allowed us to provide timely audits to keep our people safe even when travel or client restrictions did not permit in-person visits.
- ▶ More than 20 employees received Fluor's Silver Medallion for life-saving actions, ranging from assisting choking victims to swiftly intervening during mental health crises.

Read more about our 2021 [health and safety performance and awards](#).

2021 TOTAL CASE INCIDENT RATE (TCIR), SELF-PERFORM AND SUBCONTRACTOR



2021 DAYS AWAY, RESTRICTED OR TRANSFERRED (DART)



Employees & Workplace

At Fluor, employees are motivated, equipped and empowered to excel and be their authentic selves. A clear sense of personal development and progression is one of the top reasons employees are engaged and feel connected. To enable career transparency at Fluor, in 2021 we introduced our new Talent Development homepage, a self-directed tool that empowers employees through a Career Planning Guide, Development Roadmap and Training.

To deliver the most complex and challenging projects in the world, we upgrade the skills and capabilities of local workforces everywhere we go. This global approach reduces project cost and schedule risks for our clients and ultimately improves local communities. For our entire craft workforce, even in the farthest reaches of the developing world, we have the capability to train in areas of entry-level skills, craft specific, supervisory development and more.

At Fluor, we foster an environment that embraces DE&I, where all employees can reach their potential. Read about our impact pillars and the progress we made in 2021 on [page 15](#).

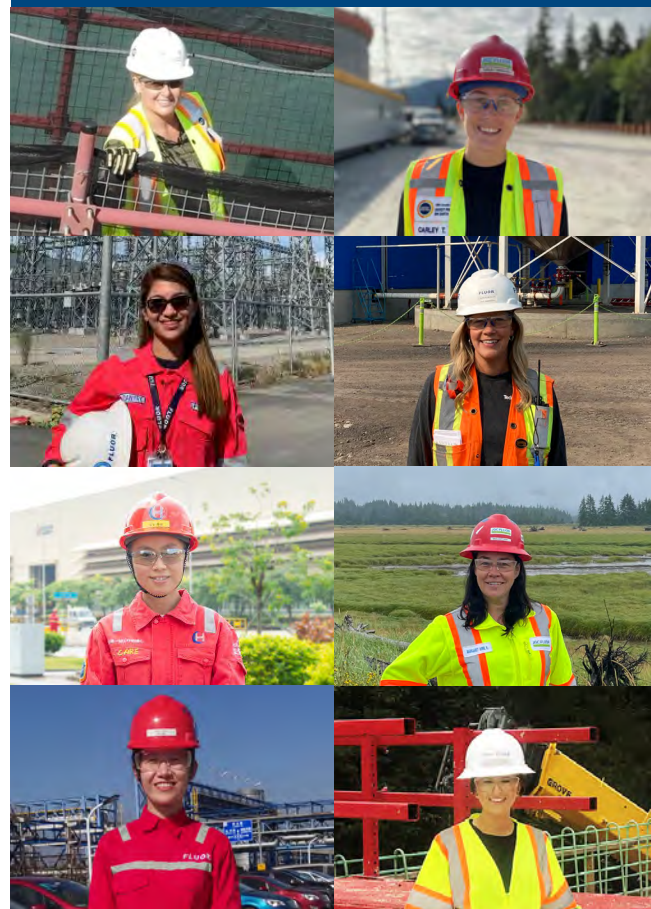
We take a holistic approach to wellbeing and provide resources to employees to help them be mentally, financially, socially and physically fit in order to thrive. To improve wellbeing during the COVID-19 pandemic, Fluor's Employee Assistance Program was expanded globally in 2021. Employees and family members can use these free, confidential services 24 hours a day, 7 days a week.



Read more about Fluor's commitment to providing a supportive environment for employees.



Through our Women in HSE series, we introduced women working in HSE roles at projects and offices across Fluor. These trailblazers shared their perspectives on overcoming gender bias, embracing opportunities to affect positive change, work-life balance and more. The conversations will continue in 2022 with Women in HSE at locations across the globe.



Compliance & Ethics

Fluor strives to move beyond compliance with laws and regulations by approaching ethics issues proactively. As integrity is one of our four Core Values, our commitment is simply this: to do the right thing. We continually improve and enhance our **compliance and ethics** program by monitoring evolving risks and benchmarking best practices in our company, our industry and the global business community.

In 2021, the **Fluor Compliance and Ethics Integrity Portal and Hotline** was implemented to improve our existing Ethics Hotline. The Integrity Portal provides a safe and secure environment where employees, partners and suppliers can speak up, seek guidance and report concerns about compliance and ethics matters at Fluor.

Fluor's suppliers, contractors and other third parties are key participants in our quest for high standards of business conduct. In 2021, we added requirements for suppliers and contractors to embrace diversity in their supply base, commit to utilizing suppliers and subcontractors that conduct their business in a sustainable manner and collaborate with Fluor on sustainability improvements. In addition, requirements around conflict minerals, trade controls, anti-bribery and corruption, competing fairly, money laundering prevention, lobbying, company resources and government work were strengthened in **Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors**.



US/CANADA
1.800.461.9330

INTERNATIONAL
1.720.514.4400

fluorintegrity.com

WE CARE ABOUT COMMUNITIES

Community & Social Services

At Fluor, we believe if communities thrive, so do their businesses and residents. 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. Through our projects themselves coupled with our community engagement, we strive to leave communities better than when we arrived.

In 2021, Fluor and the **Fluor Foundation** contributed more than \$5 million in financial support to community initiatives and programs. Additional highlights from 2021 include the following activities:

- ▶ Fluor and our employees provided more than 174,000 students with over 1.2 million hours of science, technology, engineering and math (STEM) training and enrichment.
- ▶ Through **Fluor Cares®**, employees volunteered nearly 12,000 hours and contributed more than \$3.8 million, including the company match, to help enrich the lives of those in their communities.
- ▶ Fluor expanded diversity recruiting, adding three Historically Black Colleges and Universities to our **Global University Sponsorship Program**. Fluor is providing up to \$1 million, including matching donations over three years, to North Carolina Agricultural & Technical State University, Prairie View A&M University in Texas and Tuskegee University in Alabama.
- ▶ Fluor and our employees demonstrated **environmental stewardship** to protect, maintain and restore environmental habitats by planting more than 8,100 trees, restoring more than 85 acres (34.4 hectares) and recycling and disposing of 14,000 tons (12,701 tonnes) of litter.
- ▶ By participating in food programs and partnering with meal service delivery organizations across the globe, Fluor and our employees provided more than 865,000 meals to those in need.
- ▶ Community programs such as health care check-ups for the disadvantaged, disaster relief for those in crisis and emergency shelter for the domestically abused are some of the **preventative and emergency services** that were provided to more than 13,000 individuals as a result of Fluor's investments and those of our employees.

WE SUPPORT EVACUEES AND U.S. MILITARY MEMBERS WHILE PROTECTING THE ENVIRONMENT

Fluor and the Fluor Foundation helped support Afghan evacuees arriving in the U.S. as well as members of the U.S. military impacted by the withdrawal from Afghanistan.

In 2021, Fluor provided contingency and humanitarian support for Afghan evacuees as part of **Operation Allies Welcome** at New Mexico's Holloman Air Force Base, enabling the resettlement of more than 7,200 people.

As part of Fluor's dining facility scope, we partnered with Terravive, a woman-, minority- and veteran-owned local supplier of ecofriendly cafeteria products that cleanly degrade in soil, water and composting facilities and can be incinerated without producing toxic fumes. This effort diverted 2.2 million pieces, or 664 tons (602 metric tons), of plastic and Styrofoam from the landfill.

Turning an empty lot into a fully functioning village in a week's time was a challenge. The success of this mission required a great deal of personal commitment, and Fluor employees delivered, not only for our client, but they also had a positive, lasting impact on the lives of the evacuees and the environment.



Supply Chain

Fluor's supply chain practices are deeply rooted in our Core Value of Integrity. We uphold the highest degree of business standards, both for ourselves and our suppliers and subcontractors.

In 2021, Fluor conducted business with approximately 7,000 well-qualified subcontractors and suppliers, which resulted in an estimated 18,000 purchase orders and subcontract awards.

In addition to adding sustainability requirements to our **Supplier Expectations**, we developed a questionnaire in 2021 to better understand where our indirect suppliers and subcontractors are in their sustainability journeys to help them achieve their goals. To further sustainability discussions in 2021, our procurement team, based in the Philippines, hosted its 12th annual Supplier and Contractor Workshop virtually with the theme "Steering the Future by Embracing Sustainable Business Practices."

Fluor's **Supplier Diversity Program** continues to expand and evolve, providing increased opportunities for diverse suppliers, building on our combined strengths to drive mutual success. In 2021, Fluor's spend with diverse suppliers was 18 percent of total U.S. spend. While we are proud of our efforts, we still have

work to do. We have established a target of 25 percent by 2023, and we are looking at expanding these efforts in our global offices as well.

Operating in more than 60 countries around the globe, we take our commitment to spend locally seriously. In 2021, 78 percent of Fluor's total spend – or approximately \$4.8 billion – was with local suppliers and contractors.



Annie Lidge (at right), director of Fluor's Supplier Diversity Program, was named 2021 Corporate Champion at the Diversity Summit in Houston, Texas. She also received a proclamation signed by Mayor Sylvester Turner declaring December 9, 2021, as Annie Lidge Day in the city.

THREE-YEAR PERFORMANCE METRICS

SAFETY, HEALTH AND THE WORKPLACE

Total case incident rate per 200,000 work hours

Total case incident rate per 200,000 work hours, excluding COVID-19 cases

DART case rate per 200,000 work hours

DART case rate per 200,000 work hours, excluding COVID-19 cases

Number of regular employees at year-end, thousands

Percent of salaried employees

Percent of women among salaried employees

ENERGY AND GHG EMISSIONS

Scope 1 – Direct GHG emissions, absolute (CO₂ equivalent) thousand metric tons

Scope 2 (location-based) – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO₂

Scope 2 (market-based) – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO₂

Scope 3 – Indirect GHG emissions from business air travel, absolute (CO₂ equivalent) thousand metric tons

Direct energy use (thousand gigajoules) for natural gas, diesel and gasoline

Indirect energy use (thousand gigajoules) for electricity

ENVIRONMENTAL PERFORMANCE

Waste prevention (donated or reused items, duplex printing), tons

Total municipal solid waste, tons

Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material), tons

Composted, sent to energy recovery or incinerated waste, tons

Landfill disposal, tons

Water use in Fluor offices, thousand gallons

Planted trees, thousands

COMMUNITY AND SOCIAL IMPACT

Community investments, initiatives and programs, million \$

Community investments, employee volunteer time, million \$

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

Scholarships for children of Fluor employees, thousands

Volunteered hours by Fluor employees globally, thousands

LOCAL DEVELOPMENT AND SUPPLY CHAIN MANAGEMENT

Fluor spending with U.S.-based suppliers and subcontractors, billion \$

Fluor spending with U.S. small, minority and women-owned businesses, million \$

Fluor spending with local suppliers worldwide, billion \$

	2021	2020	2019
	0.37	0.38	0.36
	0.33	0.36	–
	0.20	0.21	0.19
	0.16	0.20	–
	40.6	43.7	46.9
	48.0	55.0	58.0
	29.0	26.0	25.0
	2021	2020	2019
	14.58	12.72	13.82
equivalent) thousand metric tons	31.65	33.85	45.36
equivalent) thousand metric tons	28.80	–	–
	9.33	10.58	33.77
	148	128	130
	255	264	322
	2021	2020	2019
	190.1	435.1	181.9
	3,094.0	3,566.8	5,480.5
	1,085.2	1,049.8	2,000.7
	378.4	315.3	511.2
	1,630.3	2,201.8	2,968.7
	44,858.4	37,607.1	60,629.7
	8.1	4.3	6.3
	2021	2020	2019
	5.0	5.0	6.6
	0.3	0.7	0.9
	1.2	0.05	1.3
	0.87	1.26	0.55
	13.0	35.5	18.7
	1.2	0.8	1.2
	703	687	696
	12.0	24.0	37.0
	2021	2020	2019
	3.4	5.0	5.2
	1,242	829	917
	4.8	6.0	9.0

© 2022 Fluor Corporation. All Rights Reserved.
Fluor and Fluor Cares are registered service marks of Fluor Corporation.
Econamine FG Plus and Safer Together are service marks
of Fluor Corporation.
TRS is a registered service mark and TRS Staffing Solutions
is a service mark of TRS Staffing Solutions, Inc.
NuScale Power Module and The Triple Crown For Nuclear Plant Safety are
registered trademarks of NuScale Power, LLC.
All other service marks or trademarks are the intellectual property of their
respective owners.
BRGV125422 A

FLUOR®