

PLATFORM FOR GROWTH

2024 Sustainability Data Disclosures



WE DESIGN AND BUILD IMPACTFUL PROJECTS AROUND THE WORLD

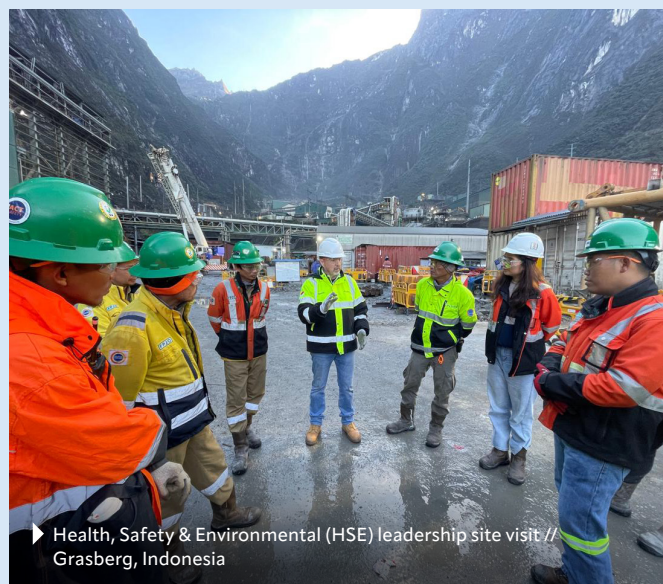
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Our 2024 reporting theme, **Platform for Growth**, reflects the outcomes of the first phase of our **'building a better future'** strategy. The **'fix and build'** focus, spanning 2021 through 2024, served to restore the capital structure and build quality backlog. Now, with a strengthened foundation and refined strategic priorities, we are poised to drive sustainable growth through the next chapter of our journey, **'grow and execute'**. Spanning 2025 through 2028, this chapter will focus on growing the business and delivering projects and solutions essential to society. Our talented employees are the innovative force behind our sustainability mission to positively impact the world.

Building a better world remains our purpose. We care deeply about safety and seek to drive quality and efficiency in all that we do. We are dedicated to having a positive impact on the world, our employees and stakeholders by working in a sustainable manner, contributing positively to society and promoting transparency, accountability and integrity.

We work with our clients and partners to ensure that projects are completed ethically and responsibly. Through our collective efforts, we are proud to be shaping the future of our industry and, ultimately, achieving our aspirations.

This is Fluor... we are
building a better world.



► Fluor learning exhibit at iMAGINE Upstate STEAM Festival // Greenville, South Carolina, United States



Discover more at
[fluor.com](https://www.fluor.com)

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 our Report on Form 10-K, which is available on www.fluor.com.

OUR ORGANIZATION AT A GLANCE

WHAT DRIVES US



OUR PURPOSE

of 'building a better world' echoes our ambition as an organization and forms the foundation of our culture.



OUR VISION

is to be a valued partner that delivers innovative and sustainable solutions that enable all our stakeholders to flourish.

WHAT UNDERPINS OUR CULTURE

OUR CORE VALUES

Serving as our behavioral compass, we embrace four core values that we live by every day.



SAFETY



INTEGRITY



TEAMWORK



EXCELLENCE

OUR STRATEGIC PRIORITIES



Drive growth across the portfolio



Pursue fair and balanced contract terms



Reinforce financial discipline



Foster a high-performance culture of project delivery

OUR BUSINESSES



► Quellaveco Mine // Moquegua, Peru



► LNG Canada Export Facility // Kitimat, British Columbia, Canada



► Ascension Island Airfield Rebuild // Ascension Island

URBAN SOLUTIONS

provides innovative and sustainable solutions for the advanced technologies, infrastructure, life sciences, manufacturing, mining, metals, operations, maintenance and professional staffing markets.

ENERGY SOLUTIONS

meets the world's energy and chemicals demand with innovative solutions for clients across a variety of traditional markets as well as those focused on newer and more sustainable solutions.

MISSION SOLUTIONS

serves federal agencies across the U.S. government and select international governments by solving critical challenges around national security, nuclear technology and emergency response and recovery.

WHAT WE DO



DESIGN



ENGINEERING



PROCUREMENT



FABRICATION



CONSTRUCTION



START-UP &
MAINTENANCE

WHY FLUOR?

- **Proven Expertise.** 110+ years of successfully delivering complex projects on time and on budget.
- **End-to-End Solutions.** Full project life-cycle execution – from earliest concept to ongoing facility support.
- **Unmatched Talent.** Access to a vast network of best-in-class technical and project management experts.
- **Safety and Quality Leadership.** An industry-leading safety record with a relentless focus on quality execution.
- **Global Scale.** The scale, resources and long-term focus to deliver significant, high-impact projects.
- **Innovative Performance.** Deploying leading-edge technology and processes for project delivery.

KEY FACTS*

Below are key facts about Fluor, including our vast network of technical experts – among them, subject matter experts and Fellows. The Fellow designation is the highest level of technical achievement and recognizes individuals who have made significant contributions to the industry in their field of expertise.



EMPLOYEES
27,000



LOCATIONS IN
40+
COUNTRIES



PATENTS
300+



LICENSED
TECHNOLOGIES
15



► Fluor's Global Headquarters //
Irving, Texas, United States



SUBJECT MATTER EXPERTS
1,300



PROJECTS ON
6
CONTINENTS



FLUOR FELLOWS
90

*As of June 1, 2025

OUR SUSTAINABILITY APPROACH

Sustainable principles are embedded in Fluor's purpose to build a better world and our strategic priority to foster a high-performance culture of project delivery. Our employees apply world-class expertise to solve our clients' greatest sustainability challenges.

Fluor was founded with the drive to create structures that would outlast the builder and to leave the world better than it was before. The work we do, the people we inspire and the communities in which we invest fuel innovation and growth.

PROTECTING THE ENVIRONMENT

We have delivered countless projects that help reduce carbon emissions.

We are also minimizing our own carbon footprint, illustrated by the achievement of our Net Zero 2023 target for our offices and associated fleet.

In 2024, our global teams continued to drive down emissions, reducing our combined Scope 1 and Scope 2 market-based greenhouse gas (GHG) emissions – before unbundled energy attribute certificates (EACs) were applied – by 30% compared to 2023. These efforts support our strategy to maintain our carbon neutral position while reducing our reliance on supplements like unbundled EACs and offset credits.

While our operational achievements are important, our focus remains on helping our clients decarbonize, leading to a more meaningful and longstanding impact.

CONTRIBUTING POSITIVELY TO SOCIETY

We are committed to helping businesses grow, economies thrive and communities flourish.

We take care of the people who work on our projects and in our offices, as well as those in surrounding communities, not only because it is the right thing to do but because it is also key to achieving excellence for our clients.

Regardless of project scale or location, our global supply chain provides prompt access to solutions of the highest caliber for our clients.



PROMOTING TRANSPARENCY AND ACCOUNTABILITY

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.

We are focused on doing the right thing and expect our suppliers, contractors and other third parties to maintain the same high standards of integrity.

REPORTING OUR PROGRESS

We have reported our sustainability progress annually since 2008. Our sustainability data disclosures contained in this document align with the following:

- Global Reporting Initiative (GRI) sustainability reporting standards; and
- International Financial Reporting Standards Foundation's Sustainability Accounting Standards Board (SASB) standards.

Our sustainability disclosures relate to Fluor's 2024 fiscal year and are to be read together with other materials forming part of our corporate reporting suite, including our 2024 Report on Form 10-K, 2024 Integrated Report and 2025 Proxy Statement. Our corporate reporting suite is available on www.fluor.com.

DETERMINING MATERIALITY

Fluor's Sustainability Committee Chair reports to the Corporate Development & Sustainability Executive (a member of the Fluor Management Team) who, in turn, reports to the Chief Executive Officer of Fluor Corporation.

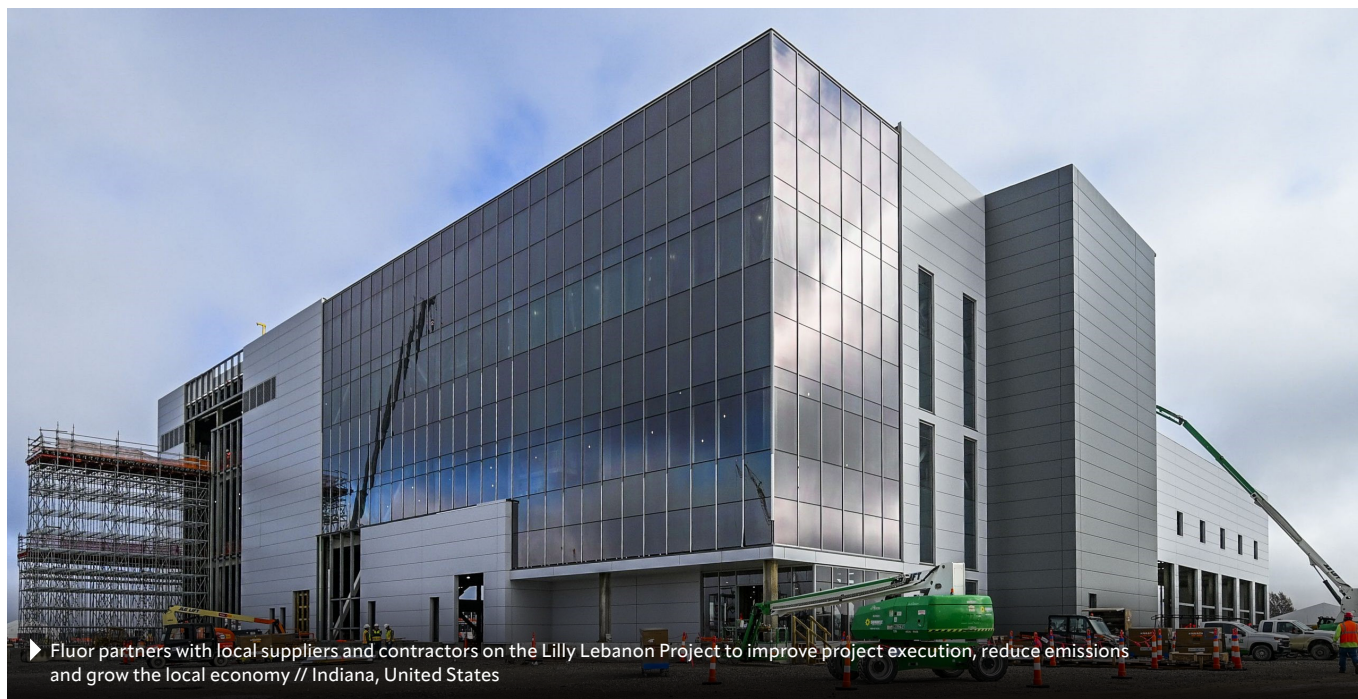
The Sustainability Committee consists of internal subject matter experts who consider and provide material disclosures. Members include representatives from Fluor's business segments and the following functional areas: Business Development; Community Relations; Compliance & Ethics; Corporate Affairs; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Legal, including Governance; Strategic Planning; and Supply Chain.



► Pet therapy during STAND Up for Suicide Prevention Week // Shanghai, China

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

The disclosures provided in this document have been determined to be relevant to Fluor's global operations for the purpose of sustainability reporting by the company's Sustainability Committee as part of our internal assessment process.



► Fluor partners with local suppliers and contractors on the Lilly Lebanon Project to improve project execution, reduce emissions and grow the local economy // Indiana, United States

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	
GRI 301: Materials 2016	No	This item (materials used) relates to onsite projects, which are outside Fluor's reporting boundary for 2024.
GRI 302: Energy 2016	Yes	
GRI 303: Water and Effluents 2018	Yes	
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	Yes	
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	Yes	
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.

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	

EXPANDING OUR REPORTING

For decades, Fluor has voluntarily disclosed sustainability data under the widely accepted frameworks mentioned on page 5. While these frameworks have been helpful in creating consistency in reporting, new regulations seek to create even more standardization across company disclosures.

To comply with the European Union's Corporate Sustainability Reporting Directive (CSRD), we established systems and processes in 2024 to begin collecting material data from many of our major European offices in 2025 with reporting in 2026. Fluor has reporting obligations for construction sites under the CSRD, to the extent of our operational control. We are collaborating with our clients on this change in our reporting boundary as well as on their compliance efforts.

We completed a Double Materiality Assessment (DMA), considering both how Fluor impacts the environment and society (inside-out) and how sustainability risks and opportunities affect the company financially (outside-in). The outcome of the DMA is a list of material topics for Fluor that we will use beginning in 2025 for the Fluor entities impacted by the CSRD.

The Omnibus Simplification Package from the European Commission includes several proposed changes that could impact Fluor's CSRD reporting obligation, including the potential postponement of Fluor's large EU entity reporting deadline by two years.

Expanding the data we collect can help us identify ways to improve our operations, contain costs, reduce our environmental impact and enhance our reputation with clients, investors and other stakeholders. Our planning efforts for the CSRD also help prepare us for compliance with climate regulations in Australia and California, United States.



OUR ROLE IN BUILDING A SUSTAINABLE FUTURE

Fluor is an essential partner in the production of safer, cleaner and sustainable solutions to meet the world's increasing demand. These solutions address a range of industries, including steel, aluminum and plastics that incorporate the principles of circular economy. Further, we support energy transition markets, while also continuing to serve traditional oil, gas and petrochemical industries.

To deliver sustainable solutions for our clients, we leverage our vast experience, deep technical expertise and strong relationships. In 2024, Fluor was awarded a contract for front-end engineering and design with Heidelberg Materials for its GeZero project to integrate an industrial-scale carbon capture and storage solution into its cement production facility in Geseke, Germany. Based on state-of-the-art second generation advanced Oxyfuel technology, the project aims to capture 700,000 metric tons of carbon dioxide annually.



► Collaboration with Carbfix to address carbon capture and storage solutions for hard-to-abate sectors // Hellisheiði, Iceland

OUR FIVE ENERGY TRANSITION FOCUS AREAS



Renewable Fuels and Chemicals

We deliver renewable and biofuel projects, including bioethanol, biodiesel and sustainable aviation fuel. We help clients produce green chemicals using renewable feedstocks and carbon-free energy while also minimizing waste through capital-efficient chemicals and plastic recycling.



Hydrogen

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



Clean Power and Energy Storage

Carbon-free, clean-energy solutions including nuclear and renewable energy are vital to achieving net-zero targets. We design and integrate 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, our expertise reaches from raw material mining and battery chemical processing to manufacturing and recycling. Our 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, we are helping lead the energy transition and reduce GHG emissions for our clients and our own decarbonization initiatives.

We are committed to navigating the complex balance of meeting global sustainability needs in reliable, affordable ways.

In addition, we are helping several steel manufacturers ramp up their emissions-reduction efforts to deliver carbon-neutral, 'green' steel. Fluor is designing and building new steelmaking facilities using energy-efficient electric arc furnaces (EAFs) on several projects. In Sweden, we are providing engineering services at the world's first large-scale renewable, hydrogen-based, integrated green steel mill.

Our efforts also support the decarbonization of hard-to-abate sectors such as heavy-duty transportation and aviation. At the Braya Renewable Fuels facility in Canada, Fluor provided engineering and

procurement services to convert the idled petroleum refinery into a modern facility that produces renewable diesel fuel from soybean oil and other low-carbon intensity feedstocks. And in England, we are helping Johnson Matthey build a facility to scale up the manufacture of hydrogen fuel cell components.

As society is increasingly demanding cleaner, lower carbon energy, fuels and products, we are proud to play a pivotal role in creating a sustainable future.



► Braya Renewable Fuels Facility // Come By Chance, Newfoundland and Labrador, Canada

OUR THREE-YEAR SUSTAINABILITY PERFORMANCE METRICS

FLUOR EMPLOYEES	2024	2023	2022
Number of regular employees at year-end (thousands)	26.9	30.2	39.6
Percentage of salaried employees	71.8	66.0	49.5
Percentage of women among salaried employees ¹	31.0	30.0	30.0
SAFETY AND HEALTH	2024	2023	2022
Total case incident rate per 200,000 work hours	0.31	0.29	0.34
Total case incident rate per 200,000 work hours, excluding COVID-19 cases	0.31	0.29	0.31
Days away, restricted or transferred case rate per 200,000 work hours	0.17	0.15	0.19
Days away, restricted or transferred case rate per 200,000 work hours, excluding COVID-19 cases	0.17	0.15	0.16
Lost-time injury (LTI) frequency rate for direct workforce per 1 million hours worked	0.39	0.40	0.43 ²
Lost-time injury (LTI) severity rate for direct workforce (number of days lost due to injuries multiplied by 1,000 per total hours worked)	0.03	0.01	0.01 ²
COMMUNITY AND SOCIAL IMPACT	2024	2023	2022
Community investments, initiatives and programs from Fluor and Fluor Foundation (\$M)	9.0 ³	8.2 ³	7.6 ⁴
Community investments, employee volunteer time (\$M)	1.7	1.1	0.7
Hours of STEM academic training, enrichment or increased awareness (millions)	0.74	0.60	2.00
Meals to the hungry (millions)	0.80	0.71	0.85
Assisted individuals with preventive and emergency services (thousands)	337.0	10.5	8.4
Grants to universities (\$M)	1.0	1.0	1.0
Volunteered hours by Fluor employees globally (thousands)	49.0	33.7	22.5
LOCAL DEVELOPMENT AND SUPPLY CHAIN MANAGEMENT	2024	2023	2022
Fluor commitments with U.S.-based suppliers and subcontractors (\$B)	4.8	4.4	4.3
Fluor commitments with local suppliers worldwide (\$B)	9.5	8.8	4.9

¹ Gender statistics exclude Stork; NuScale; Fluor BWXT Portsmouth; LLC; Fluor Federal Petroleum Ops, LLC; and Fluor Federal Solutions.

² The LTI statistics in 2022 exclude COVID-19 cases.

³ The figure includes community initiatives through corporate and foundation donations and employee-driven fundraising activities.

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

High-level sustainability performance metrics related to our employee composition, safety performance, community and social impact, supply chain management, GHG emissions and environmental impact are included in the table below. Additional insights and details related to these metrics are included throughout these disclosures and in our 2024 Integrated Report.

ENERGY AND GREENHOUSE GAS EMISSIONS	2024	2023	2022
Scope 1 – direct GHG emissions, absolute (carbon dioxide equivalent) (thousand metric tons)	6.42	11.65	11.05
Scope 2 (market-based method) – indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (carbon dioxide equivalent) (thousand metric tons)	0.32	0.42	24.54
Total offset credits retired (carbon dioxide equivalent) (thousand metric tons)	6.74	12.07	-
Total GHG emissions for Scope 1 and Scope 2 market-based method ⁵ (carbon dioxide equivalent) (metric tons)	0	0	-
Scope 2 (location-based method) – indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (carbon dioxide equivalent) (thousand metric tons)	23.49	26.22	27.37
Scope 3 – indirect GHG emissions from business air travel, absolute (carbon dioxide equivalent) (thousand metric tons)	15.67	15.42	12.31
Fleet vehicles fuel consumption (thousand liters)	738.6	1,747.0	1,512.0
Direct energy use for diesel, gasoline, natural gas and propane (thousand gigajoules)	85	122	121
Indirect energy purchased for electricity and district heating (thousand gigajoules)	224	256	259
ENVIRONMENTAL IMPACT	2024	2023	2022
Waste prevention (donated or reused items, duplex printing) (metric tons ⁶)	66.7	272.9	73.4
Total municipal solid waste (metric tons ⁶)	2,210.2	2,541.4	2,547.2
Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material) (metric tons ⁶)	1,120.0	1,055.0	1,102.0
Composted, sent to energy recovery or incinerated waste (metric tons ⁶)	79.8	365.0	371.5
Landfill disposal (metric tons ⁶)	794.7	1,121.3	1,072.4
Water use in Fluor offices (million liters ⁷)	208.1	238.5	203.4
Planted trees (thousands)	44.0	29.0	24.0

⁵ Fluor achieved carbon neutrality through the market-based method. Refer to www.fluor.com.

⁶ While Fluor has operations worldwide, some of the company's small, leased offices are not reporting water usage and waste management data; however, data are reported by offices for Fluor's more significant operations.

⁷ Fluor made an estimate for smaller offices that do not report water consumption using an average of 50 liters per worker per working day.

OUR RESPONSE TO THE GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

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 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 2024 reporting period. From 2023 to 2024, there were no material changes to Fluor's reporting.



In May 2024, Fluor expanded our footprint in India, opening a new office in the city of Vadodara to support growth in global project execution. Following heavy rainfall and flooding in August, employees provided relief to affected neighbors. A team of Fluor Cares volunteers distributed 250 dry ration kits to Abhrampura and nearby villages, where citizens are primarily daily wage earners, farm workers and construction laborers. The kits contained essential groceries such as wheat flour, rice, legumes, spices, cooking oil, sugar and salt.

For more on how Fluor engages with local communities, read our GRI 413 responses on page 37.

► Fluor Cares volunteers serve residents affected by flooding // Abhrampura, India

GRI INDEX

Our disclosures relate to the standards listed below.

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 303: Water and Effluents
- 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 402: Labor/Management Relations
- GRI 403: Occupational Health and Safety
- GRI 404: Training and Education
- GRI 405: Diversity and Equal Opportunities
- GRI 406: Non-discrimination
- GRI 407: Freedom of Association and Collective Bargaining
- 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



► Fluor provides recovery services for the U.S. Federal Emergency Management Agency // East Zone region, United States



► Fluor Cares supports Ramon Aboitiz Foundation, Inc., tree planting // Batangas, Philippines

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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).</p> <p>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 2024, Fluor reported results under three principal business segments – Energy Solutions, Urban Solutions and Mission Solutions – serving clients through various subsidiaries and joint ventures. We also have a smaller Other segment.
2-3	Reporting period, frequency and contact point	<p>Fluor has reported sustainability data annually since 2008. For Fluor's 2024 fiscal year, the company published an integrated report that includes financial and non-financial objectives and performance disclosures. Fluor's 2024 Integrated Report is to be read together with the 2024 Sustainability Data Disclosures.</p> <p>This document features quantitative and qualitative data for 2024, as well as information from previous years as shown in the Three-Year Sustainability Performance Metrics, pages 10-11.</p> <p>The publication date for Fluor's 2024 Sustainability Data Disclosures is June 2025.</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 2024 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	Fluor's office and associated fleet Scope 1 and Scope 2 greenhouse gas emissions received external limited assurance as part of the Net Zero 2023 verification process. Refer to the Independent Limited Assurance Report on www.fluor.com .
2. ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	<p>Refer to:</p> <ul style="list-style-type: none"> • 2024 Report on Form 10-K, pages 2-7. • https://www.fluor.com/market-reach • https://www.fluor.com/services-and-expertise/procurement <p>In 2024, there were no significant changes in the organization and our value chain.</p>
2-7	Employees	At year-end 2024, Fluor's global workforce consisted of 26,866 employees. The workforce consisted of 19,296 salaried employees, 5,617 craft and 1,953 TRS Staffing Solutions SM agency employees. In 2024, the salaried workforce was 69% male and 31% female. The sale of Stork's business in continental Europe resulted in a 11% reduction in our workforce from 2023.
2-8	Workers who are not employees	Refer to GRI 2: Activities and Workers, 2-7.
3. GOVERNANCE		
2-9	Governance structure and composition	Refer to 2025 Proxy Statement, pages 3-18.

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
2-10	Nomination and selection of the highest governance body	Refer to 2025 Proxy Statement, pages 9-21.
2-11	Chair of the highest governance body	Refer to 2025 Proxy Statement, pages 14-15.
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Refer to GRI 2: Governance, 2-13.</p> <p>Refer to 2025 Proxy Statement, pages 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 • Sustainable supply chain • Engaged, knowledgeable employees • Ethical business conduct • Proactive community involvement
2-13	Delegation of responsibility for managing impacts	<p>The Executive Vice President, Corporate Development & Sustainability, Nicole Davies, (reporting directly to the Chief Executive Officer) is the highest responsible position for overseeing sustainability leadership in Fluor. Davies appointed the Chair, who is also part of the Corporate Development & Sustainability group and directly reports to the Executive Vice President.</p> <p>The Chair oversees Fluor's Sustainability Committee, which consists of business line representatives as well as corporate function representatives serving as advisors and subject matter experts. Advisors and subject matter experts include representatives from Fluor's business lines and corporate functions, including Business Development; Community Relations; Compliance & Ethics; Corporate Affairs; Government Relations; Health, Safety & Environmental (HSE); Human Resources; Investor Relations; Legal, including Governance; Strategy; 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, executive leadership and the Chief Executive Officer.
2-15	Conflicts of interest	Refer to 2025 Proxy Statement, pages 21-22.
2-16	Communication of critical concerns	<p>Refer to:</p> <ul style="list-style-type: none"> • 2025 Proxy Statement, page 12. • 2024 Report on Form 10-K, pages 12-27. • Fluor Compliance and Ethics Integrity Portal and Hotline.
2-17	Collective knowledge of the highest governance body	Refer to 2025 Proxy Statement, page 12.

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
2-18	Evaluation of the performance of the highest governance body	Refer to 2025 Proxy Statement, pages 11-19.
2-19	Remuneration policies	Refer to 2025 Proxy Statement, pages 24-64.
2-20	Process to determine remuneration	Refer to 2025 Proxy Statement, pages 18, 38-40.
2-21	Annual total compensation ratio	<ul style="list-style-type: none"> The ratio of the 2024 annual total compensation of our Chairman and CEO to the 2024 annual total compensation of our median-compensated employee was 180 to 1. In 2024, the total compensation for the highest-paid individual decreased, while the total compensation for the organization's median employee increased. The ratio of percentage increase in annual compensation is 19.2% to (14.5)%. For more information, refer to the 2025 Proxy Statement, page 57.
4. STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	Refer to Sustainability Policy .
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 (Supplier Expectations), 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: Strategy, Policies and Practices, 2-23.
2-25	Processes to remediate negative impacts	Refer to the Compliance and Ethics Integrity Portal and Hotline .
2-26	Mechanisms for seeking advice and raising concerns	<p>Fluor maintains a formal Open-Door and Anti-Retaliation Policy (HR-101), enabling employees to have honest conversations with managers without the fear of reprisal. 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 or illegal behavior.</p> <p>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>

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
2-27	Compliance with laws and regulations	In 2024, Fluor did not identify any significant instances of non-compliance with laws and regulations.
2-28	Membership associations	<p>In 2024, some of the significant organizations with which Fluor and our employees were associated included:</p> <ul style="list-style-type: none"> • American Society of Civil Engineers: Subcommittees to the Committee on Sustainability (United States) • American Society of Safety Professionals (ASSP) ANSI A.10 Construction and Demolition Standards Committee (United States) • Association of Union Constructors (United States) • Building Responsibly • Business Ethical Leadership Alliance (BELA) • Carbontech Leadership Council (United States) • Conference Board: Career Development Practitioner Council; CFO Council: Chief Legal Officers Council; Fortune 250; Financial Planning & Analysis Council; Corporate Citizenship Global 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 (CII) (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) • National Center for Construction Education and Research (NCCER) (United States) • National Construction Safety Executives (United States) • National Safety Council (United States) • Pixaera Advisory Council for Construction & Infrastructure • Procurement Executive Group (PEG) (United States) • TapRoot® Root Cause Analysis Council • United Nations Global Compact • United States Green Building Council (USGBC) • Supply Chain Sustainability School

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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>We provide employees with communications, including leadership videos about sustainability, including environmental, health and safety; inclusion; supply chain; community engagement; and anti-corruption matters. These are emailed and stored 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. We also post messages about sustainability activities 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 volunteering program.</p> <p>In addition to ongoing engagement of our shareholder base, we meet with shareholders on corporate governance and other topics of interest to them. Prior to adopting corporate governance initiatives, we consider the policies of our shareholders and solicit their perspectives on potential courses of action. Fluor and our Board of Directors have reached out to investors on a number of topics over the last several years, including governance, sustainability and compensation.</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 14% 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 3: MATERIAL TOPICS

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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 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 include 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> <p>As part of the European Union (EU) Corporate Sustainability Reporting Directive compliance process, Fluor has conducted a Double Materiality Assessment for the in-scope EU entities. That exercise resulted in a materiality list that is undergoing review in light of the Omnibus Simplification Package.</p>
3-2	List of material topics	<p>Refer to the Report Overview of this document, pages 6-7, 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 2024 Sustainability Data Disclosures and 2024 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 currently excludes emissions produced at client sites. All HSE, 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>
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 2024 are available in the 2024 Report on Form 10-K.
201-1	Direct economic value generated and distributed	<p>Details about Fluor's operations in 2024 are available in the 2024 Report on Form 10-K.</p> <p>Fluor, the Fluor Foundation and our employee-driven activities contributed \$9 million in 2024 to community initiatives and programs around the globe. Fluor tracks and reports on key community-related metrics annually. Refer to the 2024 Integrated Report, page 11, and Three-Year Sustainability Performance Metrics, pages 10-11.</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/about-fluor/approach/community-relations.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
201-2	Financial implications and other risks and opportunities due to climate change	Refer to 2024 Report on Form 10-K, pages 23-24.
201-3	Defined benefit plan obligations and other retirement plans	Fluor has consistently funded defined benefits 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	Fluor does not receive financial assistance from the government.
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.
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Some data are not included for privileged, proprietary and/or competitive reasons.
202-2	Proportion of senior management hired from the local community	Fluor's workforce is 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), 14 (or 93%) 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 www.fluor.com/about-fluor/approach/community-relations .
203-2	Significant indirect economic impacts	<p>Fluor, through the Fluor Foundation, our employees and our broader organization, endeavors to support positive indirect economic impacts.</p> <p>Refer to Our People section of the 2024 Integrated Report and www.fluor.com/about-fluor/approach/community-relations.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 204: PROCUREMENT PRACTICES		
3-3	Management of material topics	<p>Procurement is an integral component of the projects that Fluor executes. In 2024, \$11.1 billion was committed for 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>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 content as goods or services procured from suppliers and subcontractors in the same country where the goods are consumed/installed or the services are rendered. For goods, this can include interim points of manufacture or fabrication, in addition to the eventual jobsite. Defined in this way, Fluor's local commitments in 2024 were \$9.5 billion, which was approximately 85% of our total global spend.</p>
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. The company's strong stance against corruption includes formal processes to assess and combat the potential for corruption.</p> <p>The company's approach to project teams includes assessing and managing risks specific to each project. Fluor's Business Risk Management Framework (BRMFSM) is a formal system to assess, manage and monitor execution risks at Fluor's projects. Fluor employs this framework to assess a project's execution risk potential, develop risk mitigations, and monitor the impacts of risks and mitigations.</p> <p>Fluor also has a structured practice for supporting project ethics and compliance. Prospective 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, as well as considering anti-corruption, trade compliance, fair competition, worker welfare, information security, conflict of interest, confidential information and other ethics and compliance related risks. 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. 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 the Code.</p>
205-1	Operations assessed for risks related to corruption	<p>Fluor addresses conflicts of interest immediately through mandatory, prompt reporting to Compliance & Ethics for review and resolution. An additional layer of required review is the completion of the annual disclosure of conflicts of interest.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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>Fluor maintains policies and practices as well as 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 the Code 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>
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 2024.
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 2024 Report on Form 10-K, page 21.
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 2024 Report on Form 10-K. Fluor does not disclose country-level details.

GRI 300: ENVIRONMENTAL STANDARDS SERIES

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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. Fluor is currently collecting data from our project sites. Once enough information is available, we will add it to our reporting boundary and reset our baseline.</p> <p>In January 2021, Fluor made the Net Zero 2023 commitment to eliminate both Scope 1 and Scope 2 greenhouse gas emissions to be carbon neutral by the end of 2023. We are proud to have achieved this commitment before the end of our 2023 financial year.</p> <p>In order to achieve Net Zero 2023, we first reduced energy consumption at our offices, then purchased low- or zero-carbon energy, and finally purchased unbundled Energy Attribute Certificates (EACs) and high-quality carbon offset credits. A change management plan, communications plan and reporting framework were developed to support Fluor's offices on their journey to carbon neutrality.</p> <p>For Net Zero 2023, all employees had the opportunity to submit ideas 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. Quarterly progress reports were published at https://www.fluor.com/about-fluor/approach/health-safety-environment/environment/net-zero-2023.</p> <p>To ensure transparency and accuracy, a third party assured Fluor's carbon neutral achievement for the first and second quarters of 2023. Read the Independent Limited Assurance Report.</p> <p>Throughout 2024, our global teams continued to implement energy reduction initiatives and purchase more renewable energy. Operational improvements included relocating our largest office, in Houston, Texas, to a smaller, U.S. Green Building Council® Leadership in Energy and Environmental Design (LEED) Gold certified facility.</p> <p>Going forward, Fluor's objective is to reduce our reliance on unbundled EACs and offset credits as we maintain our carbon neutral status.</p>
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • Total fuel consumption within the organization from non-renewable sources: approximately 78,732 gigajoules (diesel, gasoline, natural gas and propane). • Total fuel consumption within the organization from renewable sources: approximately 5,900 gigajoules (green gas – biomethane). • Electricity and steam purchased for consumption: <ul style="list-style-type: none"> – Electricity purchased: approximately 60.89 million kilowatt-hours (219,205 gigajoules) – Total renewable electricity purchased: 60.87 million kilowatt-hours (219,146 gigajoules) – Total renewable electricity generated and consumed onsite: 815,677 kilowatt-hours (2,936 gigajoules) – Heating purchased: approximately 1.4 million kilowatt-hours (5,047 gigajoules) • Electricity, heating, cooling and steam sold: not applicable. • Total energy consumption within the organization: approximately 311,820 gigajoules. • Total energy consumption excludes fleet. For fleet vehicles fuel consumption, refer to Three-Year Sustainability Performance Metrics, pages 10-11. • 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 were unavailable.
302-2	Energy consumption outside the organization	<p>In 2024, Fluor did not measure energy consumption outside our organizational boundary. Fluor only collected our emissions associated with business-related air travel based on distance traveled; however, in 2025, Fluor started data collection for all of the applicable Scope 3 categories.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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 2024 was 19.1, 2023 was 24.4 and 2022 was 27.7 gigajoules per million dollars. In 2024, Fluor office teams continued to implement energy reduction initiatives to maintain our carbon neutral position. This, along with increased revenue from 2023, resulted in lower normalized energy consumption. Overall, there was a decrease of about 22% between 2023 and 2024.
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 90 facilities in 26 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 U.S. Green Building Council LEED buildings. Fluor's goal is to adopt the best environmental methods wherever practical and reduce energy consumption, carbon emissions and operating expenses.</p> <p>As part of Fluor's Net Zero 2023 achievement, Fluor 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. In 2024, we continued to minimize our energy consumption, relocating existing offices to energy-efficient buildings and upgrading fleet vehicles. Additionally, we divested most of our Stork locations. Therefore, between 2023 and 2024, Fluor experienced a reduction of approximately 37,540 gigajoules in direct energy consumption and 29,000 in indirect energy consumption.</p>
302-5	Reductions in energy requirements of products and services	Fluor is currently collecting energy data from our project sites. Once enough information is available, we will add it to our reporting boundary and reset our baseline.
GRI 303: WATER AND EFFLUENTS		
303-1	Interactions with water as a shared resource	<p>Fluor consumes water through municipal water systems to support our office operations. Water consumption is not regarded as a significant environmental impact; therefore, water-related goals and targets have not been established. In addition, very little data are available, as water consumption is included within service charges from lessors. Fluor is currently collecting data from our project sites. Once enough information is available, we will add it to our reporting boundary and reset our baseline.</p> <p>Water consumption for most of our offices is estimated using employee headcount data of those commuting into the office for each year reported.</p>
303-2	Management of water discharge related impacts	Fluor discharges wastewater through municipal systems to support our office operations. Wastewater discharge associated with our office operations is not regarded as a significant environmental impact; therefore, effluent-related goals and targets have not been established. In addition, very little data are available, as wastewater discharge is included within service charges from lessors. Fluor is currently collecting data from our project sites. Once enough information is available, we will add it to our reporting boundary and reset our baseline.
303-3	Water withdrawal	Refer to Three-Year Sustainability Performance Metrics, pages 10-11.
303-4	Water discharge	Refer to GRI 303: Water and Effluents, 303-2.
303-5	Water consumption	Refer to Three-year Sustainability Performance Metrics, pages 10-11.
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.

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>Fluor is not aware of any offices located in proximity to protected areas. Most of our offices are located in urban settings.</p> <p>Additionally, Fluor is not aware of any construction sites located near protected areas; however, we are currently collecting data from our project sites. Once enough information is available, we will add it to our reporting.</p>
304-2	Significant impacts of activities, products and services on biodiversity	<p>Fluor is not aware of any offices located in proximity to protected areas. Most of our offices are located in urban settings.</p> <p>Additionally, Fluor is not aware of any construction sites located near protected areas; however, we are currently collecting data from our project sites. Once enough information is available, we will add it to our reporting.</p>
304-3	Habitats protected or restored	<p>In 2024, Fluor continued to invest in a high-quality, 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 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>
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 STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 305: EMISSIONS		
3-3	Management of material topics	<p>Emissions of greenhouse gases are material to Fluor. Until now, we have been reporting emissions data for our offices; however, we are currently collecting data from our project sites. Once enough information is available, we will add it to our reporting boundary and reset our baseline.</p> <p>Fluor follows the World Resources Institute Greenhouse Gas (GHG) 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>In 2023, Fluor achieved our Net Zero 2023 commitment, reducing our operational Scope 1 and Scope 2 GHG emissions to carbon neutral. Scope 1 includes emissions produced directly by Fluor offices and fleet vehicles. Scope 2 covers indirect emissions, such as GHG from third-party plants that provide electricity to offices. Read the Independent Limited Assurance Report.</p> <p>To achieve Net Zero 2023, Fluor used 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 bundled with energy attribute certificates (EACs), while retaining and retiring these attributes. Purchasing and retiring unbundled EACs as needed. These attributes are 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 net zero. <p>Fluor selected a high-quality offset project that meets the criteria of additionality, permanence, leakage and double counting as described in the GHG Protocol.</p> <p>Throughout 2024, our global teams continued to implement energy reduction initiatives and purchase more renewable energy. Operational improvements included relocating the Houston, Texas, office to a U.S. Green Building Council LEED Gold certified facility, replacing the diesel-fueled internal combustion engine shuttle bus with an electric model in our Manila, Philippines, office, and transitioning the Polaris Corporate Center, Fluor's Philippines headquarters, to 100% renewable energy sourced from wind, solar and geothermal power plants.</p> <p>Going forward, Fluor's objective is to reduce our reliance on unbundled EACs and offset credits as we maintain carbon neutrality for our offices. Throughout 2025, our global teams will continue to drive down emissions, including implementing energy reduction initiatives and purchasing more renewable energy.</p> <p>Evaluation is reflected in absolute emissions and normalized emissions (normalized by revenue).</p>
305-1	Direct (Scope 1) GHG emissions	Refer to Three-Year Sustainability Performance Metrics, pages 10-11.

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
305-2	Energy indirect (Scope 2) GHG emissions	Refer to Three-Year Sustainability Performance Metrics, pages 10-11.
305-3	Other indirect (Scope 3) GHG emissions	In 2024, Fluor collected data associated with business-related air travel. Refer to Three-Year Sustainability Performance Metrics, pages 10-11. In 2025, Fluor started data collection for all applicable Scope 3 categories.
305-4	GHG emissions intensity	<p>Normalizing absolute GHG emissions by revenue is another approach to evaluating the effect of Fluor's efficiency measures. In 2024, Fluor's normalized Scope 1 and Scope 2 GHG emissions combined were 1.83 metric tons of carbon dioxide equivalent (tCO₂e) per million dollars for location-based and 0.41 tCO₂e per million dollars for market-based emissions compared to 2.45 and 0.78 respectively in 2023. Significant reductions in both location-based and market-based emissions are mostly associated with relocation of existing offices to energy-efficient buildings and upgrading fleet vehicles, as well as divestiture of Stork.</p> <p>For Scope 3, in 2024, Fluor only collected data associated with business-related air travel. In 2024, Fluor's normalized Scope 3 GHG emissions were 0.96 tCO₂e per million dollars compared to 1 tCO₂e per million dollars in 2023.</p>
305-5	Reduction of GHG emissions	<p>Energy efficiency activities help manage the amount of carbon emissions generated at Fluor's global facilities. In 2024, with the relocation of one of our largest offices to a more efficient building and divestiture of Stork, our office space was reduced from approximately 5.3 million square feet (494,875 square meters) in 28 countries at the beginning of the year to approximately 3.1 million square feet (291,545 square meters) of office space and associated land in 26 countries at the end of the year.</p> <p>In 2024, our office teams continued implementing energy and emissions reduction initiatives. Through these initiatives as well as the reduction in our office space and divestiture of Stork, between 2023 and 2024, Fluor experienced a significant reduction in our Scope 1 (direct) and Scope 2 (indirect GHG emissions from consumption of purchased electricity and steam) emissions.</p> <p>Fluor maintained our carbon neutral status in 2024.</p> <p>There was an increase in emissions associated with business-related air travel due to increase in our business activity.</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 GHGs 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	There were no significant spills at our offices or sites.

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 306: WASTE		
3-3	Management of material topics	<p>Fluor has been reporting waste data for our offices and is currently collecting data from our project sites. Once enough information is available, we will add it to our reporting boundary.</p> <p>Fluor encourages our employees to practice waste minimization. We maintain 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>
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, pages 10-11.
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 2024, approximately 51.7 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 15 metric tons of paper in 2024.</p> <p>In 2024, Fluor offices worldwide, through their active recycling programs, recycled approximately 337 metric tons of paper, 52.7 metric tons of cardboard, 1 metric ton of batteries and 116.5 metric tons of mixed recyclable materials. Additionally, 45.5 metric tons of solid waste were sent to energy recovery facilities.</p> <p>In 2024, 613.3 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	Approximately 794.7 metric tons of solid waste were sent to landfills in 2024. Fluor operates office buildings; therefore, no hazardous waste is generated.

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT		
3-3	Management of material topics	<p>Fluor periodically 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; HSE; 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 does not typically collect 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 400: SOCIAL STANDARDS SERIES

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 401: EMPLOYMENT		
3-3	Management of material topics	<p>The company's approach to employees and the workplace includes the development and implementation of a comprehensive Human Resources strategy that provides both short- and long-term focus on employee-related objectives in support of the business.</p> <p>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.</p>
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	<p>Fluor provides our employees with programs that promote their physical and mental wellbeing in alignment with local requirements and competitive benchmarking. Our salaried employees in many locations are offered opportunities to participate in our benefits programs, which include health plans as well as life insurance, disability insurance, time off and retirement saving choices. Part-time employees in various countries may be eligible to participate in these programs. Additionally, Fluor's global offices continue to increase opportunities for employees to proactively learn about and engage in improving their health and wellbeing. Our wellbeing framework allows for flexibility in the type of programs provided locally and is designed to support proactive, preventive physical and mental health. Wellness is a top priority for the company with the support of a global Employee Assistance Program (EAP). Our global benefits team provides training and resources to regional and country subject matter experts on wellbeing, governance and retirement programs to ensure they are up to date on latest market practices and local requirements.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
401-3	Parental leave	Fluor provides parental leave in accordance with applicable laws and regulations and in certain countries, provides leave benefits that exceed the mandated minimum. 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 U.S., 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.
GRI 402: LABOR/MANAGEMENT RELATIONS		
402-1	Minimum notice periods regarding operational changes	<p>Fluor follows applicable local regulations or contractual requirements related to minimum notice periods for reductions in workforce as well as for ordinary staffing decisions.</p> <p>When it comes to ordinary staffing decisions, changes to project schedules, etc., we generally provide employees with a two-week notice period or up to 30 days if possible.</p>
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
3-3	Management of material topics	<p>The boundary is Fluor's offices that we operate and the project sites on which we have a leadership role.</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. 48% of Fluor's major offices are certified to ISO 14001 and ISO 45001.</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>
403-1	Occupational health and safety management system	<p>All employees and contractors on project sites under Fluor's leadership, 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, workspace ergonomic assessments, fitness resource information, dietary health resource information and training in CPR.</p>

GRI STANDARD DISCLOSURE	2024 DISCLOSURE
403-2	<p data-bbox="541 277 1444 420">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 data-bbox="541 453 1444 596">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 data-bbox="541 629 1444 772">Workers are required to report unsafe conditions and have the responsibility 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 data-bbox="541 806 1444 1038">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 data-bbox="541 1042 1121 1125" 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 data-bbox="541 1158 1444 1214">The HSE representative conducts the investigation with the supervisor(s) of the individual(s) involved in the incident.</p>
403-3	<p data-bbox="541 1224 1444 1280">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.</p> <p data-bbox="541 1313 1444 1396">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 construction and fabrication personnel to mitigate those hazards.</p> <p data-bbox="541 1429 1091 1456">Refer to GRI 403: Occupational Health and Safety, 403-1.</p>

GRI STANDARD DISCLOSURE	2024 DISCLOSURE
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 employees 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, 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 440 Silver 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>

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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 optional health-based programs, such as Real Appeal Lifestyle Program, Chronic Condition Management and personalized wellbeing coaching.</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 construction sites 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, Lost Time Injury (LTI) Frequency Rate and LTI Severity Rate, refer to HSE Performance. The Three-Year Sustainability Performance Metrics, pages 10-11, provide the results for 2022, 2023 and 2024 for comparison purposes. All workers under the control of Fluor or a joint venture partnership are included in the rates.</p> <p>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; heavy lift, cranes and transport; 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	Refer to GRI 403: Occupational Health and Safety, 403-9.

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
GRI 404: TRAINING AND EDUCATION		
3-3	Management of material topics	<p>One of our top priorities is to provide ongoing training and development for our employees through multiple avenues. In 2024, we extended our catalog of leadership development offerings and methods of delivery. This included delivery of critical learning opportunities to our executives, project execution and functional employees based in offices, remote locations and project field assignments.</p> <p>Additionally, employees can access Fluor University®, our online platform, where they select from a wide variety of self-paced, online, virtual and instructor-led training courses. Topics range from our internally developed courses focused on discipline-specific training, to commercially available technical learning and general knowledge topics, such as leadership, business acumen, communication and management skills.</p>
404-1	Average hours of training per year per employee	In 2024, our employees received nearly 213,000 hours of training through Fluor University, covering both online and instructor led training opportunities.
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 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. In 2024, to add global structure and direction for Organization Unit Managers (OUMs), comprehensive global initiatives targeted specifically for OUMs were rolled out including quarterly webinars on talent topics, monthly orientation training for new OUMs and a standardized Resource Toolkit for consistent talent development.
404-3	Percentage of employees receiving regular performance and career development reviews	In 2024, 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 405: DIVERSITY AND EQUAL OPPORTUNITIES		
3-3	Management of material topics	<p>Fluor values the individuality of all employees, and we hold one another accountable to ensure that the inherent differences among us are treated with respect and appreciation. We drive a culture of belonging for all that is aligned with Fluor's purpose, values and business strategy.</p> <p>We are committed to fair treatment and recognize that our continued success as a multinational company depends on the principle of providing equal employment opportunities to all employees and applicants based on their knowledge, training, performance, experience and overall qualifications. Job openings are posted both internally and externally to reach a broad pool of candidates from all backgrounds. It is the policy of Fluor to recruit, hire, train and promote in all job classifications based solely on merit and without regard to demographics or any characteristic protected by law.</p>
405-1	Diversity of governance bodies and employees	<p>Fluor publishes information about the Board of Directors in our annual Proxy Statement. As of April 30, 2025, the board consisted of 11 members, including 36% female and 18% ethnically or racially diverse. All board members were over 50 years old.</p> <p>Fluor maintains information on the demographics of our workforce consistent with local employment and data privacy laws. The company does not, however, use this demographic information to make any employment-related decisions. For information on Fluor's global workforce and our diversity, refer to GRI 2: Activities and Workers, 2-7.</p>
405-2	Ratio of basic salary and remuneration of women to men	Fluor's compensation policies and practices are focused on setting salaries that are commensurate with the employees' skills, job duties, scope of responsibilities, experience and performance. Fluor complies with applicable anti-discrimination laws and remains dedicated to compensating talent based solely on merit and not based on personal characteristics such as gender. Some data are not included for privileged, proprietary and/or competitive reasons.

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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 as set forth in our policies, procedures and practices.</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 also offers all employees elective courses on business conduct</p>
406-1	Incidents of discrimination and corrective actions taken	<p>Fluor's policies provide guidance on workplace harassment, treating employees fairly and equal employment opportunity as applicable in the jurisdictions in which we operate. Our policies similarly prohibit retaliation to encourage employees to raise concerns and include information on the different reporting mechanisms available to them to ensure employees understand how to elevate concerns.</p> <p>All discrimination concerns that are raised by employees are investigated by the company and appropriate actions are taken when such matters are substantiated</p>
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>Fluor follows local regulations on minimum notice periods in the countries where we operate.</p>
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	<p>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.</p>
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	<p>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.</p>

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
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	Fluor is committed to maintaining the rights of indigenous people.
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 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 education, workforce development and life skills training.</p> <p>Fluor recognizes the deep ties between environmental sustainability and human health and wellbeing. We understand our role in improving the health and wellbeing of the communities in which we operate through our sustainability programs.</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/about-fluor/approach/community-relations.</p>

Disclosures continued

GRI STANDARD DISCLOSURE		2024 DISCLOSURE
413-2	Operations with significant actual and potential negative impacts on local communities	Refer to GRI 413: Local Communities, 413-1.
GRI 414: SUPPLIER SOCIAL ASSESSMENT		
3-3	Management of material topics	<p>We are proud of our Supplier Engagement Program. Fluor also supports the U.S. government's project requirements with respect to commitment on small businesses.</p> <p>Fluor's Supplier Engagement 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 • Provides opportunity to qualified and capable suppliers • Inspires community dialogue • Makes a positive impact on local economies <p>Fluor proactively identifies qualified suppliers and contractors through research and participation in trade fairs, workshops, community outreach events, business recruitment conferences and conventions.</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 • HSE stewardship • Human rights and employment practice
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:</p> <ul style="list-style-type: none"> • Political Activities Reports. • GRI 415: Public Policy, 3-3.



► A Fluor-built pharmaceutical facility was the first industrial manufacturing facility in the Western United States to achieve Leadership in Energy and Environmental Design (LEED) v4 Platinum Certification. Fluor discusses processes to incorporate operational-phase energy and water efficiency into the life-cycle impact of buildings with clients beginning at the early stages of project development. // California, United States

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

SASB standards help Fluor report on several sustainability-related topics. The 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 2023 to 2024, there were no material changes to Fluor's reporting.



Thanks to our long history of successful project execution with Dow, we were selected to provide engineering, procurement and construction management services for its net-zero ethylene cracker and derivatives complex in Alberta, Canada – the first of its kind in the world.

For more on how Fluor assesses and manages environmental risks associated with project design, siting and construction, read our response to IF-EN-160a.2 on page 42.

Disclosures continued

SASB

TOPIC	CODE	ACCOUNTING METRIC	2024 DISCLOSURE
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards and regulations	The company has no knowledge of any material instances of non-compliance.
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	<p>Project environmental risks such as ecological impacts, emissions to air, discharges to water, hazardous chemical usage and waste management are assessed during each stage of a project as appropriate.</p> <p>Activities during design and construction include:</p> <ul style="list-style-type: none"> • Environmental Impact Identification Workshops • Environmental Impact Assessments • Measures to avoid, minimize and mitigate environmental impacts • Evaluation of construction activities to ensure appropriate risk assessments and mitigation plans are in place
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	<p>2024 TRIR (per 200,000 hours)</p> <ul style="list-style-type: none"> • Direct Hire (including joint venture staff/craft): 0.33 • Contractors (including joint venture contractors): 0.27 <p>2024 Fatality Rate (per 200,000 hours)</p> <ul style="list-style-type: none"> • Direct Hire: 0 • Contractors: 0.01 (4 joint venture contractor fatalities)
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	<p>Number of projects commissioned in 2024 that were certified to a third-party multi-attribute sustainability standard: 1</p> <p>Number of active projects seeking such certification: 10</p> <p>Other projects with significant sustainability attributes: 59</p>

TOPIC	CODE	ACCOUNTING METRIC	2024 DISCLOSURE
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	<p>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.</p> <p>Where applicable and appropriate, Fluor uses sustainability standards and codes such as U.S. Green Building Council LEED and Institute for Sustainable Infrastructure 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 client requests and any regulatory requirements.</p>
Climate Impacts of Business Mix	IF-EN-410b.1	Amount of backlog for hydrocarbon-related projects and renewable energy projects	<ul style="list-style-type: none"> Hydrocarbon-related projects: \$5.70 billion Renewable energy-related projects: \$4.51 billion
Climate Impacts of Business Mix	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	\$137.6 million
Climate Impacts of Business Mix	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	\$2.54 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"> Three projects in Mexico \$1.32 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Refer to GRI 205: Anti-corruption, 205-2. Refer to GRI 206: Anti-competitive Behavior, 3-3.

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