

A woman with dark hair, wearing a blue t-shirt with the 'Fluor Cares' logo and a lanyard, is smiling and leaning over a table. She is interacting with two young women who are also wearing blue shirts. They are in a classroom or meeting room with other people in the background. A projector screen in the background shows a presentation. The room has modern lighting and a clean, professional look.

FLUOR®

ISSUE 1, 2026

COMMUNITY IMPACT REPORT

OUR PHILANTHROPIC LEGACY

At Fluor, community investment is not a program or a policy – it is a conviction. Since our earliest days, we’ve embraced the belief that a corporation has a responsibility that extends beyond the work it delivers and the clients it serves. That conviction was realized in 1952 with the creation of the Fluor Foundation, a dedicated philanthropic entity established to channel the company’s resources, and the energy of its people, toward meaningful and lasting community impact.

Since 1952, Fluor and the Fluor Foundation have contributed more than \$236 million to nonprofit organizations and causes focused on our giving priorities. For our employees and for Fluor, supporting and strengthening communities are central to the company’s purpose of building a better world.

Fluor’s tradition of giving is shaped by decades of consistent commitment and an ever-growing culture of employee participation. In 2024, Fluor proudly marked the 75th anniversary of our employee giving program – now known as Fluor Cares® – a milestone that reflects not just longevity, but an enduring sense of shared responsibility among the people who make Fluor what it is today.

The scale of Fluor’s giving is significant, but the meaning behind it runs deeper than any dollar value. In 1976, Fluor was among the first companies to establish a formal workplace volunteering program.

In 2021, as the program evolved over the years, it took on the name Fluor Cares and was deployed globally to include giving and volunteering.

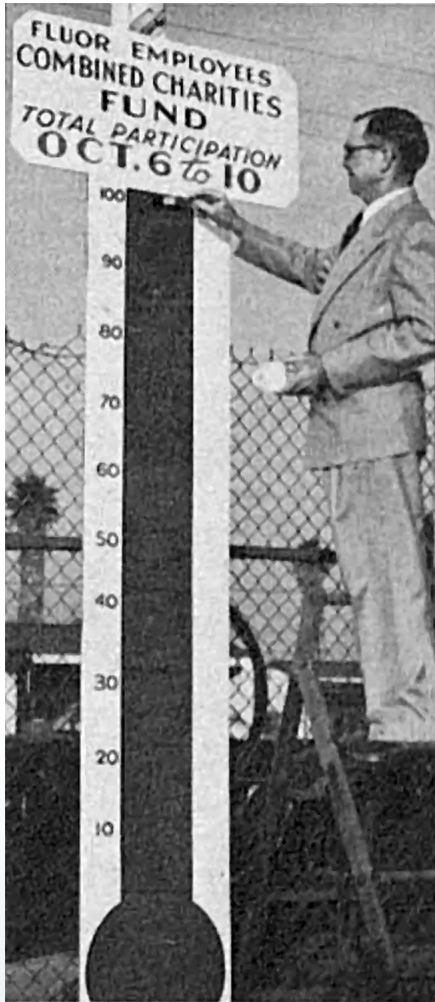
Whether responding to immediate humanitarian needs or supporting long-term resilience, our approach is rooted in the understanding that strengthening communities is integral to our success.

Since our early days, we’ve given back to our communities. In 1949, Fluor held its first reported charity campaign, with employees raising \$12,000 that year. We sustained this tradition for decades by organizing annual United Way campaigns in the United States and Canada. The program continued to expand to support a wide variety of charities, enabling our people across 25 countries to give to organizations they care about most.

Over the years, our generosity has only grown stronger. In 2025, Fluor contributed \$9.2 million to community initiatives – \$4.6 million from corporate and foundation contributions as well as \$4.6 million generated through employee-driven giving and fundraising activities. Additionally, in 2025 Fluor Cares volunteers dedicated more than 47,000 hours of service to their local communities.

In total, more than 800,000 volunteer hours have been logged by our employees since the first volunteer project took place in 1976 – the cumulative equivalent to over 91 years of giving back.

The numbers behind Fluor’s giving tell a story of sustained and intentional investment – but the real measure of impact is found in the opportunities created, the lives supported, and the futures made possible. That is what it means to build a better world.



In 1949, Fluor initiated the company's first employee charity drive in California, where the company was headquartered.



In 1965, the YMCA of Metropolitan Los Angeles presented Si Fluor its Golden Book of Distinguished Service award for outstanding leadership and dedication in volunteerism.



In March 2026, Greenville General Manager Félix Alvarado and Community Relations Director Lynn Mann helped celebrate the opening of the new Meals on Wheels facility for the Upstate of South Carolina. Fluor has been a volunteer and donation partner for Meals on Wheels for more than 25 years.

IN 2025:



940,000

meals delivered



242,000

individuals trained in STEM, workforce,
and life skills training



58,500

trees planted

BUILDING MORE THAN JUST PROJECTS

From that single charitable campaign in 1949, Fluor Cares has become a defining expression of how Fluor shows up for the communities we call home.

The roots of Fluor Cares stretch back to 1949, when employees participated in the first recorded workplace giving campaign. A formal volunteer program followed in 1976, and the company match was formalized in 1993. Decades of growth culminated in 2021 with the Fluor Cares Giving and Volunteering Program, a unified global program that expanded employee giving and volunteerism to 25 countries. Today, Fluor employees in most countries can give back and take advantage of the company match on their contributions.

The numbers reflect a program operating on a meaningful scale. In 2025, Fluor and our employees contributed \$9.2 million to community initiatives – a 2.9 percent increase over 2024. Over the past three years, including our charity golf tournaments, that collective generosity has totaled \$26.4 million directed to nonprofit organizations worldwide.

The impact beyond these numbers is equally significant. In 2025, employee and company efforts helped deliver 940,000 meals; provided STEM, workforce, and life skills training to 242,000 individuals; and contributed to the planting of 58,500 trees.

What sets Fluor Cares apart is its model: centrally led, but locally executed. Rather than applying a uniform approach across its global footprint, the program empowers our people to respond to the specific needs of each community, giving employees a meaningful choice in how and where they can support their communities.



In celebration of World Earth Day 2026, nearly 40 employees and their children planted over 1,300 saplings in a local forest // Gliwice, Poland



Fluor's Al-Khobar office organized a blood donation campaign in January 2026 to support community health, through which 50-plus successful donations were received // Al-Khobar, Saudi Arabia

Fluor Cares is the living continuation of a legacy that strengthens our communities and continues our story of service to those in need.



Fluor Cares donated nearly 600 sweaters to students from the Government Primary School, Sector 8, through their 2026 Sweater Distribution Drive in time for winter // New Delhi, India

OPENING DOORS TO EDUCATION

Education has long been a cornerstone of Fluor's philanthropic identity. This is seen through our 45-year partnership with Scholarship America on the Scholarship Program for Employees' Children as well as through our Global University Sponsorship program.

FLUOR SCHOLARSHIP PROGRAM FOR EMPLOYEES' CHILDREN

Since 1981, the Fluor Foundation has awarded nearly 4,400 scholarships totaling \$21.6 million to undergraduate students worldwide, opening doors for future engineers, scientists, and leaders across generations.

In 2026, through the Fluor Scholarship Program for Employees' Children, 133 new recipients were awarded \$199,500 in scholarships, while 278 students had their awards renewed for a combined \$481,500. This year's new honorees come from 16 different countries, reflecting the global reach of both Fluor's workforce and its giving.

The Fluor Scholarship Program for Employees' Children is administered by Scholarship America, an independent program administrator. This ensures an impartial, merit-based selection process that evaluates candidates on academics, extracurricular involvement, work experience, and career goals.

The Fluor Foundation's commitment to education endures as one of its most meaningful long-term investments in people and community.



In 2026, more than 400 new and continuing honorees from 16 different countries were given financial awards from the Fluor Scholarship Program for Employees' Children.

GLOBAL UNIVERSITY SCHOLARSHIP PROGRAM

Fluor's Global University Sponsorship Program reflects our long-standing belief that investing in education is investing in the future of engineering and construction.

Currently spanning 21 universities across eight countries, this program provides annual grants directed to colleges offering engineering, construction, and business programs in regions where Fluor maintains major operations. The approach is intentionally tailored, designed to match the specific needs of Fluor's business while honoring the unique characteristics of STEM education around the world.

Operating on a think global, act local philosophy, each university is paired with a dedicated Fluor executive sponsor, creating direct connections between Fluor alumni, faculty, executives, and students.

Those relationships translate into tangible outcomes, connecting Fluor to relevant curricula and real-world learning experiences while building internship and career pipelines for qualified students.



In March 2026, Fluor Cares, in collaboration with the Engineers Week Committee and Emerging Leaders Group, brought together top students from eight leading engineering schools in the Philippines for an Intercollegiate Friendly Competition, as well as exposure to Fluor's office and professional life // Manila, Philippines

STRENGTHENING MILITARY FAMILIES

The Fluor Military Support Coalition (FMSC) was established in 2008 to acknowledge and support U.S. service personnel, veterans, and their families.

Funded by the Fluor Foundation, the program has invested more than \$2.5 million since its inception, supporting a variety of military-serving programs in communities where Fluor has a major presence.

These annual grants fund grassroots efforts from scholarships and civilian workforce transition training to food security programs and home accessibility modifications. FMSC grants are selected by a committee of Fluor employees, most of them veterans themselves, representing each of Fluor's major U.S. offices.

FMSC grants are open to nonprofit organizations and educational institutions that directly support active-duty military from all branches, the Reserves, National Guard, and veterans. The FMSC program is one small way that Fluor shows our continued commitment to current and former men and women in uniform.



Students graduating from the Workshops for Warriors program, a Fluor-supported manufacturing job training program for active-duty personnel and veterans // San Diego, California, United States

PREPARING TOMORROW'S WORKFORCE



As we look toward the future of our industry, Fluor is taking action to address the global shortage of high-quality construction and craft professionals.

Building the pipeline for our future workforce and tomorrow's leaders requires action at every point of the continuum. Just as primary education can expose young children to STEM careers, our secondary education and adult training efforts equip individuals with the cutting-edge skills they need to thrive and lead our industry for decades to come. Fluor is working with other industry partners and a variety of academic institutions at every level to fund training, provide mentors, and create job opportunities at our project sites around the world.

Interns from the TxDOT San Antonio District and HNTB visited Lone Star Constructors, a Fluor joint venture with Austin Bridge & Road working on the I-35 Northeast Expansion South 1 project, one of South Texas' most significant mobility projects // San Antonio, Texas, United States

MEASURING OUR COMMUNITY IMPACT

FINANCIAL IMPACT

\$236M

contributed globally since 1952 (Fluor Corporation and Fluor Foundation)

\$150M

in Fluor Cares employee giving and company match since 1949

VOLUNTEERISM

800K

hours volunteered since 1976

ENVIRONMENT

250K

trees planted since 2013

EDUCATION

21M

hours of science, technology, engineering, and math (STEM) training for **2.4M** individuals since 2013

PUBLIC HEALTH & CRITICAL HUMAN NEEDS

11M

meals provided since 2013

ECONOMIC DEVELOPMENT

720K

individuals receiving workforce training and leadership skills since 2013

Employees volunteer to plant trees for the Million Tree Project, an initiative aiming to increase ecological restoration in a region under pressure from desertification // Tongliao, China







To learn more, visit:

www.fluor.com/community

©2026 Fluor Corporation. All Rights Reserved.
Fluor and Fluor Cares are registered service marks of Fluor Corporation.
MC2600366