

INCLUSION STATEMENT

At Fluor, we foster an environment of belonging that values the individuality of our employees. We are committed to fair treatment so that our employees are able to fulfill their potential regardless of their race, ethnicity, background, disabilities, age, orientation, religion, geographic region or sex.

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



Champion an inclusive culture



Enhance the employee experience



Positively impact our communities

At Fluor we:

- ▶ Foster an inclusive workplace
- ▶ Build an inclusive organization that positively impacts the communities in which we operate, across all our businesses
- ▶ Provide mentoring and networking opportunities

We demonstrate our commitment to inclusion by:

- ▶ Respecting, supporting and valuing all individuals at all levels of our organization
- ▶ Engaging in continuous, transparent dialogue at all levels
- ▶ Supporting our employee networks

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



JIM BREUER
CHIEF EXECUTIVE OFFICER

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