

TRANSFORMING THE WORLD



FLUOR®

2018 SUSTAINABILITY REPORT - GRI TABLE

INTRODUCTION

The Global Reporting Initiative™ (GRI) Standards create a common language for organizations and their stakeholders around the world to report their economic, environmental and social sustainability initiatives in a way that can be universally understood. Sustainability reporting based on the GRI Standards should provide a balanced and reasonable representation of an organization's positive and negative contributions to sustainable development. The Standards are designed to enhance the global comparability and quality of information on these impacts, thereby enabling greater transparency and accountability of organizations.

The information made available through sustainability reporting allows internal and external stakeholders to form opinions and to make informed decisions about an organization's contribution to the goal of sustainable development. For a full explanation of the GRI Standards, visit www.globalreporting.org.

The GRI aspects shown on the following pages have been determined by Fluor's executive-level Sustainability Committee to be relevant to Fluor's operations. The Committee is led by an executive sponsor and includes representatives from the company's Community Relations; Corporate Affairs; Employment Law; Ethics and Compliance; Facilities; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Sales; Supply Chain; and Strategic Planning organizations. As shown in Appendix D of Fluor's **2018 Sustainability Report** the Sustainability Committee has determined which GRI Standards are pertinent to the company's operations. In this document, Fluor reports on those GRI Standards relevant to its business operations and measurable in 2018.

Most common URLs used within this Table:

- ▶ 2018 Fluor Annual Report, Form 10-K and 2019 Proxy Statement – <https://investor.fluor.com>
- ▶ Fluor Sustainability Report Library – <https://www.fluor.com/sustainability/sustainability-report-library>
- ▶ Fluor Code of Business Conduct and Ethics and Other Related Policies – <https://www.fluor.com/sustainability/ethics-compliance/the-code>



GRI 102: General Disclosures



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Organizational Profile

GRI CONTENT INDEX

GRI Standard	Disclosure		Reporting Requirements	
	Organizational Profile			
102-1	Name of the organization	Fluor Corporation (NYSE: FLR)		
102-2	Activities, brands, products and services	Refer to https://www.fluor.com/services		
102-3	Location of headquarters	Irving, Texas, United States		
102-4	Location of operations	Refer to https://www.fluor.com/about-fluor/locations and 2018 Form 10-K, pp. 30-31		
102-5	Ownership and legal form	Fluor is a publicly owned entity that operates through a number of subsidiaries and joint ventures. For a complete list, refer to Exhibit 21.2 of Fluor's 2018 Form 10-K		
102-6	Markets served	Refer to https://www.fluor.com/client-markets and 2018 Form 10-K, pp. 1-7		
102-7	Scale of the organization	Refer to https://www.fluor.com/about-fluor/corporate-information and 2018 Form 10-K, pp. 7-11, 33		
102-8	Information on employees and other workers	At year-end 2018, Fluor's global workforce consisted of 53,349 employees. The workforce consisted of 32,272 salaried employees and 21,077 craft and hourly workers, including Stork employees. In 2018, the salaried workforce was 76 percent male, excluding Stork employees. Additional data is not available at this time.		
102-9	Supply chain	Refer to https://www.fluor.com/services/procurement		
102-10	Significant changes to the organization and its supply chain	There were no significant changes to the organization and its supply chain in 2018.		
102-11	Precautionary principle or approach	The precautionary approach is built into the Health, Safety & Environmental Management System (HSE MS) by proactively managing safety. For many years, Fluor has built a solid foundation of policies and procedures that have met and continue to meet legal and client requirements, and positively impact the safety of its people and the conditions in which they work. This has been a good approach, but just as Fluor pushes to be innovative and transformative in how it serves clients, it must act equally in the service of safety. This is the basis of the company's new safety program that engages both employees and company leaders in an active preventive culture, where each individual is empowered to own the initiatives of safety.		

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External initiatives

Fluor is involved in a number of charters and initiatives with outside parties. For example, two organizations in which Fluor is involved are the UN Global Compact, the world's largest corporate sustainability initiative, and Building Responsibly, which promotes worker welfare.

AWARDS

Fluor, its employees and its projects were honored with a number of external recognitions for sustainable performance in 2018.

- ▶ Fluor has been listed on the *FORTUNE*® World's Most Admired Companies® list for 18 consecutive years.
- ▶ Fluor was ranked No. 153 on the *FORTUNE* 500® list.
- ▶ Fluor was listed on the North America Dow Jones® Sustainability Index for the fourth consecutive year.
- ▶ Fluor ranked second in the *Engineering News-Record (ENR)* 2018 list of Top 100 Contractors by New Contracts.
- ▶ Fluor ranked second on *ENR's* Top 400 Contractors list.
- ▶ Fluor ranked third on *ENR's* 2018 list of Top 500 Design Firms.
- ▶ Fluor was named to the *Forbes* and *JUST Capital* JUST 100 List in 2018 for the third consecutive year.
- ▶ Construction Users Roundtable recognized Fluor's manufacturing project for Procter & Gamble with the 2018 Construction Industry Project Excellence Award. The award recognizes project teams which have achieved excellence in project delivery.
- ▶ *ENR* recognized the BASF Automotive Coatings Plant project with an Award of Merit in its 2018 Global Best Projects Awards program. The project was recognized in the Power/Industrial category. The new facility was designed and built by Fluor.

COMMUNITY AND SOCIAL SERVICE

Fluor and its people were recognized for the following outstanding contributions to community and social service in the communities where it does business.

- ▶ CANstruction Orange County, California presented the Fluor 2018 CANstruction team with the Best Use of Labels Award at the organization's 11th Annual Awards celebration.
- ▶ CANstruction Calgary, Canada recognized the Fluor 2018 CANstruction team with the Structural Ingenuity Award for its food-themed build.
- ▶ Greenville Technical College in Greenville, South Carolina presented Fluor with the 2018 Unsung Hero Corporate Award for its long-time support and commitment to the school.
- ▶ Office of Diversity and Community Engagement, University of Texas at Dallas, honored Fluor with the Corporate Champion of Diversity Award for its support of diversity and inclusion programs and its engagement across campus.
- ▶ Philippine Red Cross presented Fluor with the Platinum Award for its seven-year partnership and donations of 1,882 bags of blood.
- ▶ United Way of Calgary, Canada, presented Fluor with the Award of Excellence for Overall Campaign Excellence.
- ▶ United Way of Greenville County, South Carolina, recognized Fluor with the Top Overall Campaign – Employee & Corporate Award in 2018.
- ▶ United Way of Greenville County, South Carolina, recognized Fluor with the Top Employee Giving Award in 2018.
- ▶ United Way of Greenville County, South Carolina, presented Fluor with its 2018 Chairman's Award for its support of the organization.
- ▶ Fluor was recognized as a Spirit of Orange partner for raising over US\$100,000 for Southern California's United Way Community Impact Fund through the Employee Giving Campaign.



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ETHICS AND COMPLIANCE

- ▶ Fluor was recognized as a World's Most Ethical Company® by the *Ethisphere*® institute for the 12th consecutive year. Fluor is one of only two engineering firms to make the global list and one of only 12 companies to achieve this distinction since the award's inception.

HEALTH, SAFETY AND ENVIRONMENTAL (HSE)

- ▶ The American Society of Safety Engineers - Kuwait Chapter honored the Kuwait National Petroleum Company Clean Fuels Program and the Kuwait Oil Company Project Management Consulting Contract project with its 2018 Gold Award in HSE Excellence. The Clean Fuels project was designed, constructed and commissioned by a Fluor joint venture.
- ▶ The British Safety Council presented Fluor with its 2018 International Safety Award for exemplary management of health, safety and environmental risks.
- ▶ The Engineering Construction Industry Association (ECIA) presented the Safe Working Award to Fluor Limited in 2018.
- ▶ Healthy Working Lives of Scotland presented Stork with its Gold Award, and Stork maintained its Bronze and Silver Awards for commitment to improving the health, safety and well-being of its employees.
- ▶ The National Safety Council recognized Savannah River Nuclear Solutions for its 2018 safety performance in operations and construction with the Occupational Excellence Achievement and Industry Leader Awards.
- ▶ The Royal Society for the Prevention of Accidents (RoSPA) presented Fluor with its 2018 Gold Award for achieving a high level of safety performance and demonstrating strong HSE management and culture over consecutive years.

SUPPLY CHAIN

- ▶ The Houston Minority Supplier Development Council presented Fluor with its 2018 Accountability Champion Award.

CERTIFICATIONS

Many Fluor facilities and projects were certified or recertified for health, safety or environmental management by standard-setting entities in 2018.

ISO 14001 and AS/NZS ISO 14001 (Environmental Management):

- ▶ Aliso Viejo, California, United States office
- ▶ Farnborough, United Kingdom office
- ▶ Umhlanga, South Africa office
- ▶ Woodmead, South Africa office

OHSAS 18001 (Occupational Health & Safety Management):

- ▶ Aliso Viejo, California, United States office
- ▶ Umhlanga, South Africa office
- ▶ Woodmead, South Africa office

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Membership of associations

In 2018, Fluor and its employees were associated with the following organizations:

- ▶ American Society of Civil Engineers — Subcommittees to the Committee on Sustainability (United States)
- ▶ Association of Union Constructors (United States)
- ▶ B20 Task Force on Infrastructure
- ▶ Center for Corporate Citizenship (United States)
- ▶ Conference Board: Career Development Practitioner Council; CFO Council: Fortune 250; Chief Environment, Health and Safety (EH&S) Officers Council; Corporate Communications Strategy Council II; Financial Planning & Analysis Council; Global CSR & Philanthropy Council; HR Technology Council; Innovation Leadership Council; Leadership Development Council; Mergers & Acquisitions Executives Council; Purchasing & Supply Leadership Council; Strategy Executives Council and Sustainability Council I: Strategy & Implementation (United States)
- ▶ Construction Industry Institute (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 of Workplace and Facilities Management (United Kingdom)
- ▶ National Minority Supplier Development Council (United States)
- ▶ United Nations (UN) Global Compact — Signatory
- ▶ United States Energy Association: the U.S. Member Committee of the World Energy Council
- ▶ Women's Business Enterprise Alliance Council (United States)
- ▶ World Economic Forum

HUMAN RESOURCES, MANAGEMENT AND PROFESSIONAL

- ▶ American Benefits Council
- ▶ Associated Builders and Constructors (ABC) — Pelican Chapter (Baton Rouge, Louisiana, United States)
- ▶ Catalyst (India and United States)
- ▶ Construction Benefits Group (United States)
- ▶ Council of Employee Benefits — Board of Directors (United States)
- ▶ Dallas Fort Worth Business Group (Local Benefits Group)
- ▶ Foreign Benefits Study (International)
- ▶ International Foundation of Employee Benefits (IFEB) — International Society of Certified Employee Benefit Specialists is the membership group under the IFEB
- ▶ International Society for Quality in Health Care

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- ▶ National Association of Colleges and Employers (United States)
- ▶ National Center for Construction Education and Research (NCCER) (United States)

ETHICS

- ▶ B20 Anti-Corruption Cross-Thematic Group on Anti-Corruption & Responsible Business Conduct
- ▶ Building Responsibly, addressing worker welfare concerns in the engineering and construction industry
- ▶ Centre of Excellence for Governance, Ethics and Transparency (CGET) (India)
- ▶ Confederation of Indian Industries: Integrity & Transparency in Governance Committee
- ▶ Global Coalition on Anti-Corruption and Sustainable Growth
- ▶ International Compliance Professionals Association
- ▶ Member of Partnering Against Corruption Initiative (PACI) and board member of PACI Vanguard of the World Economic Forum
- ▶ National Contract Management Association (United States)
- ▶ Society for International Affairs

HSE

- ▶ American Society of Safety Engineers
- ▶ ANSI A10 Accredited Standards Committee for Construction & Demolition (United States)
- ▶ Board of Certified Safety Professionals (United States)
- ▶ British Safety Council
- ▶ BuildSafe South Africa, founding member
- ▶ Dropped Objects Prevention Scheme (United Kingdom)
- ▶ Energy Facilities Contractors Group (United States)
- ▶ Institute for Sustainable Infrastructure (United States)
- ▶ Institution of Occupational Safety and Health (United Kingdom)
- ▶ National Construction Safety Executives (United States)
- ▶ National Safety Council (United States)
- ▶ Offshore Contractors Association (United Kingdom)
- ▶ Oil & Gas UK
- ▶ Royal Society for the Prevention of Accidents (United Kingdom)
- ▶ Step Change in Safety (United Kingdom/Africa)
- ▶ U.S. Green Building Council

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Organizational Profile

Strategy

Ethics and Integrity

GRI Standard	Disclosure	Reporting Requirements
		SUPPLY CHAIN <ul style="list-style-type: none"> ▶ Houston Minority Supplier Diversity Council (United States) ▶ Institute for Supply Management (United States) ▶ National Contract Management Association (United States) ▶ Oil and Gas Diversity Council (United States) ▶ Women's Business Enterprise National Council (United States)
Strategy		
102-14	Statement from senior decision-maker	Refer to 2018 Sustainability Report , p. 2
102-15	Key impacts, risks and opportunities	Refer to 2018 Sustainability Report Refer to 2018 Annual Report , pp. 3-19 Refer to 2018 Form 10-K , pp. 14-30 and pp. 34-52 Refer to 2019 Proxy Statement , pp. 9-20 and pp. 23-33
Ethics and Integrity		
102-16	Values, principles, standards and norms of behavior	<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 Arabic, Chinese, Dutch, English, German, Polish, Portuguese, Russian and Spanish. 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. The Code was developed based on Fluor's ethics and compliance risks. It is values based, with an ethical decision making model and practical learning tools. All salaried employees read and agree to 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 was adopted by corporate senior management and the board of directors and they must approve any material changes to it. Fluor's board of directors, through its audit committee, maintains oversight of the company's ethics and compliance program. Fluor's Chief Legal Officer maintains executive oversight and Fluor's Chief Compliance Officer oversees the day-to-day activities of the program. The Chief Compliance Officer meets with the Audit Committee on at least a quarterly basis and reports certain information to the chair of the Audit Committee more frequently. The company's Compliance and Ethics Committee, made up of cross-functional executive managers, helps enable Fluor to continue to operate with high ethical business standards and in accordance with applicable laws. To assist the Committee, the Compliance and Ethics Council focuses on oversight of reporting, investigations and corrective and disciplinary actions for any potential violations of the Code.</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, which is modeled on the Code. The Supplier Expectations highlight key expectations in anti-corruption and bribery compliance, trade controls, conflicts of interest, financial and operational controls, human rights and employment practices and health, safety and environmental stewardship.</p>


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Ethics and Integrity
Governance

GRI Standard	Disclosure	Reporting Requirements
102-17	Mechanisms for advice and concerns about ethics	<p>Mechanisms to seek advice about and report on behavior are extremely important to Fluor. Fluor's Compliance and Ethics Council, made up of senior executives, including the Chief Financial Officer, the Chief Legal Officer, the Chief Compliance Officer, and the heads of Corporate Investigations, Corporate Security, Human Resources, Internal Audit and the Law Department – focuses on oversight of reporting, investigations and corrective and disciplinary actions for any potential violations of the Code.</p> <p>For information regarding the reporting mechanisms, refer to the 2018 Sustainability Report. Fluor's Compliance and Ethics Hotline is available 24 hours a day, seven days a week. Reports may be made in more than 150 languages. A third party administers the Hotline, including web-based reports. For Hotline calls, the third-party call center answers these calls and transcribes the information reported. Caller identification is never used and there will be no effort to trace the call or online report. Employees may report anonymously where local law permits.</p> <p>All Hotline reports are investigated in accordance with Fluor's Investigation Guidelines to help ensure that they are conducted consistently, confidentially, thoroughly, in a timely manner and with the highest standards for integrity.</p> <p>In 2018, 734 reports were made to the hotline. Any substantiated misconduct was addressed, including disciplinary and/or corrective action. Refer to 2018 Sustainability Report.</p> <p>Fluor has a non-retaliation policy. Fluor will not tolerate any form of direct or indirect retaliation against anyone reporting suspected illegal or unethical conduct in good faith. Doing so will result in prompt and strong disciplinary action, up to and including termination.</p> <p>Fluor's employees are anonymously surveyed from time to time. Survey results have scored above the external benchmark in "Openness in Communication" and "Comfort Speaking Up."</p>
Governance		
102-18	Governance structure	Refer to 2019 Proxy Statement , pp. 11-16
102-19	Delegating authority	The executive-level Sustainability Committee, led by an executive sponsor who reported to the Fluor Chief Executive Officer (CEO) includes representatives from Community Relations; Corporate Affairs; Ethics and Compliance; Facilities; Governance; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Employment Law; Sales; Strategic Planning; and Supply Chain Management. The Sustainability Committee meets quarterly, and typically all functions are represented. 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.
102-20	Executive-level responsibility for economic, environmental and social topics	Refer to GRI 102: <i>General Disclosures/Governance</i> 102-19

GRI 102: General Disclosures

Governance

	Disclosure	Reporting Requirements
102-21	Consulting stakeholders on economic, environmental and social topics	<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 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 ▶ Diverse, sustainable supply chain ▶ Engaged, knowledgeable employees ▶ Ethical business conduct ▶ Proactive community involvement <p>Also, refer to 2019 Proxy Statement, pp. 10, 20</p>
102-22	Composition of the highest governance body and its committees	Refer to 2019 Proxy Statement , pp. 2-8; 13-16
102-23	Chair of the highest governance body	Refer to 2019 Proxy Statement , p. 12
102-24	Nominating and selecting the highest governance body	Refer to 2019 Proxy Statement , pp. 17-19
102-25	Conflicts of interest	Refer to 2019 Proxy Statement , pp. 19-20
102-26	Role of highest governance body in setting purpose, values and strategy	Refer to 102-19
102-27	Collective knowledge of highest governance body	<p>In 2018, the board held seven meetings, one of which was an extensive two-day strategic planning session. At these meetings and the meetings of committees, issues of critical concern are raised when necessary. In addition, reports are provided to the board, which may include economic, environmental and social topics.</p> <p>Also, refer to 2019 Proxy Statement, pp. 11-12</p>
102-28	Evaluating the highest governance body's performance	Refer to 2019 Proxy Statement , pp. 9, 17
102-29	Identifying and managing economic, environmental and social impacts	Refer to 2019 Proxy Statement , pp. 11-12
102-30	Effectiveness of risk management processes	Refer to 2019 Proxy Statement , pp. 11-12
102-31	Review of economic, environmental and social topics	Refer to 2019 Proxy Statement , pp. 11-16
102-32	Highest governance body's role in	<p>Fluor's CEO and his senior management team appointed Executive Vice President for Project Support Services Matthew McSorley as executive sponsor of Fluor's Sustainability Committee for 2018, leading an internal team of subject matter experts in developing the report. The report is reviewed by the Chairman, CEO and senior management team. In 2019, Mr. McSorley will be succeeded as executive sponsor of the Sustainability Committee by Vice President of HSE Marc van Heyningen.</p>

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102-33	Communicating critical concerns	Refer to 102-27
102-34	Nature and total number of critical concerns	As a public company, Fluor makes disclosures as required by the U.S. Securities and Exchange Commission (SEC). The risks that Fluor faces are disclosed on pp.14–30 of the 2018 Form 10-K . No additional reporting is made, as the information is confidential.
102-35	Remuneration policies	Refer to 2019 Proxy Statement , pp. 23–62
102-36	Process for determining remuneration	Refer to 2019 Proxy Statement , p. 41 and pp. 23–62
102-37	Stakeholders involvement in remuneration	Refer to 2019 Proxy Statement , pp. 10, 43
102-38	Annual total compensation ratio	Pursuant to regulatory requirements applicable to Fluor, the company reports the ratio of the annual total compensation of its CEO to the annual total compensation of its median compensated employees in its Proxy Statement. However, data are not collected to determine the ratio of the annual total compensation or its percentage increase for the highest paid individual versus the median annual total compensation for all employees in each country where Fluor operates. Refer to 2019 Proxy Statement , p. 63
102-39	Percentage increase in annual total compensation ratio	Data are not collected to determine the percentage increase in annual total compensation ratio.
Stakeholder Engagement		
102-40	List of stakeholder groups	Fluor's stakeholders, including clients, communities, employees, agency personnel, unions, institutions, governments, NGOs, shareholders, subcontractors, suppliers and industry associations, are critical to the company's success.
102-41	Collective bargaining agreements	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 trade unions in countries where Fluor employees work. Fluor managers and employees receive instruction and periodic training about these rights.
102-42	Identifying and selecting stakeholders	Fluor's stakeholders were determined by identifying with whom Fluor engages: <ul style="list-style-type: none"> ▶ Clients hire Fluor for business ▶ Fluor interacts with local communities in the course of doing business ▶ Fluor employs employees, agency personnel and union workers ▶ Fluor is hired by and interacts with institutions, governments and NGOs ▶ Fluor is accountable to shareholders ▶ Fluor hires subcontractors ▶ Fluor purchases equipment and materials from suppliers ▶ Fluor is a member of industry associations Also, refer to 2019 Proxy Statement , p. 10

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Stakeholder Engagement
Reporting Practice

GRI Standard	Disclosure	Reporting Requirements
102-43	Approach to stakeholder engagement	<p>Fluor engages with stakeholders in the following manner:</p> <ul style="list-style-type: none"> ▶ Clients hire Fluor for business ▶ Fluor interacts with local communities in the course of doing business ▶ Fluor employs employees, agency personnel and union workers ▶ Fluor is hired by and interacts with institutions, governments and non-governmental organizations ▶ Fluor is accountable to shareholders ▶ Fluor hires subcontractors ▶ Fluor purchases equipment and materials from suppliers ▶ Fluor is a member of industry associations <p>There are many important ways that Fluor engages with its different stakeholders. For example, confidential and anonymous surveys of employees are conducted to get a sense of employee integrity and evaluate the success of the company's compliance and ethics programs. Many articles and leadership videos about compliance and ethics, including anti-corruption matters, have appeared on the company's Intranet site, OneFluorSM. Employees must attain their annual ethics certification by attesting that they are in compliance with the company's ethics and anti-corruption policies during ethics and anti-corruption training.</p> <p>No engagement was undertaken specifically as a part of the reporting process.</p> <p>Also, refer to 2019 Proxy Statement, pp. 10</p>
102-44	Key topics and concerns raised	<p>Fluor places a high priority on being highly responsive and proactive when addressing key topics and concerns that have been raised, so that stakeholders have full confidence in its compliance and ethics program and its commitment to integrity. Employee surveys regarding compliance and ethics are used to improve the program. For example, special core values training with risk-based scenarios was provided when concerns were raised at one location. All hotline reports with concerns raised are reviewed and investigated and corrective and/or disciplinary action is implemented as appropriate.</p>
Reporting Practice		
102-45	Entities included in the consolidated financial statements	<p>In 2018, Fluor reported results under four primary business segments – Energy & Chemicals; Mining, Industrial, Infrastructure & Power; Diversified Services; and Government, serving clients through various subsidiaries and joint ventures. For a complete list, refer to Exhibit 21.1 of Fluor's 2018 Form 10-K.</p>
102-46	Defining report content and topic boundaries	<p>Fluor has prepared the 2018 Sustainability Report under the direction of the Sustainability Committee. The content included in the report and its prioritization were assessed and determined by the Sustainability Committee members. Fluor CEO Carlos Hernandez and his senior management team reviewed this report after the Sustainability Committee's review.</p> <p>Fluor used the Global Reporting Initiative Sustainability Reporting Standards 2016 to develop its Sustainability Report. In determining content of the report, Fluor's Sustainability Committee considered the company's core values and experience, as well as the reasonable expectations and interests of the company's stakeholders, Fluor's clients key among them. This evaluation formed the basis for a sustainability materiality analysis, as addressed by the GRI's Reporting Principles. This sustainability materiality analysis is separate and distinct from the company's analysis of materiality for other legal and financial reporting purposes, including U.S. SEC disclosures. The Sustainability Report covers information regarding overall company strategies, goals and priorities and includes data that are reasonably available.</p>

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Reporting Practice


GRI Standard	Disclosure	Reporting Requirements
102-47	List of material topics	<p>Fluor used the GRI definition of materiality as one of its Reporting Principles. For all material aspects identified, the related data and performance information in the 2018 Sustainability 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 and 2018 Sustainability Report represent emissions produced within the corporate boundary and exclude emissions produced at client sites and fabrication yards. All other health, safety, environmental, economic, stakeholder engagement, governance, human rights, labor practices, philanthropy and community service data included in the report cover Fluor and its subsidiaries, except as specifically noted.</p> <p>Also refer to Sustainability Report Appendix D.</p>
102-48	Restatements of information	Not applicable. No restatements are necessary.
102-49	Changes in reporting	2018 is the first year in which Greenhouse Gas (GHG) emissions data have been available from Stork. Scope 3 GHG emissions are only available with Fluor and Stork combined, so amounts cannot be directly compared to previous years. Refer to GRI 305: <i>Emissions</i> 305-1.
102-50	Reporting period	This GRI Table features quantitative and qualitative data for 2018, as well as information from previous years. It also may include relevant information that became available in 2019 before publication of this GRI Table and the 2018 Sustainability Report. This Table should be read in conjunction with Fluor's 2018 Sustainability Report , 2018 Annual Report and Form 10-K , and its 2019 Proxy Statement for the 2019 Annual Meeting of Stockholders, as well as other publicly filed documents.
102-51	Date of most recent report	June 2019
102-52	Reporting cycle	Fluor has published a Sustainability Report annually since 2008. Prior Sustainability Reports are available online at https://www.fluor.com/sustainability/report .
102-53	Contact point for questions regarding the report	<p>For more information about Fluor's global sustainability efforts or to share your thoughts about the report, contact:</p> <p>Nancy Kralik Fluor Corporation 6700 Las Colinas Boulevard Irving, Texas 75039 United States</p> <p>corporate.communications@fluor.com +1.469.398.7000 tel</p>
102-54	Claims of reporting in accordance with the GRI Standards	Fluor's 2018 Sustainability Report has been prepared in accordance with the GRI Standards: Core option. The GRI Content Index, as reflected on the Aspect table in the About the Report section of the 2018 Sustainability Report Appendix D, can be found in this table.
102-55	GRI content index	The GRI Content Index is reflected in this table.
102-56	External assurance	Fluor did not employ an external organization to audit its Sustainability Reports. External assurance is provided by Fluor's independent, registered public accounting firm for certain financial information in Fluor's 2018 Form 10-K .

GRI 200: Economic Standard Series



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	Disclosure	Reporting Requirements
GRI 201: Economic Performance		
103-1	Explanation of the material topic and its boundary	<p>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 its quarterly and annual filings with the SEC. Details about Fluor's operations in 2018 are available in the 2018 Annual Report and Form 10-K.</p> <p>Refer to 2018 Form 10-K</p>
103-2	The management approach and its components	<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 volunteer program. Fluor's primary areas of focus with respect to community investment are education, social services, community and economic development and the environment.</p> <p>These four areas leverage Fluor's capabilities as a global engineering and construction company and align with its business priorities. This alignment allows Fluor to have a greater positive impact on the communities in which it operates.</p>
103-3	Evaluation of the management approach	<p>Fluor develops annual and multiyear quantitative targets associated with key areas of its community focus to help assess its impact, evaluate the continued relevance of the company's community involvement strategy and recommend course corrections as appropriate. Tools include a combination of custom and off-the-shelf data management systems for collecting and reporting outputs.</p>
201-1	Direct economic value generated and distributed	<p>Refer to GRI 201: <i>Economic Performance</i> 103-1</p> <p>Fluor and the Fluor Foundation contributed more than US\$7.5 million in 2018 to community initiatives and programs. The equivalent of an additional US\$1.3 million was contributed in employee volunteer time. Fluor annually tracks and reports on key community-related metrics, such as the number of:</p> <ul style="list-style-type: none"> ▶ Students who received Science, Technology, Engineering and Math (STEM) academic training, enrichment and/or who were made aware of career opportunities in these disciplines ▶ Youth receiving life skills and/or leadership training ▶ Meals provided to the hungry ▶ Homes and community-serving facilities built or refurbished ▶ Hours volunteered by employees ▶ Individuals benefiting from preventive health programs and emergency services ▶ Trees, flowers and shrubs planted to conserve and restore the environment and enhance quality of life ▶ Tons of litter recycled or disposed in a manner that protects the environment <p>Consistently applied systems and reporting enable Fluor to evaluate and adapt its approach to community investments in order to provide better outcomes for community stakeholders and the company.</p> <p>Also, refer to https://www.fluor.com/sustainability/community</p>
201-2	Financial implications and other risks and opportunities due to climate change	<p>2018 Form 10-K, p. 25</p>

	Disclosure	Reporting Requirements
201-3	Defined benefit plan obligations and other retirement plans	<p>Fluor has consistently funded defined benefit 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.</p> <p>2018 Form 10-K, pp. F28-F34</p>
201-4	Financial assistance received from government	<p>2018 Form 10-K, pp. 41, 47</p>
GRI 202: Market Presence		
103-1	Explanation of the material topic and its boundary	<p>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. Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.</p>
103-2	The management approach and its components	Refer to GRI 202: <i>Market Presence</i> 103-1
103-3	Evaluation of the management approach	Refer to GRI 202: <i>Market Presence</i> 103-1
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Data are not included for privileged, proprietary and/or competitive reasons.
202-2	Proportion of senior management hired from the local community	<p>Fluor values a diverse workforce as a competitive advantage. In all of its global locations, the company uses a variety of methods to attract local management talent. 9 of its 10 largest permanent offices are led by office general managers who come from the country in which the office is located.</p>
GRI 203: Indirect Economic Impacts		
103-1	Explanation of the material topic and its boundary	<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>Refer to https://www.fluor.com/sustainability/community/fluor-community-impact-report</p>
103-2	The management approach and its components	Refer to GRI 203: <i>Indirect Economic Impacts</i> 103-1
103-3	Evaluation of the management approach	<p>Fluor's evaluation of its 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 society and encourage lasting change. The company supports youth programs and initiatives that develop leadership skills, build character and resiliency, provide job training and construct or refurbish affordable housing and community-serving facilities.</p>
203-1	Infrastructure investments and services supported	<p>Refer to https://www.fluor.com/sustainability/community/community-development</p> <p>Refer to https://www.fluor.com/sustainability/community/employee-volunteerism</p>

GRI 200: Economic Standard Series

GRI 203: Indirect Economic Impacts

GRI 204: Procurement Practices

GRI 205: Anti-corruption

GRI Standard		Disclosure	Reporting Requirements
203-2	Significant indirect economic impacts	ENVIRONMENT	
		As a global engineering and construction company, Fluor is conscious of its impact on the environment and the need to conserve and protect environmental quality. As a result, Fluor manages its operations consistent with the UN Global Compact's Environmental Principles, which are detailed in the <i>Health, Safety & Environmental</i> section of this table.	
		Fluor supports programs that preserve and/or enhance natural resources and habitats. In 2018, Fluor employees recycled or disposed of 20 tons (18.1 tonnes) of litter and helped plant more than 14,000 trees, flowers and shrubs to beautify and restore communities where they live and work. For the past six years, as part of a collaborative worldwide effort, Fluor has organized the Global Shore Cleanup to help clean areas bordering oceans, rivers, lakes and parks to benefit the environment. In 2018, volunteers helped restore miles of shoreline, removing more than 12,100 pounds (5,488 kilograms) of garbage and nearly 4,400 pounds (1,996 kilograms) of recyclable waste.	
		Refer to https://www.fluor.com/sustainability/community/environment-stewardship	
		EMPLOYEE VOLUNTEERISM	
		Refer to https://www.fluor.com/sustainability/community/employee-volunteerism	
		SUPPORTING THE U.S. MILITARY	
		Fluor is proud to support the men and women of the U.S. military, seeking ways to improve their lives and those of their families. In 2018, Fluor supported efforts such as Project Hero, which provides rehabilitation workshops for women veterans; Army Emergency Relief, which provides emergency relief funds for soldiers, retirees, and their families who are in financial need; Boys & Girls Clubs of America Military Youth Initiative; and the Veteran Scholarship and Support Program of the Aiken Technical College in Aiken, South Carolina.	
GRI 204: Procurement Practices			
103-1	Explanation of the material topic and its boundary	Procurement is an integral component of the projects that Fluor executes. In 2018, more than US\$13.4 billion was spent procuring equipment, material and services.	
103-2	The management approach and its components	Procurement on a project adheres to Fluor standard practices. Individual projects may have additional practices and policies from the project client to supplement Fluor standards. <i>Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors</i> are incorporated into the Terms and Conditions of every purchase order and subcontract for mandatory adherence by suppliers and contractors.	
103-3	Evaluation of the management approach	Audits may be periodically conducted to confirm compliance with procurement practices.	
204-1	Proportion of spending on local suppliers	Fluor defines local supply as products or services that are manufactured, shipped or provided in regional or local proximity to where they are installed or used. For goods, this can include interim points of manufacture or fabrication, in addition to the eventual jobsite itself. Defined in this way, Fluor's local spend was approximately 79 percent of its total global spend, which was more than US\$13.4 billion in 2018.	
GRI 205: Anti-corruption			
103-1	Explanation of the material topic and its boundary	Fluor's risk management begins with its ethical culture and core values that support good decision-making and the company's stance against corruption and includes formal processes to assess and combat the potential for corruption. Refer to https://www.fluor.com/sustainability/ethics-compliance/anti-corruption-initiatives	

GRI 200: Economic Standard Series

GRI 205: Anti-corruption

GRI 206: Anti-competitive Behavior

GRI Standard	Disclosure	Reporting Requirements
103-2	The management approach and its components	<p>The company's approach to project teams includes assessing and managing ethics and compliance risks specific to each project. Fluor's Business Risk Management Framework (BRMFSM) is a formal system to assess, manage and monitor risks at Fluor projects. Fluor employs this framework to assess a project's risk potential. Fluor projects are assessed for corruption-related risks, such as location of the project, business culture, third parties which are locally required and government touch points.</p> <p>Fluor also has a structured practice for project ethics and compliance. 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, assessing anti-corruption, trade compliance, fair competition, worker welfare, information security, conflict of interest, confidential information and other ethics and compliance-related risks. 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 its Code of Business Conduct and Ethics.</p>
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 of Business Conduct and Ethics, 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. Fluor expects all business partners to do the same and offers them training support.</p> <p>Fluor works with effective global platforms and others in the industry to fight corruption. The company is a founding member of the United Nations (UN) Partnering Against Corruption Initiatives (PACI) and a UN Global Company signatory. Fluor CEOs and Fluor's current Executive Chairman have been PACI Vanguard directors for many years and one co-chaired the B20 Task Force on Improving Transparency and Anti-Corruption.</p>
205-3	Confirmed incidents of corruption and actions taken	Any and all confirmed incidents of corruption result in appropriate discipline and corrective action including termination if appropriate.
GRI 206: Anti-competitive Behavior		
103-1	Explanation of the material topic and its boundary	Anti-competitive behavior can occur during the sales and procurement functions.
103-2	The management approach and its components	<p>Fluor maintains policies and practices and 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 Fluor's Code of Business Conduct and Ethics, p.43</p> <p>Refer to Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors</p>
103-3	Evaluation of the management approach	Fluor evaluates its management approach by conducting periodic assessments to determine whether a risk has increased, decreased or changed and addressing the risk accordingly.

	Disclosure	Reporting Requirements
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 it has been identified as a participant in 2018.

GRI 300: Environmental Standards Series



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GRI Standard	Disclosure	Reporting Requirements
GRI 302: Energy		
103-1	Explanation of the material topic and its boundary	Fluor has control over its offices and the energy measured relates to those offices around the world. Energy use in offices is material from a sustainability standpoint due to the economic impact on office operations.
103-2	The management approach and its components	Each office is responsible for determining how it will meet energy needs and implementing sustainability initiatives to address those needs.
103-3	Evaluation of the management approach	Facility management uses the return-on-investment approach to determine which initiatives to implement to reduce energy consumption while providing consistent sources of energy for office operations.
302-1	Energy consumption within the organization	<p>In 2018, direct energy consumption by Fluor facilities was approximately 41 million kilowatt hours (approximately 147,000 gigajoules) for natural gas, diesel, propane and gasoline. Indirect energy consumption at Fluor facilities in 2018 was approximately 99 million kilowatt hours (approximately 360,000 gigajoules) for electricity.</p> <p>Fluor transportation-related green initiatives to reduce environmental impact include bicycling programs; using energy-efficient vehicles, such as hybrid/electric models; providing vans to/from transportation hubs or between offices; providing interoffice shuttles and encouraging carpooling. Video conferencing and training webinars are well established across the network of Fluor global offices, helping colleagues around the world collaborate while reducing Fluor's travel footprint. Video conferencing is used routinely across the company for communicating with project sites, clients and offices. Limiting travel on projects also helps reduce Fluor's travel footprint. Increased local sourcing of materials is an important part of Fluor's commitment to promoting sustainable development by reducing delivery distances, vehicle fuel use and carbon emissions.</p>
302-2	Energy consumption outside of the organization	Fluor does not measure energy consumption outside its organizational boundary. That responsibility lies with the energy companies providing power to the offices.
302-3	Energy intensity	Refer to GRI 302: <i>Energy</i> 302-1
302-4	Reduction of energy consumption	<p>Fluor works to either improve energy efficiency by lowering operating costs and integrating environmentally friendly solutions in its 167 facilities in 31 countries around the world or to exceed the standards set by leading sustainability organizations.</p> <p>FLUOR OFFICE BUILDINGS EARN 2018 EPA ENERGY STAR CERTIFICATIONS</p> <p>Fluor is proud of the results of its continuous improvement programs, which have achieved U.S. Environmental Protection Agency (EPA) ENERGY STAR® certifications for over 1.25 million square feet of office buildings in Houston, Texas and Aliso Viejo, California for seven consecutive years. The certifications reflect Fluor's commitment to operational optimization, continuous improvement, organic carbon reduction and sustainability. To be considered for ENERGY STAR certification, office properties must rank in the top 25 percent for energy efficiency compared to similar buildings and meet all current indoor environment standards. ENERGY STAR-certified buildings typically use 35 percent less energy and have 35 percent lower carbon emissions than average buildings.</p> <p>Sustainability is a company-wide philosophy as reflected in Fluor's Building Research Establishment Environmental Assessment Method (BREEAM), Leadership in Energy and Environmental Design (LEED) and ENERGY STAR-certified buildings. Fluor is committed to adopting the best environmental methods wherever possible and reducing energy consumption, carbon emissions and operating expenses.</p> <p>NABERS CERTIFICATION</p> <p>Fluor's Perth, Australia office has received 5.0-Star NABERS Energy Rating.</p> <p>Refer to GRI 305: <i>Emissions</i> 305-5.</p>

GRI Standard	Disclosure	Reporting Requirements
302-5	Reductions in energy requirements of products and services	<p>Fluor's energy requirement relates to buildings, as the company provides services to clients in its offices during the design phases and preparation for construction. Once a project goes into construction, the job site and energy requirements are the clients' responsibilities. Given that the energy requirements relate to buildings, the 2018 Sustainability Report and this GRI Table provide this information.</p> <p>Energy requirements for products relates to products created by Stork. At this time, energy usage is tracked by facility and not on a per-product basis. Therefore, data measuring energy reduction for products is not available.</p>
GRI 305: Emissions		
103-1	Explanation of the material topic and its boundary	Emissions of greenhouse gases are material to Fluor in the setting of office operations, as these emissions are generated primarily as Scope 2. The boundary is Fluor's offices, given that Fluor has control over these operations. The baseline excludes client sites, fabrication yards and Stork facilities. Stork facilities acquired in 2016 were added to the Fluor scope for emissions calculations in 2018.
103-2	The management approach and its components	<p>Fluor follows the Greenhouse Gas Emissions (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 and other 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>Fluor's UK operations are subject to carbon emissions regulations. Emissions are not subject to regulations in any other country. Fluor does not buy carbon credits in order to reduce its emissions. In general, Fluor is not governed by a requirement to measure its carbon footprint. However, Fluor established its global carbon footprint in 2006 for offices, vehicle fleets at those offices and air travel.</p>
103-3	Evaluation of the management approach	Evaluation is reflected in absolute emissions and normalized emissions (normalized by revenue).

GRI 300: Environmental Standards Series

GRI 302: Energy
GRI 305: Emissions



Disclosure

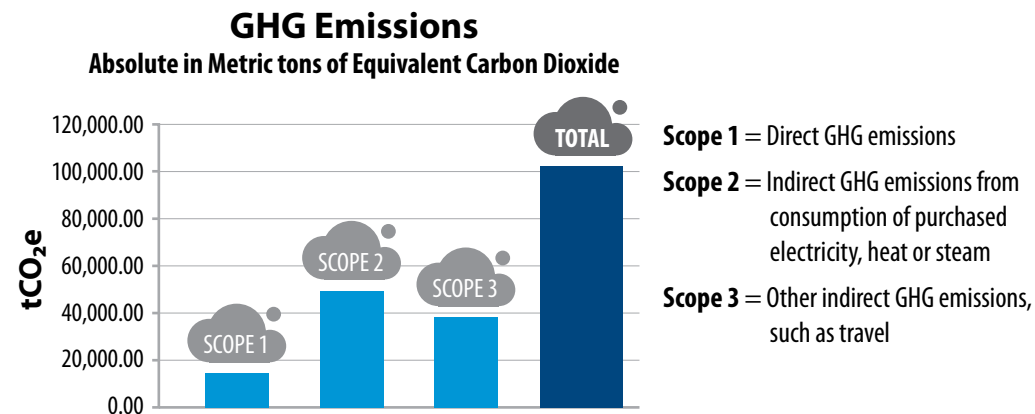
Reporting Requirements

GRI 300: Environmental Standards Series

305-1

Direct (Scope 1) GHG emissions

Scope 1 – Scope 3 emissions are provided in the graphs below for 2018 GHG emissions.



Measuring and reporting the carbon footprint of Fluor facilities provides valuable information that is used to manage the company's operations in an environmentally responsible manner. Fluor continues to identify ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts.

Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in 167 facilities around the globe.

Fluor's absolute GHG emissions, without Stork's absolute emissions, are shown in the following chart. Scope 1 direct GHG emissions and Scope 2 indirect GHG emissions are emitted due to consumption of purchased electricity, heat or steam. Fluor began collecting Stork emissions in 2018. The Fluor GHG emission chart, including Stork, will be shown for historical comparison when three years of data are available. Scope 3 emissions are not included because they include Stork emissions in 2018, but not 2016 nor 2017. Scope 3 emissions result from activities of the company, but are generated by sources not owned by the company or in its control (e.g., employee travel or commuting).

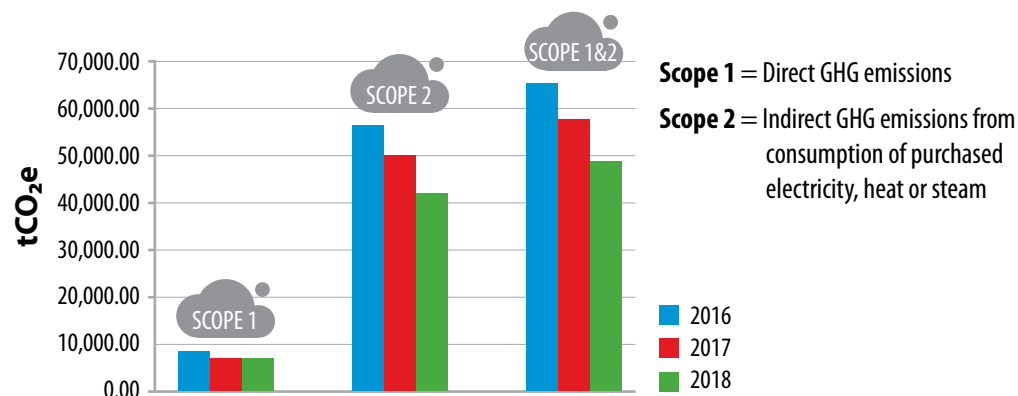


Disclosure

Reporting Requirements

GHG Emissions

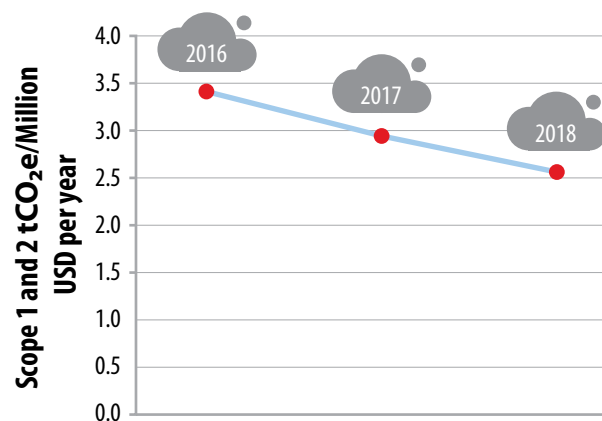
(Absolute in Metric tons of Equivalent Carbon Dioxide) Fluor without Stork



Normalizing absolute GHG emissions by revenue is another way to evaluate the effect of Fluor's efficiency measures. Between 2017 and 2018, there was a reduction of more than 13 percent in normalized GHG emissions for Scopes 1 and 2 combined.

Fluor's normalized GHG emission by revenue without Stork's input is 2.55 in 2018. As noted previously, Fluor's GHG emissions chart including Stork will be shown for historical comparison when three years of data are available. Normalized GHG emissions for Fluor with Stork emissions is 5.38 and will be depicted on the chart in the 2020 Sustainability Report. Note that the value of 5.38 is for the first year of the new baseline.

GHG Emissions

(Normalized by Revenue tCO₂e) Fluor without Stork

305-2

Energy indirect (Scope 2) GHG emissions

Refer to GRI 305: Emissions 305-1. The graphs above depict Scopes 1 to 3 absolute and normalized emissions.

GRI Standard	Disclosure	Reporting Requirements
305-3	Other indirect (Scope 3) GHG emissions	Refer to GRI 305: <i>Emissions</i> 305-1. The graphs above depict Scopes 1 to 3 absolute and normalized emissions.
305-4	GHG emissions intensity	Refer to GRI 305: <i>Emissions</i> 103-1. The graphs above depict total emissions intensity, normalized by revenue.
305-5	Reduction of GHG emissions	<p>Energy efficiency activities help manage the amount of carbon emissions generated at Fluor's global facilities. With approximately 8.4 million square feet (approximately 778,000 square meters) of office space and associated land in 31 countries, voluntary and diverse conservation, energy efficiency and green initiatives are providing cost-effective solutions and contributing significant value to the company.</p> <p>In 2018, Fluor continued to integrate a variety of energy efficiency and conservation practices into daily operations to reduce energy consumption by almost 12 million kilowatt-hours (approximately 47,000 gigajoules).</p> <p>Energy reduction practices included installing solar panels, replacing lighting with LED lights, changing operating time on air conditioning units and switching to energy efficient appliances.</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	Because Fluor assets are offices, only greenhouse gases 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: Effluent and Waste		
103-1	Explanation of the material topic and its boundary	Water consumption in Fluor's offices relates to drinking water and water used in lavatories.
103-2	The management approach and its components	Fluor encourages its employees to practice water conservation and waste minimization. Dining facilities within offices practice conservation as well. In some cases, the company recycles landscape water. Fluor maintains a corporate HSE policy stating its commitment to these goals.
103-3	Evaluation of the management approach	Conservation is measured by the amount of water brought into each facility as measured by municipality invoices.
306-1	Water discharge by quality and destination	<p>In 2018, Fluor conserved approximately 578,000 gallons (2.2 million liters) of water in its facilities. These numbers do not include Stork operations. Those conservation volumes will be reported once the accuracy of data collected has been confirmed, which is expected to occur in 2019.</p> <p>Conservation programs included deployment of low-flush valves, installation of automatic faucet sensors and commodes and low-flow showerheads.</p> <p>Water for potable use and landscaping is generally obtained by Fluor offices from municipal water authorities. Responsibility for sources of municipal water and any impact caused by water withdrawal belongs to the water authorities.</p> <p>In a few cases, rainwater in ponds is used and reused for landscaping and runoff returns to the ponds. Water used in kitchens and bathrooms cannot be recycled or reused per regulations.</p> <p>Water on project sites is obtained by the property/project owners and discharge occurs through the owners' discharge permits.</p>

GRI 300: Environmental Standards Series

GRI 305: Emissions
GRI 306: Effluent and Waste

GRI Standard	Disclosure	Reporting Requirements
306-2	Waste by type and disposal method	<p>WASTE REDUCTION, REUSE AND CONSERVATION</p> <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 2018, approximately 220 tons (200 tonnes) 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. Approximately 1,845 tons (1,674 tonnes) of solid waste were sent to landfills in 2018.</p> <p>Conservation and landfill avoidance activities are also an important part of Fluor's global HSE initiatives. Fluor's ongoing initiative to promote double-sided printing saved approximately 47 tons (43 tonnes) of paper in 2018.</p> <p>RECYCLING</p> <p>In 2018, Fluor offices worldwide, through their active recycling programs, recycled approximately 550 tons (499 tonnes) of paper, 96 tons (87 tonnes) of cardboard, 4.3 tons (3.9 tonnes) of batteries and 250 tons (227 tonnes) of mixed recyclable materials. Additionally, 110 tons (100 tonnes) of solid waste were sent to energy recovery facilities.</p> <p>In 2018, 793 tons (719 tonnes) of assorted bulk material was 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> <p>These numbers do not include Stork operations. Those waste volumes will be reported once the accuracy of data collection has been confirmed, which is expected to occur in 2019.</p>
		306-3 Significant spills Fluor had no significant spills in 2018.
	306-4 Transport of hazardous waste	Because Fluor operates office buildings, no hazardous waste is generated.
	306-5 Water bodies affected by water discharges and/or runoff	Fluor does not have receiving water bodies. Water discharges are returned to the water authorities for treatment. Typically, only the water intakes are metered and invoice calculations for influents and effluents are based on influent volume.
	GRI 307: Environmental Compliance	
103-1	Explanation of the material topic and its boundary	Fluor has a long-standing commitment to the UN Global Compact®, including its Environmental Principles 7 through 9. Fluor began tracking data related to these principles in 2004. Stork offices and industrial facilities acquired in 2016 will be added to the Fluor scope for environmental performance (water, waste and recycling) once the accuracy and precision of the data are confirmed, which is anticipated in 2019.
103-2	The management approach and its components	Fluor uses its Sustainability Performance Indicator Management System (SPIMS) to manage its environmental data.
103-3	Evaluation of the management approach	The efficiency of the management approach is determined by the accuracy of the data from each office.
307-1	Non-compliance with environmental laws and regulations	In 2018, Fluor did not receive any monetary sanctions for non-compliance related to environmental issues. One location was cited for missing a required water sampling.
GRI 308: Supplier Environmental Assessment		
103-1	Explanation of the material topic and its boundary	Fluor continually evaluates new and existing suppliers, validating their technical and commercial qualifications to supply goods and services to projects. While environmental criteria are not tracked in bid evaluations, suppliers must comply with environmental laws and regulations mandated in each project's prime contract. These contract provisions and governing regulations are stipulated in purchase orders and subcontract language and the process is vigorously documented, as is compliance with laws at points of supply and jobsites.

GRI 300: Environmental Standards Series

GRI 306: Effluent and Waste
 GRI 307: Environmental Compliance
 GRI 308: Supplier Environmental Assessment

GRI Standard	Disclosure	Reporting Requirements
103-2	The management approach and its components	Refer to GRI 308: <i>Supplier Environmental Assessment</i> 103-1
103-3	Evaluation of the management approach	Fluor does not evaluate the management approach to environmental programs of our suppliers and contractors.
308-1	New suppliers that were screened using	Fluor does not screen suppliers using environmental criteria.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Fluor does not collect data from its projects on supplier environmental assessments. However, the company actively complies with laws and regulations relating to any environmental impacts found within its supply chain and/or at its jobsites. Fluor proactively works to enforce the adherence of its suppliers and contractors to all laws, codes and regulations pertaining to health, safety and environmental 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 300: Environmental Standards Series

GRI 308: Supplier Environmental Assessment

GRI 400: Social Standards Series

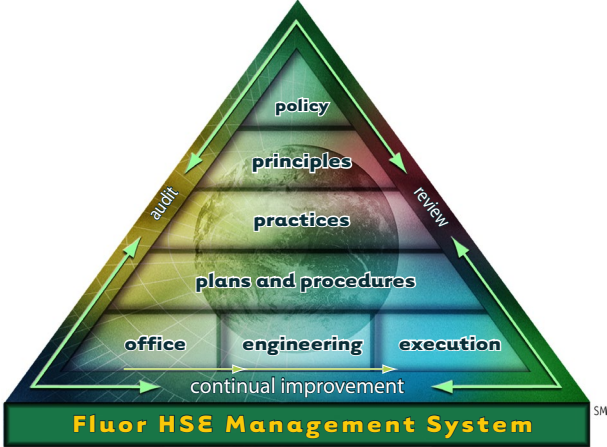


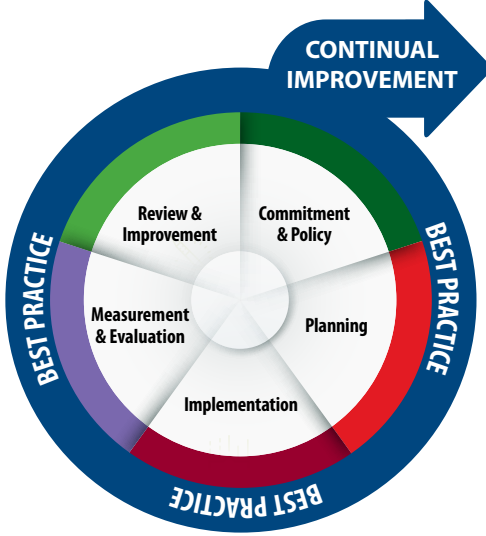
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2018 SUSTAINABILITY REPORT

GRI Standard	Disclosure	Reporting Requirements
GRI 401: Employment		
103-1	Explanation of the material topic and its boundary	For more than 100 years, Fluor has maintained a viable business based on ethical and sustainable business practices. The company's highly skilled, diverse workforce of 53,349 employees helps create a workplace environment that builds strong internal and external relationships in order to serve clients across many industries and geographies.
103-2	The management approach and its components	The company's approach to employees and the workplace includes the development and implementation of a comprehensive global human resources strategy that provides both short- and long-term focus on employee-related objectives in support of the business.
103-3	Evaluation of the management approach	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.
401-1	New employee hires and employee turnover	Data are not included in this report 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 its employees with insurance coverage that can support their health and well-being in alignment with regulations and competitive benchmarking. Salaried employees in many locations have opportunities to participate in life, health and disability insurance coverage, as well as retirement savings choices. Part-time employees in some countries may also be eligible to receive these benefits. Additionally, Fluor's global offices continue to increase opportunities for employees to proactively learn about and engage in improving their health and well-being. Programs to support proactive, preventive health and wellness are a top priority for the company. Many global offices continue to promote programs and activities that engage employees in managing their own health. The following are a few examples of local wellness initiatives:</p> <ul style="list-style-type: none"> ▶ Fluor's Global Benefits Team provides training and resources to regional and country subject matter experts on well-being. A global walking challenge is held annually, enabling country teams to compete within their region. ▶ Fluor India's health and wellness program provides: <ul style="list-style-type: none"> — A health insurance plan which covers employees, dependent children, parents and/or parents-in-law. — Preventive annual health check-ups for its employees. Employees' dependents can also participate on a self-paid basis. Health concierge cards are provided to participating employees and their dependents, offering year-long unlimited telephonic/video physician consultations and discounts on medical services. — A pregnancy care program, which includes online learning modules, informative mailers, query resolutions and telephonic/email-based consultations. — A creche day care program for employees' children from six months to six years of age. — Onsite health camps, which offer employees flu vaccinations, diet consultation, dental care, spirometry tests, eye tests, and tests for blood pressure and sugar levels, as well as for body mass and bone mineral density. — Awareness camps, which focus on heart and liver health, lifestyle management, parenting, yoga, women's health, emotional well-being and stress management.

	Disclosure	Reporting Requirements
		<ul style="list-style-type: none"> ▶ The Netherlands office provides health assessments for employees and hosts an annual well-being week. To promote a healthy lifestyle, employees can participate in a bike plan, as well as in a fitness program. A new health and well-being program is being rolled out this summer, focusing on mental, physical and social issues. In addition, some fun physical activities have been added during HSE week, including Zumba®, cycling, Pilates and running classes. ▶ Fluor UK sponsors an employee well-being calendar each year with a focus on think well, eat well, be active and changing habits. Each month highlights a topic such as know your heart age, develop mental strength and improve sleeping. ▶ Fluor's Europe, Asia and Middle East offices combined resources to form a regional working group to strategically develop a uniform approach for providing well-being to employees in those regions. ▶ Fluor South Africa provides an annual well-being day in the office. ▶ Fluor's Philippines office sponsors a well-being committee that has initiated a monthly schedule of health events and designated a mental health week. ▶ Fluor Canada has a group called PulseYYC, which focuses on mental, physical, social and financial well-being. Champions are designated for each of these areas, setting goals and tasks to be accomplished. Some examples of accomplishments include a winter carnival; mental health training for managers, which has expanded into a train-the-trainer program; monthly lunch and learns for investing, debt management, wills, retirement readiness, among others; and a book club about investing.
401-3	Parental leave	<p>Fluor provides parental leave in accordance with applicable laws and regulations. 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 United States, 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.</p> <p>Fluor adapts its leave policies, as necessary, to meet all applicable legal requirements in any jurisdiction in which it operates.</p> <p>Data are not included for privileged, proprietary and/or competitive reasons.</p>
GRI 402: Labor/Management Relations		
103-3	Explanation of the material topic and its boundary	Human resources policies, practices and services enhance the company's ability to grow intellectual capital and address both current and future workforce and workplace needs. They also serve to reinforce legal requirements and corporate commitments regarding fair employment processes and human rights.
103-2	The management approach and its components	<p>RECRUITING AND HIRING</p> <p>Fluor uses recruiting and hiring practices to develop and employ a diverse local, regional and global workforce. All current and future employees benefit from company policies that drive nondiscriminatory hiring, training, testing, promotion, transfer, compensation, leaves of absence and termination practices based on lawful employment-related criteria.</p> <p>Hiring and training local talent, including developing local leaders at office and site locations, demonstrates Fluor's commitment to supporting communities where it conducts business. The company is committed to helping its employees develop the skills necessary to meet local market labor needs.</p>
103-3	Evaluation of the management approach	Fluor is committed to maintaining a successful, diverse and effective workforce. Employee exit interviews and any complaints are monitored to ensure that Fluor's Human Resources policies are successful at meeting the company's workforce goals.

GRI Standard	Disclosure	Reporting Requirements
402-1	Minimum notice periods regarding operational changes	Refer to GRI 402: <i>Labor/Management Relations</i> 103-1 Data are not included for privileged, proprietary and/or competitive reasons.
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	Occupational Health and Safety (OH&S) is a material topic given Fluor's emphasis on a safe working environment. The boundary for OH&S is Fluor's offices and the project sites over which it has control.
103-2	The management approach and its components	<p>The structure of Fluor's HSE MS incorporates several levels of control as shown below.</p>  <p>The HSE MS includes consideration of:</p> <ul style="list-style-type: none"> ▶ Sustainable development ▶ Risk management ▶ Accountability to community ▶ Cross-discipline cooperation ▶ Best practices ▶ Requirements applicable to the scope of work (such as regulatory requirements, in-country standards and contract requirements) <p>The HSE Policy outlines Fluor's commitment to and position on HSE management. The HSE MS has been developed in support of this policy.</p> <p>The HSE Principles provide the fundamental precepts upon which the HSE MS is based and executed.</p> <p>Practices establish the performance requirements for offices, engineering and projects.</p> <p>Procedures and plans are the implementation documents developed at the project level. Client procedures and plans may be substituted for Fluor's procedures and plans or tailored to a particular project if they meet or exceed Fluor requirements and are required by the client.</p> <p>While it is recognized that there are different, but related, requirements and responsibilities for office, engineering and field execution activities, the HSE MS is designed to integrate these functions.</p>

GRI Standard	Disclosure	Reporting Requirements
103-3	Evaluation of the management approach	<p>The HSE MS is based on a continual improvement model, as contained in international standards such as ANSI Z 10:2005, OHSAS 18002:2000 and ISO 14001:2004.</p> 
403-1	Occupational health and safety management system	<p>The HSE MS 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> <p>All employees and contractors on project sites under the control of Fluor, including its joint venture partners, must adhere to the HSE MS or an equivalent program approved by Fluor. The HSE MS is a comprehensive program that incorporates legal requirements, as well as identification and management of risks.</p> <p>Also, refer to https://www.fluor.com/sustainability/health-safety-environmental/the-fluor-hse-management-system</p>

GRI Standard	Disclosure	Reporting Requirements
403-2	Hazard identification, risk assessment, and incident investigation	<p>Fluor implements a process for identifying hazards in the workplace, including both offices and project sites, and for mitigating those hazards. The hierarchy of control 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>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 Hazard Analysis (JHA) is performed. Each day that a task is performed, the team participates in a Safety Task Assignment built on the JHA to confirm that the hazards are known and have been mitigated according to the control hierarchy.</p> <p>Workers are required to report unsafe conditions and have the authority to stop work so that an investigation and evaluation can occur. Fluor's HR procedures prevent reprisals and Fluor maintains a company ethics hotline to allow anonymous complaints.</p> <p>Fluor maintains a robust process to investigate incidents. The basic purpose of an incident investigation is to prevent a recurrence of the incident. The objectives of an incident investigation are:</p> <ul style="list-style-type: none"> ▶ Determine facts associated with the incident ▶ Correct unsafe conditions ▶ Eliminate unsafe acts ▶ Improve work capability ▶ Improve supervision <p>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. Once 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 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>The HSE representative conducts the investigation with the supervisor(s) of the individual(s) involved in the incident.</p>
403-3	Occupational health services	<p>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. On smaller projects, medics and emergency medical technicians provide their services. It is the responsibility of the HSE department and medical personnel to definitively identify hazards and work with the construction and fabrication personnel to mitigate those hazards.</p>

GRI Standard	Disclosure	Reporting Requirements
403-4	Worker participation, consultation and communication on	<p>Fluor's worker and leadership engagement was highlighted by its new <i>Safer Together</i> program, which embraces a commitment to a caring and preventive culture. The first of 10 actions that will help achieve the <i>Safer Together</i> objectives was introduced.</p> <p>A new company-wide incident and injury response protocol that details requirements for recording, communicating and investigating incidents based on their severity was issued. This new protocol has already resulted in a steady stream of HSE Incident Alerts issued in a new standardized format with the objective of preventing incident recurrence. For more information on the <i>Safer Together</i> program refer to HSE section of 2018 Sustainability Report, p. 9.</p> <p>The HSE function participated in a Requirements-Based Practices (RBP) initiative in 2017 and 2018 to streamline HSE work processes across functions, ensure that requirements for all HSE practices are clearly stated and designate responsibility for completing each requirement. This initiative will result in greater efficiency and consistency in implementing sustainability and HSE practices.</p> <p>In 1992, Fluor created the <i>Silver Safety Medallion Award</i>, which recognizes employees who have acted in a life-saving manner and/or assisted others in distress either on or off the job. Over 360 Silver Safety 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 its employees and provides the course contents to contractors. These courses are instructor led, as well as computer based. Examples of training include:</p> <ul style="list-style-type: none"> ▶ HSE025 Pre-Task Planning, Risk Analysis ▶ HSE100 HSE Management System Overview ▶ HSE104 Ergonomics ▶ HSE105 Barricades, Signs and Tags ▶ HSE106 Personal Protective Equipment ▶ HSE109 Hot Work (Welding, Cutting, Burning) ▶ HSE107 Pressurized/Compressed Air and Gas Cylinders ▶ HSE108 Portable Ladders ▶ HSE135 Respiratory Protection ▶ HSE243 Signal Person ▶ HSE132 Hazardous Energy Control ▶ HSE133 Excavation, Trenching and Shoring ▶ HSE136 Fall Protection ▶ HSE137 Confined Space Entry ▶ HSE147 Motorized Heavy Equipment ▶ HSE156 Loading and Unloading Material ▶ HSE187 Electrical Work Safety ▶ HSE242 Rigging Basics ▶ HSE244 Cranes

GRI Standard	Disclosure	Reporting Requirements
		<ul style="list-style-type: none"> ▶ HSE245 Motor Vehicle Operations ▶ HSE150 Hand Safety Awareness ▶ HSE110 Hand and Portable Power Tools ▶ HSE173 Basics of Sustainability
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: <i>Occupational Health and Safety</i> 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.</p> <p>The company offers a number of health-based programs, such as Naturally Slim Weight Management, Chronic Condition Management and Healthy Eating. Employees decide whether to participate.</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 a construction site and at its fabrication facilities. In most cases, Fluor or a joint venture partnership has control over the project site and implements the HSE MS. In a small number of cases, Fluor provides resources, but the client has ownership of the site. In those cases, Fluor confirms that potential impacts to its employees have been identified and appropriately addressed. All employees visiting a project site must undergo mandatory HSE training before arriving at the site. When visiting a project site, the client will often ask for Fluor's perspective on additional preventative measures that could be taken.</p>
403-8	Workers covered by an occupational health and safety management system	<p>Fluor's HSE MS establishes basic requirements for all Fluor operations and employees.</p> <p>Refer to https://www.fluor.com/sustainability/health-safety-environmental/the-fluor-hse-management-system</p> <p>All Fluor employees are covered by the company's HSE MS. Contractors are contractually required to have an equivalent HSE MS or be covered directly under Fluor's HSE MS.</p> <p>Fluor implements a robust audit protocol on all of its projects. There are various levels of audits, including area, management and corporate audits.</p>

GRI Standard	Disclosure	Reporting Requirements
403-9	Work-related injuries	<p>The <i>2018 Sustainability Report</i>, p. 12, provides details of two fatalities, the Total Case Incidence Rate (TCIR) and the Days Away, Restricted or Transferred (DART) Case Rate. The Data Performance Table in Appendix B of the Sustainability Report provides the results for 2016, 2017 and 2018 for comparison purposes. All workers under the control of Fluor or a joint venture partnership are included in the rates.</p> <p>Over the years, Fluor has found that hand injuries occur at a higher rate than many other injuries. Significant emphasis has been placed on a hand injury management program to address this issue.</p> <p>In addition, Fluor has performed an in-depth analysis of injuries and their severities and identified life critical operations:</p> <ul style="list-style-type: none"> ▶ Hazardous energy control ▶ Excavation, trenching, and shoring ▶ Confined space entry ▶ Motorized heavy equipment ▶ Loading and unloading material ▶ Electrical work safety ▶ Cranes and rigging basics ▶ Motor vehicle operations ▶ Working at height <p>There is special safety training for these specific areas.</p> <p>Refer to GRI 403: <i>Occupational Health and Safety</i> 403-2 for details on eliminating work-related hazards using the hierarchy of controls.</p>
403-10	Work-related ill health	The information submitted as the response to GRI 403: <i>Occupational Health and Safety</i> 403-9 (above) addresses this disclosure.
GRI 404: Training and Education		
103-1	Explanation of the material topic and its boundary	The company's highly skilled, diverse workforce of 53,349 employees helps create a workplace environment that builds strong internal and external relationships in order to serve clients across many industries and geographies. Providing ample training and educational opportunities are keys to maintaining a skilled workforce.
103-2	The management approach and its components	Fluor provides ongoing training and development opportunities for both salaried and craft personnel, reinforcing its commitment to improving the lives of employees and increasing their skills. Leaders have tools to help them provide continual performance feedback and conduct career planning discussions. Managers encourage employees to cultivate skills that can enhance their professional growth and employability. A strong workforce with skills to serve the business benefits employees, their communities and the company.
103-3	Evaluation of the management approach	Training and educational programs often end with quizzes to test employee comprehension of the topic. Surveys are available for employees to give feedback on ways to improve courses. Additionally, employees engage in an annual performance assessment with their manager. Employees are encouraged to discuss with their managers the training they need to achieve their goals and express their desires for additional training, if necessary.

GRI Standard	Disclosure	Reporting Requirements
404-1	Average hours of training per year per employee	<p>The types of training and average number of learning hours completed by salaried employees in 2018 were:</p> <ul style="list-style-type: none"> ▶ Instructor-led training — 58 different courses completed with an average of 16.27 hours per employee ▶ Online training — 3,438 different courses completed with an average of 14.94 hours per employee ▶ Video distance learning — 22 classes across 18 offices and project sites for a combined total of 4,274 training hours for 476 participants, resulting in a total cost avoidance of US\$214,200 <p>Providing leadership training supports the company's practice of developing and promoting current employees. In 2018, employees spent 16,848 hours in leadership training.</p>
404-2	Programs for upgrading employee skills and transition assistance programs	<p>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 24/7 access to self-paced, virtual training across a broad array of topics, including leadership, communications 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.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<p>In 2018, managers and supervisors completed performance assessments for 99.7 percent 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.</p>
GRI 405: Diversity and Equal Opportunities		
103-1	Explanation of the material topic and its boundary	<p>Fluor values a diverse workforce as a competitive advantage.</p>
103-2	The management approach and its components	<p>In all of its global locations, the company uses a variety of avenues to attract talent. Fluor attends job networking events, such as local, regional and national job fairs, including those that promote job opportunities for military personnel, underrepresented job candidates, new college graduates and experienced professionals.</p> <p>Fluor's regional representatives attend career fairs to attract talent based on labor needs in the region.</p> <p>Company representatives also play active roles in the community to ensure Fluor maintains a positive and strong local presence.</p> <p>COMPENSATION AND BENEFITS</p> <p>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. Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.</p>
103-3	Evaluation of the management approach	<p>Fluor monitors employee engagement surveys, feedback from exit interviews and complaints to gauge success in maintaining a healthy and diverse workforce.</p>

GRI Standard	Disclosure	Reporting Requirements
405-1	Diversity of governance bodies and employees	<p>Fluor publishes information about the board of directors in its annual Proxy Statement. In 2018, the board, consisting of 13 members, was 85 percent male. All board members are over 50 years old.</p> <p>Fluor gathers information on the diversity of its workforce. All individuals within the company are included in the data, with the data points helping Fluor understand and manage resources. Fluor was ranked 153 on the 2018 FORTUNE 500 list, with a year-end 2018 global workforce of 53,349 employees. The workforce consisted of 32,272 salaried employees and 21,077 craft and hourly workers, including Stork employees. In 2018, the salaried workforce was 76 percent male, excluding Stork employees.</p>
405-2	Ratio of basic salary and remuneration of women to men	Fluor has an orderly system for establishing and maintaining both an equitable means of compensating employees and policies and practices that prohibit discrimination based on a number of factors, including gender.
GRI 406: Non-discrimination		
103-1	Explanation of the material topic and its boundary	The company has policies and procedures that enable the human resources team to recruit, hire, develop and retain employees based on job-related specifications, including experience, qualifications and other criteria.
103-2	The management approach and its components	<p>All leaders, managers, supervisors and employees are expected to maintain an environment free from any form of unlawful discrimination and harassment. Managerial and supervisory training courses include company and location-specific requirements.</p> <p>See the section of Fluor's Code of Business Conduct and Ethics, titled <i>Treating Your Fellow Employees Fairly</i> for more information.</p> <p>The company offers all employees required and elective courses on business conduct and diversity and inclusion. It also defines expected conduct in its policies, procedures and practices to encourage respectful behavior among employees.</p>
103-3	Evaluation of the management approach	The company also employs an open-door policy to foster direct communication between employees and management. Employees may discuss any concerns with their immediate supervisors or may contact their office or project employee relations representatives at any time.
406-1	Incidents of discrimination and corrective actions taken	Refer to GRI 406: <i>Non-discrimination</i> 103-1.
GRI 407: Freedom of Association and Collective Bargaining		
103-1	Explanation of the material topic and its boundary	Fluor believes that a collaborative work environment benefits all parties, including employees, clients and shareholders.
103-2	The management approach and its components	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 managers and employees receive instruction and periodic training about these rights.
103-3	Evaluation of the management approach	Approximately 11 percent 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.
GRI 408: Child Labor		
103-1	Explanation of the material topic and its boundary	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.

GRI 400: Social Standards Series

GRI 405: Diversity and Equal Opportunities

GRI 406: Non-discrimination

GRI 407: Freedom of Association and
Collective Bargaining

GRI 408: Child Labor

GRI Standard	Disclosure	Reporting Requirements
103-2	The management approach and its components	Fluor projects and offices worldwide are subject to laws and regulations prohibiting the hiring of underage employees and the company's policies and practices are consistent with such laws. The company has internships, apprenticeships and other related programs designed to comply with hiring and compensation laws and regulations. The company neither allows nor supports child labor in any way.
103-3	Evaluation of the management approach	Fluor follows standard requirements in all countries where it operates to ensure compliance with local laws and regulations regarding age requirements for workers.
408-1	Operations and suppliers at significant risk for incidents of child labor	The company has had no child labor incidents and does not believe any of its operations are at significant risk for an incident or violation.
GRI 409: Forced or Compulsory Labor		
103-1	Explanation of the material topic and its boundary	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.
103-2	The management approach and its components	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.
103-3	Evaluation of the management approach	The company adheres to all applicable local laws and regulations regarding forced or compulsory labor, including those related to wages and benefits.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	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 its operations or in the operations of its suppliers and subcontractors.
GRI 410: Security Practices		
103-1	Explanation of the material topic and its boundary	Fluor is strongly committed to a workplace free from violence, threats of violence, harassment and/or any other disruptive behavior.
103-2	The management approach and its components	The company has established programs that promote the highest standards of employee safety and security. This includes a zero-tolerance policy that prohibits actual or threatened violence by employees against coworkers, visitors or others while performing their duties. Where applicable, Fluor takes the necessary steps to train its 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.
103-3	Evaluation of the management approach	Incidents received through the hotline are used to measure effectiveness and refine procedures when necessary.
410-1	Security personnel trained in human rights policies or procedures	Refer to GRI 410: <i>Security Practices</i> 103-1.
GRI 411: Rights of Indigenous Peoples		
103-1	Explanation of the material topic and its boundary	Fluor is strongly committed to maintaining the rights of indigenous peoples. Indigenous peoples may be employed in Fluor's offices as engineers, scientists and support staff.
103-2	The management approach and its components	As employees, indigenous peoples would have the national and local employment protections afforded to all employees, as well as coverage by Fluor's HR policies. On the project sites, the clients have the lead in working with indigenous peoples.
103-3	Evaluation of the management approach	Evaluation is based on adherence to national and local laws and Fluor's HR policies. Reports delivered through the hotline may also be used.

GRI Standard	Disclosure	Reporting Requirements
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 its operations or in the operations of its suppliers and subcontractors.
GRI 412: Human Rights Assessment		
103-1	Explanation of the material topic and its boundary	The belief that all individuals should be treated with dignity and respect is firmly rooted in Fluor's core value of integrity. Fluor is committed to fostering an environment that recognizes and supports all aspects and dimensions of human rights.
103-2	The management approach and its components	Fluor's <i>Code of Business Conduct and Ethics</i> for employees and <i>Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors</i> provides guidance on human rights and child and forced-labor prohibitions. Employees are required to certify compliance with the Code annually and training is offered to employees on human rights issues. Refer to <i>2018 Sustainability Report</i> , p. 34
103-3	Evaluation of the management approach	Fluor encourages employees and other stakeholders to report any activities not in compliance with the company's human rights and fair labor practices and provides reporting mechanisms, including an anonymous, toll-free <i>Compliance & Ethics Hotline</i> . More information on Fluor's ethics and compliance policies, practices and hotline can be found in the Ethics & Compliance section of the <i>2018 Sustainability Report</i> and in Fluor's <i>Modern Slavery Act Statement</i> .
412-1	Operations that have been subject to human rights reviews or impact assessments	This information is not available. Fluor is not aware that any of its operations have been subject to human rights assessments.
412-2	Employee training on human rights policies or procedures	All Fluor employees are required to complete ethics training annually.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	This is not tracked. However, Fluor enters into joint venture relationships with the expectation that all parties hold similar core values.
GRI 413: Local Communities		
103-1	Explanation of the material topic and its boundary	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. Refer to https://www.fluor.com/sustainability/community/fluor-community-impact-report
103-2	The management approach and its components	Refer to GRI 413: <i>Local Communities</i> 103-1
413-1	Operations with local community engagement, impact assessments and development programs	Fluor has diverse operations, a large number of ongoing projects, decentralized sustainability management among business lines and differing roles on projects where responsibility for stakeholder engagement, environmental and/or social impacts is shared with a client or there is no direct responsibility for Fluor. This arrangement limits Fluor's ability to offer detailed reporting on the topic as required by GRI Standards. Refer to Data Performance Table in <i>2018 Sustainability Report</i> , p. 6.
413-2	Operations with significant actual and potential negative impacts on local communities	Fluor has diverse operations, a large number of ongoing projects, decentralized sustainability management among business lines and differing roles on projects where responsibility for stakeholder engagement, environmental and/or social impacts is shared with a client or there is no direct responsibility. This arrangement limits Fluor's ability to offer detailed reporting on the topic as required by GRI Standards.

GRI Standard	Disclosure	Reporting Requirements
GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its boundary	<p>Fluor is proud of its long-standing Supplier Diversity Program, which has three pillars: environmental stewardship, economic growth and social progress. Fluor also supports the U.S. government's goals and standards regarding small, minority and women-owned businesses.</p> <p>Fluor's Supplier Diversity Program does the following:</p> <ul style="list-style-type: none"> ▶ Contributes to economic growth ▶ Enables Fluor to help create local jobs ▶ Enhances, refines and promotes growth of diverse businesses ▶ Inspires community dialogue ▶ Makes a positive impact on local economies
103-2	The management approach and its components	<p>Fluor proactively identifies new and diverse potential suppliers through research and participation in trade fairs, workshops, business recruitment conferences and conventions and small and minority business opportunity days, as well as works with national and regional diversity councils and the U.S. Small Business Administration.</p> <p>Fluor maintains subcontractor and supplier information through its Supplier and Contractor Online Registry, which tracks all new suppliers for appropriate classifications and certifications.</p>
103-3	Evaluation of the management approach	<p>In 2018, Fluor spent approximately US\$811 million with U.S. small, minority and women-owned businesses or approximately 16 percent of the US\$5.1 billion spent with U.S.-based suppliers and subcontractors.</p>
414-1	New suppliers were screened using social criteria	<p>All Fluor subcontractors and suppliers 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 ▶ Health, safety and environmental stewardship ▶ Human rights and employment practices
414-2	Negative social impacts in the supply chain and actions taken	<p>Fluor does not measure negative social impacts in the supply chain.</p>
GRI 415: Public Policy		
103-1	Explanation of the material topic and its boundary	<p>Public policy and political activities conducted by or on behalf of Fluor are managed by the Company's 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 us focus the Company's 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>
103-2	The management approach and its components	<p>Refer to GRI 415: <i>Public Policy</i> 103-1.</p>
103-3	Evaluation of the management approach	<p>Refer to GRI 415: <i>Public Policy</i> 103-1.</p>

GRI 400: Social Standards Series

GRI 414: Supplier Social Assessment
GRI 415: Public Policy

GRI Standard	Disclosure	Reporting Requirements
415-1	Political contributions	https://www.fluor.com/sustainability/corporate-governance/political-activities Refer to GRI 415: <i>Public Policy</i> 103-1.
GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its boundary	Safety is one of Fluor's core values. The company holds sacred the well-being of people, including employees, clients and the communities in which they work and live.
103-2	The management approach and its components	Fluor has robust office and field HSE programs guided by the HSE MS and strives to address issues quickly. Potential hazards are identified and systematically evaluated and mitigation measures are specified.
103-3	Evaluation of the management approach	Fluor's approach to safety is evaluated by measuring the number of agency non-compliances. Based on these non-compliances, the policies and procedures can be reviewed and updated accordingly.
419-1	Non-compliance with laws and regulations in the social and economic area	In 2018, workplace safety regulatory agencies issued three notices of non-compliance to Fluor at three separate locations. These notices dealt with the handling of off-center loads, working with suspended loads, and potential for radiation exposure. Two of these citations resulted in financial penalties for non-compliance (one of which is still being contested) and all issues were resolved.



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2018 SUSTAINABILITY REPORT