



# SHARPENING OUR FOCUS

2020 Sustainability Report:  
GRI and SASB Disclosure Tables

**FLUOR**<sup>®</sup>



## 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 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](http://www.globalreporting.org).

The Sustainability Accounting Standards Board (SASB) standards help companies and their investors communicate on several sustainability-related topics. The SASB standards can be used alongside other sustainability reporting frameworks, such as the GRI table in this document, to communicate additional information to investors in a defined manner.

In 2020, Fluor has made the decision to adopt SASB reporting standards. All accounting metrics were taken from the Engineering and Construction Services Sustainability Accounting standards.

The GRI and SASB disclosures shown on the following pages have been determined by Fluor's Sustainability Committee to be relevant to Fluor's operations. Nancy Kralik, who leads Fluor's sustainability program, is the chair of the Sustainability Committee, leading an internal team of subject matter experts in developing the report. Members include representatives from the company's Investor Relations; Employment Law; Health, Safety & Environmental; Government Relations; Strategy, Marketing & Communications; Community Relations; Supply Chain; Human Resources; and Office Services departments. The subject matter experts were supported by business line representatives from Energy Solutions; Urban Solutions/Infrastructure; Urban Solutions/Advanced Technologies & Life Sciences; Urban Solutions/Mining & Metals; Mission Solutions; and Stork. As shown in the About the Report section of Fluor's 2020 Sustainability Report, the Sustainability Committee has determined which GRI and SASB disclosures are pertinent to the company's operations. In this document, Fluor reports on those standards relevant to its business operations and measurable in 2020.

Most common URLs used within this table are as follows:

- ▶ 2020 Form 10-K and 2021 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](https://www.fluor.com/sustainability/ethics-compliance/the-code) and Other Related Policies – <https://www.fluor.com/sustainability/ethics-compliance/the-code>





The JGC Fluor BC LNG joint venture (JFJV) is providing engineering, procurement and construction for [LNG Canada's Export Facility Project](#) in Kitimat, British Columbia. The design of the facility meets some of the strictest regulatory standards in the world for safety, sustainability and environmental protection. As of December 2020, more than 840,000 fish and 554,000 amphibians had been relocated on site by environmental specialists.









## GRI 100: UNIVERSAL STANDARD SERIES

Fluor's joint venture FDH JV team and contractors on the [Kuwait Integrated Petroleum Industries Company Al-Zour Refinery Project](#) participate in safety toolbox talk while observing social distancing. The team met the challenges of the COVID-19 pandemic with its robust mitigation efforts, including guidelines and reporting protocols; creative awareness campaigns; a thank you card program recognizing that little things such as washing hands matter; supplying personal protective equipment such as medical gear and face coverings; increased sanitation efforts on site, on buses and at the staff camp; and monitoring and testing for the virus.



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<b>GRI 102: General Disclosures</b>	
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102-6	Markets served
102-7	Scale of the organization
102-8	Information on employees and other workers
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## 2020 DISCLOSURES

Fluor Corporation

Refer to [Services](#).

Irving, Texas, USA

Refer to [Locations](#).

Fluor is a publicly traded company, with shares listed on the New York Stock Exchange (symbol: FLR).

Refer to [2020 Form 10-K](#), pp. 5-7 and [Markets](#).

Refer to [2020 Form 10-K](#), pp. 7-13, 34-35, F5-F9.

At year-end 2020, Fluor's global workforce consisted of 44,000 employees. The workforce consisted of 24,203 salaried employees and 16,514 craft and hourly workers, including Stork employees and 3,000 TRS Agency employees. In 2020, the salaried workforce was 74 percent male, excluding Stork employees.

Refer to [Procurement](#).

In 2020 the Supply Chain organization was decentralized placing 1,400 team members in the business lines. The role of the Corporate Supply Chain organization is to support the Supply Chain team members in the business lines while also providing oversight to ensure compliance with policies, practices and processes.

Refer to [HSE Policy](#).

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 2020.

- ▶ Fluor has been listed on the FORTUNE® Magazine World's Most Admired Companies® list for 20 consecutive years.
- ▶ Fluor was ranked No. 181 on the 2020 FORTUNE 500® list.

### COMMUNITY AND SOCIAL SERVICES

- ▶ Fluor's Greenville office received the United Way of Greenville County's Hall of Fame Award and Award of Excellence.
- ▶ Fluor Calgary's Construction team received Best Meal and Jurors' Choice Award.
- ▶ Fluor's Greenville office received A.J. Whittenberg Elementary School of Engineering's 2019 Corporate Partnership Award.
- ▶ Fluor's Greenville office received Habitat for Humanity of Greenville County's 2019 Corporate Donor of the Year Award.
- ▶ Fluor Southern California Construction team's Unicorn structure placed second in the 2019 International Construction Competition for Best Use of Labels and received second place for Best Use of Labels at the Best of Construction Orange County Virtual Event.
- ▶ Calgary's Fluor Canada LTD Construction team received 3rd place for Structural Ingenuity for their 2019 entry in the International Construction Competition.
- ▶ United Way of the Lower Mainland, Vancouver, Canada, presented Fluor with a 30-year recognition certificate for supporting its giving campaign.
- ▶ Fluor Dallas received the 2020 Irving Parks and Recreation Advisory Board Mustang Award in honor of long-term, outstanding contributions that help promote programs and causes of the Park and Recreation Department.
- ▶ Construction Orange County recognized Fluor's 2020 Construction team and structure, "Caring Hearts Can Make a Difference," in its Best of Construction FaceBook Live event.

### ETHICS AND COMPLIANCE

- ▶ In 2020, Fluor was recognized as a World's Most Ethical Company® by the Ethisphere® institute for the 14th consecutive year. Fluor is one of only two engineering firms to make the global list and one of only 8 companies to achieve this distinction since the award's inception.

### HEALTH, SAFETY AND ENVIRONMENTAL (HSE)

- ▶ In 2020, the Kuwait Integrated Petroleum Industries Company (KIPIC) Al-Zour Oil Refinery Project was awarded the KIPIC CEO Health, Safety and Environmental (HSSE) Award.
- ▶ Shell presented its Gold Hard Hat HSE award to JGC Fluor joint venture and LNG Canada for their Design for Safe Construction program on the LNG Canada project, which is focused on the elimination and significant reduction of hazards through design, providing an overall reduction to life-critical construction risk.

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## 2020 DISCLOSURES

### SUPPLY CHAIN

- ▶ Women's Business Enterprise Council, Houston recognized Fluor's effort in keeping with our commitment of Continuous Growth in Supplier Diversity at their WBEA Cutting Edge & Connection Awards Event held at the end of 2020 for the Greatest Growth in spend with women-owned businesses in Houston.
- ▶ Minority Business News USA magazine recognized Fluor in 2020 for the second consecutive year as a Best of the Decade for leadership in supplier diversity.

### CERTIFICATIONS

Many Fluor facilities and projects were certified or recertified for health, safety or environmental management by standard-setting entities in 2020.

#### ISO 14001 AND AS/NZS ISO 14001 (ENVIRONMENTAL MANAGEMENT)

- ▶ Mannheim, Germany office
- ▶ Gliwice, Poland office

#### ISO 9001 (QUALITY MANAGEMENT)

- ▶ Al Khobar, Saudi Arabia office
- ▶ Atyrau, Kazakhstan office
- ▶ Mannheim, Germany office
- ▶ Houston, TX, United States office
- ▶ Johannesburg, South Africa office
- ▶ Durban, South Africa office

In 2020, 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)
- ▶ Battery Metals Association of Canada
- ▶ Center for Corporate Citizenship (United States)
- ▶ Conference Board: Career Development Practitioner Council; CFO Council: Fortune 250; 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 Leadership Council; Strategy Executives Council and Sustainability Council I: Strategy & Implementation (United States)
- ▶ Calgary Economic Development
- ▶ Canadian Heavy Oil Association
- ▶ 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

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## SASB DISCLOSURES

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102-14	Statement from senior decision-maker
102-15	Key impacts, risks and opportunities



## 2020 DISCLOSURES

### Human Resources, Management and Professional

- ▶ American Benefits Council
- ▶ Catalyst (India and United States)
- ▶ Center for Workplace Compliance (CWC) (United States)
- ▶ Construction Benefits Group (United States)
- ▶ Council of Employee Benefits: Board of Directors (United States)
- ▶ Dallas Fort Worth Business Group (Local Benefits Group)
- ▶ DirectEmployers Association (United States)
- ▶ Foreign Benefits Study (International)
- ▶ HR Tech Connect (United States)
- ▶ HR Technology Council (International)
- ▶ Talent Development Council (United States)
- ▶ International Foundation of Employee Benefits (IFEB) – International Society of Certified Employee Benefit Specialists
- ▶ International Society for Quality in Health Care
- ▶ National Association of Colleges and Employers (United States)
- ▶ National Center for Construction Education and Research (NCCER) (United States)
- ▶ Society of Human Resource Management (SHRM) (United States)
- ▶ The Conference Board (International)

### ETHICS

- ▶ American Chamber of Commerce in India (AMCHAM) – Anti-Corruption & FCPA Compliance Committee
- ▶ B20 Anti-Corruption Cross-Thematic Group on Anti-Corruption & Responsible Business Conduct
- ▶ Building Responsibly, addressing worker welfare concerns in the engineering and construction industry
- ▶ Ethics & Compliance Initiative
- ▶ 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
- ▶ Society of Corporate Compliance and Ethics

### HSE

- ▶ American Society of Safety Professionals (United States)
- ▶ American Institute of Chemical Engineers Center (AIChE) for Chemical Process Safety (CCPS) (United States)
- ▶ ANSI A10 Accredited Standards Committee for Construction & Demolition (United States)
- ▶ Board of Certified Safety Professionals (United States)
- ▶ British Safety Council (United Kingdom)
- ▶ Building Responsibly (United States)
- ▶ 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)
- ▶ Royal Society for the Prevention of Accidents (United Kingdom)
- ▶ U.S. Green Building Council (United States)

### SUPPLY CHAIN

- ▶ 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)

Refer to [2020 Sustainability Report, CEO Letter](#)

Refer to [2020 Form 10-K](#), pp. 13-31 and pp. 33-46.

Refer to [2021 Proxy Statement](#), pp. 9-23 and pp. 25-50.

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## 2020 DISCLOSURES

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 values and ethics and compliance risks. It is values-based, with an ethical decision-making model and resources for employees to ask questions and raise concerns. All salaried employees certify they have read and will abide by the Code when they begin their employment and annually receive Code-related training and re-certify that they understand and are committed to the Code.

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 Senior Vice President and Chief Compliance Officer maintains executive oversight, and the Executive Director of Corporate Compliance oversees the day-to-day activities of the program. The Chief Compliance Officer meets with the Audit Committee of the Board of Directors on at least a quarterly basis and reports on the effectiveness of the compliance program 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. Fluor's Modern Slavery Act Statement is available online.

Business partners are expected to uphold high ethical standards in compliance with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors, which communicates Fluor's expectation that Suppliers share our values. The [Supplier Expectations](#) also 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.

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 heads of Fluor's seven investigating departments – Corporate Investigations; Corporate Security; Health, Safety and Environmental; Human Relations; Internal Audit; Investor Relations; and the Law Department – focuses on oversight of reporting, investigations and corrective and disciplinary actions for any potential violations of the Code.

Fluor maintains a formal open-door policy (HR-101), enabling employees to have honest conversations with managers without the fear of suffering negative consequences. Managers and leadership have been trained to appropriately respond to questions and concerns. Any concerns or issues that are brought to managers or Human Resources undergo a consistent, unbiased investigative process to support the employee and come to a resolution.

Employees can and do protect the company's reputation by promptly raising a concern when they know or suspect that a colleague is involved in unethical, illegal or dangerous behavior. Employees who have concerns are encouraged to seek guidance and ask questions of Corporate Compliance at [ethics@fluor.com](mailto:ethics@fluor.com) at anytime. Additionally they are encouraged to contact any of the following: their immediate supervisor, their supervisor's supervisor and up the reporting structure as necessary, their local Human Resources manager or, if applicable, their Industrial Relations manager or a company subject matter expert. If they are uncomfortable discussing the matter with any of these resources or the response is inadequate, they can contact Fluor's Compliance and Ethics Hotline at [www.fluorhotline.com](http://www.fluorhotline.com). Fluor's 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.

Refer to [2021 Proxy Statement](#), pp. 10-11, 12-18.

Until August 2020, the executive-level Sustainability Committee, led by an executive sponsor who reported to Fluor CEO Carlos Hernandez included representatives from corporate functions: Community Relations; Corporate Affairs; Ethics and Compliance; Facilities; Governance; Government Relations; Health, Safety and Environmental; Human Resources; Investor Relations; Employment Law; Sales; Strategic Planning; and Supply Chain Management. The Sustainability Committee used to meet quarterly, and typically all functions were represented.

In August 2020, the committee was restructured such that business line representatives are the members, with corporate function representatives serving as advisers and subject matter experts. The committee meets monthly and the represented business lines are: Energy Solutions, Urban Solutions/Mining & Metals, Urban Solutions/Infrastructure, Urban Solutions/Advanced Technology & Life Sciences, Mission Solutions and Stork. This committee restructure will allow Fluor to better serve our clients, who are increasingly expecting us to integrate sustainability into their projects and provide innovative solutions.

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.

Refer to GRI 102: General Disclosures/Governance 102-19.

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## 2020 DISCLOSURES

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:

- ▶ 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

Refer to [2021 Proxy Statement](#), pp. 2-8; 14-18.

Refer to [2021 Proxy Statement](#), pp. 13-14.

Refer to [2021 Proxy Statement](#), pp. 19-21.

Refer to [2021 Proxy Statement](#), pp. 19-23.

Refer to GRI 102: General Disclosures/Governance 102-19.

Refer to [2021 Proxy Statement](#), pp. 10-13.

Refer to [2021 Proxy Statement](#), pp. 9, 19.

Refer to [2021 Proxy Statement](#), pp. 10-13

Refer to [2021 Proxy Statement](#), pp. 12 -13.

Refer to [2021 Proxy Statement](#), pp. 10-18.

Nancy Kralik, who leads the sustainability program at Fluor, served as the chair of Fluor's Sustainability Committee for 2020, leading an internal team of subject matter experts in developing the report. The report is reviewed by the Chairman, Chief Executive Officer and senior management team.

Refer to GRI 102: General Disclosures/Governance 102-27.

Refer to [2020 Form 10-K](#), pp. 13-31.

Refer to [2021 Proxy Statement](#), pp. 25-76.

Refer to [2021 Proxy Statement](#), pp. 46-48.

Refer to [2021 Proxy Statement](#), pp. 10, 49.

Refer to [2021 Proxy Statement](#), p. 71.

Data are not collected to determine the percentage increase in annual total compensation ratio.

Refer to GRI 102: General Disclosures/Governance 102-21.

Fluor believes that a collaborative work environment benefits all parties, including employees, clients and shareholders. The company acknowledges employees' legal rights to choose whether or not to join third-party organizations without fear of retaliation, coercion or harassment. These rights are in accordance with applicable laws related to third-party involvement, which may include labor unions and/or trade unions in countries where Fluor employees work. Fluor managers and employees receive instruction and periodic training about these rights.

Approximately 3.5 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.

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102-42	Identifying and selecting stakeholders
102-43	Approach to stakeholder engagement
102-44	Key topics and concerns raised
6. Reporting Practice	
102-45	Entities included in the consolidated financial statements
102-46	Defining report content and topic boundaries
102-47	List of material topics
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102-49	Changes in reporting
102-50	Reporting period
102-51	Date of most recent report
102-52	Reporting cycle

## 2020 DISCLOSURES

Fluor's stakeholders were determined by identifying with whom Fluor engages:

- ▶ 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.

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, OneFluor<sup>SM</sup>. 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.

No engagement was undertaken specifically as a part of the reporting process.

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.

In 2020, Fluor reported results under five primary business segments: Energy & Chemicals; Mining & Industrial; Infrastructure & Power; Diversified Services; and Other, serving clients through various subsidiaries and joint ventures.

Fluor management appointed Nancy Kralik, who leads Fluor's sustainability program, as the chair of the Sustainability Committee, leading an internal team of subject matter experts in developing the report. Members include representatives from Investor Relations; Employment Law; Health, Safety & Environmental; Government Relations; Strategy, Marketing & Communications; Community Relations; Supply Chain; Human Resources; and Office Services. The content included in the report and its prioritization were assessed and determined by the sustainability committee chair and subject matter experts. Fluor CEO David Constable and his senior management team reviewed this report after all material aspects of it were addressed.

Fluor used the Global Reporting Initiative Sustainability Reporting Standards 2016 & 2020 to develop its Sustainability Report. In determining content of the report, Fluor's Sustainability Committee and subject matter experts 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, as well as SASB disclosures. 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. Securities and Exchange Commission disclosures. The Sustainability Report covers information regarding overall company strategies, goals and priorities and includes data that are reasonably available.

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 2020 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.

In the context of Fluor's carbon footprint, this GRI disclosures table and 2020 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.

Also refer to About the Report in the [2020 Sustainability Report](#).

Not applicable. No restatements are necessary.

There are no changes in 2020.

This GRI and SASB disclosure table features quantitative and qualitative data for 2020, as well as information from previous years. It also may include relevant information that became available in 2021 before publication of this table and the 2020 Sustainability Report. This table should be read in conjunction with Fluor's 2020 Sustainability Report, and other publicly filed documents.

June 2021

Fluor has published a Sustainability Report annually since 2008. Prior Sustainability Reports are available [online](#).



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102-53	Contact point for questions regarding the report
102-54	Claims of reporting in accordance with the GRI Standards
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## 2020 DISCLOSURES

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

Fluor Corporation  
6700 Las Colinas Boulevard  
Irving, Texas 75039  
United States

Nancy Kralik  
Sustainability Group Chair  
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Sustainability@fluor.com

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Fluor’s 2020 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 2020 Sustainability Report, can be found in this table.

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The GRI Content Index is reflected in this table.

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Fluor did not employ an external organization to audit its Sustainability Reports.





## GRI 200: ECONOMIC STANDARD SERIES

In November 2020, crews erect steel on Chicago Transit Authority's Red-Purple Line Moderation Project, the largest capital improvement program in the history of the transit authority. Fluor and Walsh, along with designer Stantec Consulting Services, are bringing decades of industry megaproject and transit experience to this massive program, delivering state-of-the-art services, improved quality, safety and reliability, and an upgraded customer experience. Construction is scheduled to be completed in early 2025.



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GRI STANDARD	DISCLOSURE
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103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
201-1	Direct economic value generated and distributed
201-2	Financial implications and other risks and opportunities due to climate change
201-3	Defined benefit plan obligations and other retirement plans
201-4	Financial assistance received from government
<b>GRI 202: Market Presence</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
202-1	Ratios of standard entry level wage by gender compared to local minimum wage
202-2	Proportion of senior management hired from the local community
<b>GRI 203: Indirect Economic Impacts</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components

## 2020 DISCLOSURES

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 2020 are available in the [2020 Form 10-K](#).

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, public health and critical human needs, economic development and the environment.

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.

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.

Refer to GRI 201: Economic Performance 103-1.

Fluor and the Fluor Foundation contributed more than \$5 million in 2020 to community initiatives and programs. The equivalent of an additional \$685,645 was contributed in employee volunteer time. Fluor annually tracks and reports on key community-related metrics.

Refer to [2020 Sustainability Report](#), p. 49 and Appendix A.

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.

Also, refer to [www.fluor.com/sustainability/community](http://www.fluor.com/sustainability/community).

Refer to [2020 Form 10-K](#), p. 29.

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.

Refer to [2020 Form 10-K](#), pp. 40, 44, F23-F25.

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.

Refer to GRI 202: Market Presence 103-1.

Refer to GRI 202: Market Presence 103-1.

Data are not included for privileged, proprietary and/or competitive reasons.

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. There are 25 general managers across our offices globally. Nineteen (or 76%) are from the country for which they are general managers.

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 GRI 203: Indirect Economic Impacts 103-1.



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### SASB DISCLOSURES

GRI STANDARD	DISCLOSURE
103-3	Evaluation of the management approach
203-1	Infrastructure investments and services supported
203-2	Significant indirect economic impacts
<b>GRI 204: Procurement Practices</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
204-1	Proportion of spending on local suppliers
<b>GRI 205: Anti-corruption</b>	
103-1	Explanation of the material topic and its boundary

## 2020 DISCLOSURES

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 promote access, interest and proficiency in science, technology, engineering and math disciplines and careers, provide job training and construct or refurbish affordable housing and community-serving facilities, and address food insecurity.

Refer to <https://www.fluor.com/sustainability/community/community-development>.

Refer to <https://www.fluor.com/sustainability/community/employee-volunteerism>.

### 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 Health, Safety & Environmental section of this table.

Fluor supports programs that preserve and/or enhance natural resources and habitats. In 2020, Fluor employees recycled or disposed of 496 tons (450 tonnes) of litter and helped plant 4,314 trees and shrubs to beautify and restore communities where they live and work. For the past eight 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 2020, volunteers helped restore 7.5 miles of shoreline, removing more than 1.2 tons (1.1 tonnes) of garbage and recyclable waste.

Refer to Community & Social Services Section of [2020 Sustainability Report](#) and <https://www.fluor.com/sustainability/community/environment-stewardship>.

### EMPLOYEE VOLUNTEERISM

In 2020, employee volunteers donated more than 24,000 hours to the communities where we operate and live.

Refer to Community & Social Services Section of [2020 Sustainability Report](#) and <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 2020, Fluor supported efforts such as Army Emergency Relief, Operation Finally Home's wounded veteran home building program, U.S. Army Women's Foundation, and workforce development programs for veterans at Technical Colleges.

Procurement is an integral component of the projects that Fluor executes. In 2020, US\$7.7 billion was spent procuring equipment, material and services.

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. [Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors](#) are incorporated into the Terms and Conditions of every purchase order and subcontract for mandatory adherence by suppliers and contractors.

Audits may be periodically conducted to confirm compliance with procurement practices.

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 78 percent of its total global spend, which was more than US\$6 billion in 2020.

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>.

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GRI STANDARD	DISCLOSURE
103-2	The management approach and its components
103-3	Evaluation of the management approach
205-1	Operations assessed for risks related to corruption
205-2	Communication and training about anti-corruption policies and procedures
205-3	Confirmed incidents of corruption and actions taken
<b>Anti-competitive Behavior</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices



## 2020 DISCLOSURES

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 (BRMF<sup>SM</sup>) 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.

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.

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.

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](#) (the Code).

Refer to GRI 205: Anti-corruption 103-2.

Fluor uses various risk assessment procedures for corruption. All operations are assessed for risks related to corruption. At a corporate level, Fluor has an Enterprise Risk Management program and ethics and compliance subject-matter-based task forces who assess corruption risks on a periodic basis. The regulatory landscape, industry risks, risks seen by the company and any other relevant indicators to help understand risks are considered. At a project level, the company's Business Risk Management Framework (BRMF) is used to assess corruption risks of each project against a background of project location, business culture, third parties which are locally required and government touch points.

Additionally, each project is required to assess its corruption risks through a mandatory Project Compliance and Ethics assessment practice. Due to the nature and location of Fluor's work, the two most significant corruption risks stem from the large number of third parties with which Fluor works and frequent contact with governments around the world through a project's life cycle.

Fluor addresses conflicts of interest immediately through mandatory prompt reporting to Compliance and Ethics for review and resolution. An additional layer of review requires the annual disclosure of conflicts of interest.

Fluor's anti-corruption policies and procedures have been communicated to all directors, employees and business partners. [The Code](#), the [Anti-Bribery and Corruption Policy](#) and charitable donation procedures specifically address charitable donations and scholarships to ensure they are not used as disguised forms of bribery.

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 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.

Every confirmed incident of corruption results in appropriate discipline and corrective action including termination if appropriate.

Anti-competitive behavior can occur during the sales and procurement functions.

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.

Refer to section Competing Fairly in the Market Place of Fluor's [Code of Business Conduct and Ethics](#), p. 43.

Refer to [Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors](#).

Fluor evaluates its management approach by conducting periodic assessments to determine whether a risk has increased, decreased or changed and addressing the risk accordingly.

Fluor is not aware of any anti-competitive legal actions in which it has been identified as a participant in 2020.





# GRI 300: ENVIRONMENTAL STANDARD SERIES

In August 2020, Fluor's joint venture with Daewoo Engineering & Construction and Hyundai Heavy Industries successfully delivered the facilities for Kuwait National Petroleum Company's (KNPC) Mina Abdullah Package 2 (MAB2) Clean Fuels Project in southern Kuwait. The team met the client's challenge to increase productivity at the facility while delivering products that comply with state-of-the-art environmental standards.





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GRI STANDARD	DISCLOSURE
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<b>GRI 302: Energy</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
302-1	Energy consumption within the organization
302-2	Energy consumption outside of the organization
302-3	Energy intensity
302-4	Reduction of energy consumption
302-5	Reductions in energy requirements of products and services
<b>GRI 305: Emissions</b>	
103-1	Explanation of the material topic and its boundary

## 2020 DISCLOSURES

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.

Each office is responsible for determining how it will meet energy needs and implementing sustainability initiatives to address those needs.

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.

In 2020, direct energy consumption by Fluor facilities was approximately 35.7 million kilowatt hours (approximately 128,464 gigajoules) for natural gas, diesel, propane and gasoline. Indirect energy consumption at Fluor facilities in 2020 was approximately 73.3 million kilowatt hours (approximately 263,770 gigajoules) for electricity.

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.

Fluor does not measure energy consumption outside its organizational boundary. That responsibility lies with the energy companies providing power to the offices.

Refer to GRI 302: Energy 302-1.

Fluor works to either improve energy efficiency by lowering operating costs and integrating environmentally friendly solutions in its 141 facilities in 30 countries around the world or to exceed the standards set by leading sustainability organizations.

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 48,000 square feet of office buildings in Aliso Viejo, California, for 10 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.

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

Refer to GRI 305: Emissions 305-5.

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 2020 Sustainability Report and this GRI disclosure table provide this information. Energy requirements for products relates to products created by Stork.

Measuring and reporting the carbon footprint of Fluor facilities provides valuable information that is used to manage our operations in an environmentally responsible manner.

We began measuring our global carbon footprint in 2006. The scope of these emissions includes emissions produced within offices, vehicle fleets at those offices and air travel; it excludes emissions produced at client sites and fabrication yards.

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## 2020 DISCLOSURES

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 (tCO<sub>2</sub>e). 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.

Fluor's United Kingdom operations are subject to carbon emissions regulations. Fluor has not bought carbon credits to reduce our emissions. In general, Fluor is not governed by a requirement to measure our carbon footprint; however, we are taking action to address our impact on climate change by committing to reduce our Scope 1 and Scope 2 GHG emissions to zero by the end of 2023.

### NET ZERO 2023 COMMITMENT

To achieve Net Zero 2023, we will:

- ▶ Continue to reduce energy use at offices.
- ▶ Use alternate energy sources.
- ▶ Engage the Fluor Foundation for opportunities to offset emissions with environmental projects.

Evaluation is reflected in absolute emissions and normalized emissions (normalized by revenue).

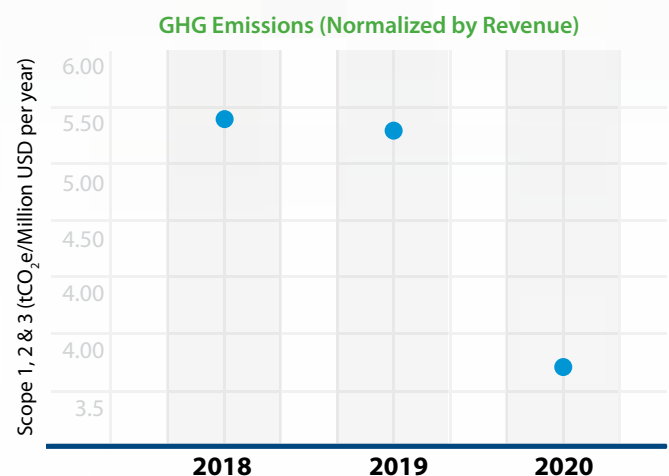
We will be transparent on our journey to Net Zero 2023 sharing our [progress](#) with stakeholders and by verifying achievements of our commitment by a third party.

Refer to [2020 Sustainability Report](#), Appendix A.

Refer to [2020 Sustainability Report](#), Appendix A.

Refer to [2020 Sustainability Report](#), Appendix A.

Normalizing absolute GHG emissions by revenue is another approach to evaluating the effect of Fluor's efficiency measures. Fluor's normalized GHG emission in 2020 is 3.65. As Fluor closed some of its facilities based on its business activity as well as implemented remote working and travel restrictions due to COVID-19, between 2019 and 2020, there was a reduction of 32% in normalized GHG emissions for Scope 1, 2 and 3 combined.



Energy efficiency activities help manage the amount of carbon emissions generated at Fluor's global facilities. With approximately 7.3 million square feet (approximately 682,448 square meters) of office space and associated land in 30 countries, voluntary and diverse conservation, energy efficiency and green initiatives are providing cost-effective solutions and contributing significant value to the company.

In 2020, Fluor continued to integrate a variety of energy efficiency and conservation practices into daily operations to reduce energy consumption by 16.7 million kilowatt-hours (approximately 60,000 gigajoules).

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.

Fluor does not manufacture, import or export ozone-depleting substances.

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.

Waste is material to Fluor in the setting of office operations. The boundary is Fluor's offices, given that Fluor has control over these operations. It excludes waste produced at client sites and fabrication yards.

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103-3	Evaluation of the management approach
307-1	Non-compliance with environmental laws and regulations

## 2020 DISCLOSURES

Fluor encourages its employees to practice waste minimization. Fluor maintains [corporate HSE & Sustainability](#) policies stating its commitment to waste minimization.

Fluor offices reduce waste by donating used furniture, office equipment and supplies, carpet and computers to schools, homes for elderly and non-profit organizations. During renovations, furniture and materials are reused whenever possible. Our waste reduction efforts also include duplex printing and using durable crates. We recycle paper, cardboard, batteries, mixed/commingled and assorted waste.

Our Sustainability Performance Indicator Management System (SPIMS), a web-based data entry software, is used to capture, trend and report Fluor's environmental data, including waste.

We collect data on the following waste categories:

- ▶ Waste prevention
- ▶ Municipal solid waste
  - Recycled waste
  - Diverted waste (composted, sent to energy recovery or incinerated)
  - Landfill disposal
- ▶ Regulated/controlled waste

Fluor offices have no inputs, activities or outputs that lead or could lead to significant waste-related impacts.

Refer to GRI 306: Waste 306-1.

Refer to Appendix A of [2020 Sustainability Report](#).

### WASTE PREVENTION, REDUCTION, REUSE AND CONSERVATION

Fluor offices reduce waste by donating electrical appliances and used furniture, office supplies, chairs, carpet and computers to schools, homes for the elderly and nonprofit organizations. During 2020, approximately 259.5 tons (235.4 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.

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 175.6 tons (159.3 tonnes) of paper in 2020.

### RECYCLING

In 2020, Fluor offices worldwide, through their active recycling programs, recycled approximately 315.4 tons (286.1 tonnes) of paper, 78.6 tons (71.3 tonnes) of cardboard, 7.4 tons (6 tonnes) of batteries and 191.5 tons (173.7 tonnes) of mixed recyclable materials. Additionally, 156 tons (141.5 tonnes) of solid waste were sent to energy recovery facilities.

In 2020, 457 tons (414.5 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, toner and ink cartridges, concrete and other.

Approximately 2,201.8 tons (1,997.4 tonnes) of solid waste were sent to landfills in 2020.

Because Fluor operates office buildings, no hazardous waste is generated.

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 2006.

Fluor uses its SPIMS to manage its environmental data.

The efficiency of the management approach is determined by the accuracy of the data from each office.

In 2020, Fluor received the following Notice of Violation (NOV):

#### I-4700 NOV

- ▶ Notice of Violation (NOV-2020-SS-0028) issued on December 2, 2020
- ▶ Incident closure on January 27, 2021
- ▶ Team's Approach
  - North Carolina Department of Transportation (NCDOT) Erosion & Sediment Control training and certification for supervisor and construction personnel.
  - Provide Erosion & Sediment Control Field Guide and other training material to onsite personnel.
  - Closely monitor and coordinate erosion and environmental controls with self-perform and subcontractor personnel.
  - Ensure that all staff and construction supervision have clear understanding of all environmental and permit requirements.



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103-3	Evaluation of the management approach
308-1	New suppliers that were screened using environmental criteria
308-2	Negative environmental impacts in the supply chain and actions taken

## 2020 DISCLOSURES

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.

Refer to GRI 308: Supplier Environmental Assessment 103-1.

Fluor does not evaluate the management approach to environmental programs of our suppliers and contractors.

Fluor does not screen suppliers using environmental criteria.

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.

Refer to [Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors](#).

MISSION  
SALAMATI



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Mission Salamati

Ration Kit Distribution Under CRI Program with Deepalaya

Fluor  
Cares



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## GRI 400: SOCIAL STANDARD SERIES

Fluor's New Delhi office distributed 3,000 ration kits to families impacted by COVID-19 in 2020. Each ration kit feeds a family of four for one month.



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401-3	Parental leave
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103-1	Explanation of the material topic and its boundary

## 2020 DISCLOSURES

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 44,000 employees helps create a workplace environment that builds strong internal and external relationships in order to serve clients across many industries and geographies.

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.

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.

Data are not included in this report for privileged, proprietary and/or competitive reasons.

Fluor provides its employees with insurance coverage that can support their health and wellbeing in alignment with local 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 wellbeing. A wellbeing framework has been implemented, which allows for flexibility in the type of wellbeing programs locally provided. Programs to support proactive, preventive health and wellness are a top priority for the company and continue to be with the support of a global employee assistance program. Along with these programs, our global Benefits team provides training and resources to regional and country subject matter experts on wellbeing, governance and retirement programs. Examples of programs in place today are:

- ▶ Australia offering life and disability programs along with subsidized gym membership.
- ▶ Philippines offering medical, life, accident and disability plans. Along with a mental health awareness campaign and varying sports activities and nutritional programs.
- ▶ Canada, offering their managers mental health training, is just a start. Onsite gym facilities in certain locations, a wellness application encouraging challenges and exercises are also provided. Their medical provider not only offers benefits but also financial wellness sessions, and they have also put together virtual social events and training to help their employees stay connected.
- ▶ Poland offers life insurance, retirement, health and welfare benefits. For wellbeing, they offer seminars and host many other social virtual events to allow for mentoring and getting to know colleagues.
- ▶ South Africa offers life disability, health and welfare benefits and other risk benefits to protect the employees and their families from financial hardship.
- ▶ 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 wellbeing and stress management.
- ▶ The Netherlands office provides health assessments for employees and hosts an annual wellbeing week. To promote a healthy lifestyle, employees can participate in a bike plan, as well as in a fitness program. A new health and wellbeing 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 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.

Fluor adapts its leave policies, as necessary, to meet all applicable legal requirements in any jurisdiction in which it operates.

Data are not included for privileged, proprietary and/or competitive reasons.

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.



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403-1	Occupational health and safety management system
403-2	Hazard identification, risk assessment, and incident investigation
403-3	Occupational health services

## 2020 DISCLOSURES

The structure of Fluor's HSE Management System (MS) incorporates several levels of control as shown below.

The HSE MS includes consideration of:

- ▶ 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)

The HSE Policy outlines Fluor's commitment to and position on HSE management. The HSE MS has been developed in support of this policy. The HSE Principles provide the fundamental precepts upon which the HSE MS is based and executed. Practices establish the performance requirements for offices, engineering and projects. 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.

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.

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 45001:2018.

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.

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.

Refer to [HSE Management System](#).

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.

Workers who are charged with identifying hazards in a specific venue are trained to appropriately do so and training documents are maintained. Prior to initiating a task, a Job Safety Analysis (JSA) is performed. Each day that a task is performed, the team participates in a Safety Task Assignment built on the JSA to confirm that the hazards are known and have been mitigated according to the control hierarchy.

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.

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:

- ▶ Determine facts associated with the incident
- ▶ Correct unsafe conditions
- ▶ Eliminate unsafe acts
- ▶ Improve work capability
- ▶ Improve supervision

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:

- ▶ 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.

The HSE representative conducts the investigation with the supervisor(s) of the individual(s) involved in the incident.

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.

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GRI STANDARD	DISCLOSURE
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403-5	Worker training on occupational health and safety
403-6	Promotion of worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system



## 2020 DISCLOSURES

Fluor's worker and leadership engagement is highlighted by its Safer Together theme, which embraces a commitment to a caring and preventive culture. The 10 actions that help achieve the Safer Together objectives were implemented in 2019. For more information on the Safer Together program refer to HSE section of the [2020 Sustainability Report](#), p. 33.

A company-wide incident and injury response protocol that details requirements for recording, communicating and investigating incidents based on their severity was issued and resulted in a steady stream of HSE Incident Alerts issued in a standardized format with the objective of preventing incident recurrence.

The HSE function participated in a Requirements-Based Practices (RBP) initiative to streamline HSE work processes across functions, ensure that requirements for all HSE practices are clearly stated and designate responsibility for completing each requirement to achieve greater efficiency and consistency in implementing sustainability and HSE practices.

In 1992, Fluor created the Silver Safety Medallion Award, which recognizes employees who have acted in a life-saving manner and/or assisted others in distress either on or off the job. More than 400 Silver Safety Medallions have been awarded to Fluor employees since the program was implemented.

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:

- |   |   |
|---|---|
| ▶ HSE025 Pre-Task Planning, Risk Analysis             | ▶ HSE136 Fall Protection                |
| ▶ HSE100 HSE Management System Overview               | ▶ HSE137 Confined Space Entry           |
| ▶ HSE104 Ergonomics                                   | ▶ HSE147 Motorized Heavy Equipment      |
| ▶ HSE105 Barricades, Signs and Tags                   | ▶ HSE156 Loading and Unloading Material |
| ▶ HSE106 Personal Protective Equipment                | ▶ HSE187 Electrical Work Safety         |
| ▶ HSE107 Pressurized/Compressed Air and Gas Cylinders | ▶ HSE242 Rigging Basics                 |
| ▶ HSE108 Portable Ladders                             | ▶ HSE243 Signal Person                  |
| ▶ HSE109 Hot Work (Welding, Cutting, Burning)         | ▶ HSE244 Cranes                         |
| ▶ HSE110 Hand and Portable Power Tools                | ▶ HSE245 Motor Vehicle Operations       |
| ▶ HSE132 Hazardous Energy Control                     | ▶ HSE150 Hand Safety Awareness          |
| ▶ HSE133 Excavation, Trenching and Shoring            | ▶ HSE173 Basics of Sustainability       |
| ▶ HSE135 Respiratory Protection                       |   |

For more information on occupational health and safety training, refer to HSE Section of [2020 Sustainability Report](#), p. 33.

All workers are provided health services related to their work. Employees' needs are addressed by Fluor, while contractors are required to provide appropriate health services to their employees per contractual requirements. As noted in GRI 403: Occupational Health and Safety 403-3, project sites provide workers with health care. In office locations, employees are offered health insurance and health services, such as health assessments and wellness coaching.

The company offers a number of health-based programs, such as Naturally Slim Weight Management, Chronic Condition Management, Fluor Wellbeing Challenge and Healthy Eating. Employees decide whether to participate.

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.

Fluor's HSE MS establishes basic requirements for all Fluor operations and employees.

Refer to HSE MS.

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.

Fluor implements a robust audit protocol on all of its projects. There are various levels of audits, including area, management and corporate audits.

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### SASB DISCLOSURES

GRI STANDARD	DISCLOSURE
403-9	Work-related injuries
403-10	Work-related ill health
<b>GRI 404: Training and Education</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
404-1	Average hours of training per year per employee
404-2	Programs for upgrading employee skills and transition assistance programs
404-3	Percentage of employees receiving regular performance and career development reviews
<b>GRI 405: Diversity and Equal Opportunities</b>	
103-1	Explanation of the material topic and its boundary

## 2020 DISCLOSURES

The HSE Section of [2020 Sustainability Report](#), p. 35, provides details on fatalities, the Total Case Incidence Rate (TCIR) and the Days Away, Restricted or Transferred (DART) Case Rate. Appendix A of the 2020 Sustainability Report provides the results for 2018, 2019 and 2020 for comparison purposes. All workers under the control of Fluor or a joint venture partnership are included in the rates.

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.

In addition, Fluor has performed an in-depth analysis of injuries and their severities and identified life critical operations:

- ▶ 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

There is special safety training for these specific areas.

Refer to GRI 403: Occupational Health and Safety 403-2 for details on eliminating work-related hazards using the hierarchy of controls.

Refer to GRI 403: Occupational Health and Safety 403-9.

The company's highly skilled, diverse workforce of 44,000 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.

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.

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.

Refer to [2020 Sustainability Report](#), p. 39.

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 enroll in these courses voluntarily and managers can assign classes to employees to help ensure they get the training they need in their chosen fields.

In 2020, managers and supervisors completed performance assessments for 100 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.

Fluor values a diverse workforce as a competitive advantage.



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GRI STANDARD	DISCLOSURE
103-2	The management approach and its components
103-3	Evaluation of the management approach
405-1	Diversity of governance bodies and employees
405-2	Ratio of basic salary and remuneration of women to men
<b>GRI 406: Non-discrimination</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
406-1	Incidents of discrimination and corrective actions taken
<b>GRI 408: Child Labor</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
408-1	Operations and suppliers at significant risk for incidents of child labor
<b>GRI 409: Forced or Compulsory Labor</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components

## 2020 DISCLOSURES

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.

Fluor's regional representatives attend career fairs to attract talent based on labor needs in the region. Company representatives also play active roles in the community to ensure Fluor maintains a positive and strong local presence.

### COMPENSATION AND BENEFITS

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.

Fluor monitors employee engagement surveys, feedback from exit interviews and complaints to gauge success in maintaining a healthy and diverse workforce.

Fluor publishes information about the board of directors in its annual Proxy Statement. On December 31, 2020, the board, consisting of 11 members, was 73 percent male. All board members are over 50 years old.

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. For information on Fluor's global workforce and its diversity, refer to GRI 102: Organizational Profile 102-8.

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.

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.

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.

See the section of Fluor's [Code of Business Conduct and Ethics](#), titled Treating Your Fellow Employees Fairly for more information.

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.

The company also employs an open-door policy to foster direct communication between employees and management. Employees are free to discuss any matter of concern at any time with their supervisor, management, or human resources representative without fear of reprisal.

Refer to GRI 406: Non-discrimination 103-1.

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.

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.

Fluor follows standard requirements in all countries where it operates to ensure compliance with local laws and regulations regarding age requirements for workers.

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.

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.

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.

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### SASB DISCLOSURES

GRI STANDARD	DISCLOSURE
103-3	Evaluation of the management approach
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
<b>GRI 410: Security Practices</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
410-1	Security personnel trained in human rights policies or procedures
<b>GRI 411: Rights of Indigenous Peoples</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
411-1	Incidents of violations involving rights of indigenous peoples
<b>GRI 412: Human Rights Assessment</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
412-1	Operations that have been subject to human rights reviews or impact assessments
412-2	Employee training on human rights policies or procedures
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening
<b>GRI 413: Local Communities</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components

## 2020 DISCLOSURES

The company adheres to all applicable local laws and regulations regarding forced or compulsory labor, including those related to wages and benefits.

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.

Fluor is strongly committed to a workplace free from violence, threats of violence, harassment and/or any other disruptive behavior.

The company has established programs that promote the highest standards of employee wellbeing, safety and security. This includes zero-tolerance policies that prohibit actual or threatened violence by employees against coworkers, visitors or others while performing their duties as well as zero tolerance for discrimination or harassment of any kind. Where applicable, Fluor takes the necessary steps to train 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.

Incidents received through the hotline are used to measure effectiveness and refine procedures when necessary.

Refer to GRI 410: Security Practices 103-1.

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.

As employees, indigenous peoples would have the national and local employment protections afforded all employees, as well as coverage by Fluor's human resources policies. On the project sites, the clients have the lead in working with indigenous peoples.

Evaluation is based on adherence to national and local laws and Fluor human resources policies. Reports delivered through the hotline may also be used.

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.

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.

Fluor's [Code of Business Conduct and Ethics](#), known as the Code, for employees and [Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors](#) 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.

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 Compliance and Ethics Hotline. More information on Fluor's ethics and compliance policies, practices and hotline can be found in the Ethics & Compliance section of the [2020 Sustainability Report](#) and in Fluor's [Modern Slavery Act Statement](#).

This information is not available. Fluor is not aware that any of its operations have been subject to human rights assessments.

All Fluor employees are required to complete ethics training annually.

This is not tracked. However, Fluor enters into joint venture relationships with the expectation that all parties hold similar core values.

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 GRI 413: Local Communities 103-1.



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### SASB DISCLOSURES

GRI STANDARD	DISCLOSURE
103-3	Evaluation of the management approach
413-1	Operations with local community engagement, impact assessments and development programs
413-2	Operations with significant actual and potential negative impacts on local communities
<b>GRI 414: Supplier Social Assessment</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
414-1	New suppliers were screened using social criteria
414-2	Negative social impacts in the supply chain and actions taken
<b>GRI 415: Public Policy</b>	
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
415-1	Political contributions
<b>GRI 419: Socioeconomic Compliance</b>	

## 2020 DISCLOSURES

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.

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 [2020 Sustainability Report](#), pp. 49-52.

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.

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.

Fluor's Supplier Diversity Program does the following:

- ▶ 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

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.

Fluor maintains subcontractor and supplier information through its Supplier and Contractor Online Registry, which tracks all new suppliers for appropriate classifications and certifications.

In 2020, Fluor spent approximately US\$808 million with U.S. small, minority and women-owned businesses or approximately 17.5 percent of the US\$4.9 billion spent with U.S.-based suppliers and subcontractors.

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:

- ▶ Bribery and trade controls
- ▶ Conflicts of interest
- ▶ Financial and operational controls
- ▶ Health, safety and environmental stewardship
- ▶ Human rights and employment practices

Fluor does not measure negative social impacts in the supply chain.

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.

Refer to GRI 415: Public Policy 103-1.

Refer to GRI 415: Public Policy 103-1.

Refer to <https://www.fluor.com/sustainability/corporate-governance/political-activities>.

Refer to GRI 415: Public Policy 103-1.

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GRI STANDARD	DISCLOSURE
103-1	Explanation of the material topic and its boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
419-1	Non-compliance with laws and regulations in the social and economic area

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### GRI 419: Socioeconomic Compliance

### SASB DISCLOSURES

## 2020 DISCLOSURES

Safety is one of Fluor's Core Values. The company holds sacred the wellbeing of people, including employees, clients and the communities in which they work and live.

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.

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.

In 2020, California Division of Occupational Safety and Health (CALOSHA) issued a violation to the Joint Venture entity of which Fluor is a partner at the LAX People Mover project in California. The standard cited is 1711(e)(1). The proposed penalty is \$18,000, but the citation is being contested.









## SASB DISCLOSURES

A Fluor partnership, Bridging North America, was selected to design, build, finance, operate and maintain the [Gordie Howe International Bridge Project](#) for Windsor-Detroit Bridge Authority. In November 2020, the project submitted its [Envision](#) application to the Institute for Sustainable Infrastructure for review. The team will be one of a few large public-private partnerships pursuing an Envision award for a large-scale river crossing in hopes of joining the prestigious ranks of only 100 projects that have achieved an Envision award since 2013.

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### SASB DISCLOSURES

TOPIC	CODE
Environmental Impacts of Project Development	IF-EN-160a.1
Environmental Impacts of Project Development	IF-EN-160a.2
Workforce Health & Safety	IF-EN-320a.1
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.2
Climate Impacts of Business Mix	IF-EN-410b.1
Climate Impacts of Business Mix	IF-EN-410b.2
Climate Impacts of Business Mix	IF-EN-410b.3
Business Ethics	IF-EN-510a.1
Business Ethics	IF-EN-510a.2
Business Ethics	IF-EN-510a.3

ACCOUNTING METRIC	RESPONSE
Number of incidents of non-compliance with environmental permits, standards, and regulations.	Refer to GRI 307: Environmental Compliance 307-1.
Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction.	Refer to GRI 102: General Disclosures 102-15 and 102-29.
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees.	<b>2020 TRIR (PER 200,000 HOURS)</b> Direct Hire = 0.33 Contractor = 0.48 <b>2020 FATALITY RATE (PER 200,000 HOURS)</b> Direct Hire = 0.00 (no direct hire fatalities) Contractor = 0.005 (two fatalities)
Number of commissioned projects certified to a third-party multi-attribute sustainability standard and active projects seeking such certification	Certified projects: 4 Projects seeking certification: 5
Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Fluor has created a robust process to incorporate energy and water efficiency into clients' projects and projects that are built for Fluor's use. Using Fluor's sustainability screening tool and associated practices and its health, safety and environmental engineering practices and guidelines, the company is able to address operational energy efficiency, water use and conservation, waste management, process safety and fire protection during planning and design. Where applicable and appropriate, Fluor uses sustainability standards and codes such as LEED and Envision. Fluor engineers work with clients regarding any community or natural resource constraints to be incorporated into early stages of projects. In addition, Fluor evaluates project opportunities using life-cycle assessments aligned with clients' requests and any regulatory requirements.
Amount of backlog for hydrocarbon-related projects and renewable energy projects	Hydrocarbon-related projects: 11.2 billion Renewable energy related projects: 25.8 million
Amount of backlog cancellations associated with hydrocarbon-related projects	0
Amount of backlog for non-energy projects associated with climate change mitigation	904.3 million
(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	1) 9 (Afghanistan) 2) 93 million
Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive Practices.	Refer to GRI 205: Anti-corruption 205-3. Refer to GRI 206: Anti-competitive Behavior 206-1.
Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes.	Refer to GRI 205: Anti-corruption 205-2. Refer to GRI 206: Anti-competitive Behavior 103-2.



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