

# FLUOR BUILDS. A Sustainable World.

2015 Sustainability Report



**FLUOR**<sup>®</sup>



## **FLUOR BUILDS. A SUSTAINABLE WORLD.**

Fluor is more than a business. We have a relationship with the world. We work with stakeholders who want what we want: a healthy place to live and work and an opportunity to thrive. We are solving problems not only for today's generations but also for generations to come. Together, we and our stakeholders will build solutions that are sustainable over time. We are vested in the future, and our responsibilities are clear.

### **ABOUT THE COVER**

A Fluor-led joint venture, Pegasus Link Constructors LLC, is providing design-build services for the Texas Department of Transportation Horseshoe Project in Dallas, Texas. The project is dedicated to improving mobility near the downtown Dallas Central Business District in a safe, efficient, reliable and environmentally sensitive manner. The \$798 million project will improve traffic flow through the heart of downtown Dallas. Construction improvements include the expansion, replacement and addition of several new bridges and roadways along Interstates 30 and 35E in the Dallas Mixmaster and the construction of a new signature bridge, the Margaret McDermott Bridge, over I-30. Safety will be enhanced for drivers with the improved traffic flow, and pedestrians and cyclists can use paths and facilities designed for them along the I-30 eastbound and westbound frontage roads. The design-build project delivery will result in a shorter construction schedule and lower overall cost for the client. Construction on the Horseshoe Project began in summer 2013, with a projected completion date of 2017. In 2015, the construction project achieved 1 million hours without a recordable incident.

### **CAUTIONARY STATEMENT**

This Sustainability Report and [fluor.com/sustainability](http://fluor.com/sustainability) contain certain statements that may constitute forward-looking statements involving risks and uncertainties, including statements about our business opportunities, sustainable solutions and strategic initiatives, as well as whether our operations are at risk of violations of certain laws. These forward-looking statements reflect our current analysis of existing information as of the date of this report and are subject to various risks and uncertainties. Due to known and unknown risks, the company's actual results may differ materially from our expectations or projections. Additional information concerning factors that may influence our results can be found under "Item 1A Risk Factors" in our **2015 Form 10-K**, filed with the U.S. Securities and Exchange Commission on February 18, 2016. The term "material" is used within this document to describe issues for voluntary sustainability reporting and should not be read as equating to the use of the word in any other Fluor report or filing. Our **2015 Form 10-K** and our **Proxy Statement** for the 2016 Annual Meeting of Stockholders may be downloaded at [investor.fluor.com](http://investor.fluor.com). No material in this Sustainability Report forms any part of those documents. No part of this report or [fluor.com/sustainability](http://fluor.com/sustainability) constitutes, or shall be taken to constitute, an invitation or an inducement to invest in Fluor Corporation or any other entity and must not be relied upon in any way in connection with any investment decision or otherwise.






# CONTENTS

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About the Disclosures

Global Reporting Initiative™ (GRI) G4 Core Guidelines content is labeled throughout this report with the symbol .

See Appendix A for the GRI Content Index.



# A MESSAGE FROM THE CHAIRMAN & CEO

Dear Valued Stakeholders:

As Fluor continues into its second century, our clients are relying more than ever on us to deliver world-class integrated solutions that improve their competitive positions, increase their long-term business success and support their sustainability goals.

We are a trusted global leader in providing exceptional service and technical knowledge to a broad range of clients and industries.

Yet we are not resting on our reputation. We continue to strive to become even stronger, raising our expectations with an eye toward the future for Fluor, our industry and our clients.

Consistently rated among the world's safest contractors, our objective is simply stated: to deliver projects with excellence.

In 2015, Fluor was named by Westinghouse Electric Company to manage construction of two nuclear power plants in the southeastern United States and announced the acquisition of Stork Holding B.V., a global provider of maintenance, modification and asset integrity services. The acquisition was completed in March 2016. Fluor now has more than 60,000 employees in 100 countries working on over 1,000 projects in 60 industries.

Many of the priorities associated with sustainability at Fluor result from ongoing interactions with our clients as we adhere to our Core Values of safety, integrity, teamwork and excellence, with a premium placed on ethical business conduct, engaged employees, proactive community involvement, safety and supply chain diversity.

For the first time, in 2015, Fluor was listed on the Dow Jones Sustainability North America Index – the only North American company in our industry sector to make the list.

I am very proud to say that Fluor has been named to the World's Most Ethical Companies® list by Ethisphere Institute for the ninth consecutive year.



Fluor, the Fluor Foundation and the Fluor Cares® employee volunteer program have positively impacted the communities in which we operate by focusing on education, social services, community and economic development and the environment. These areas leverage our capabilities as a global engineering and construction company and align with our business priorities.

Fluor's employees and the Fluor Foundation contributed nearly \$9.6 million in 2015 to community initiatives and programs – taking a three-year total to more than \$23 million, with employees volunteering nearly 130,000 hours.

Through community partnerships and financial and employee volunteer support, Fluor provided more than 1.9 million hours of science, technology, engineering and math (STEM) training to more than 86,000 primary and secondary students.

These are investments in our community that I am particularly proud of, as they will help develop the next generation of bright minds – the future of our industry.

In 2015, we also focused on growing the next generation of leaders and creating new opportunities for the employees within our current ranks at Fluor. More than 1,000 Fluor employees completed leadership development courses. Our craft employees completed 90,000 hours of training, and we further committed to building a sustainable workforce with the opening of the U.S. Gulf Coast Craft Training Center in Pasadena, Texas, where students can enroll in entry-level courses in electrical, instrumentation, pipefitting and welding disciplines – all tuition-free.

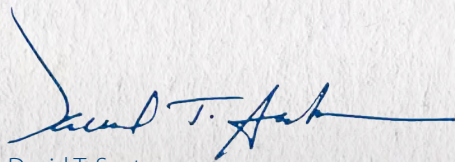
All of these efforts are done with our clients' needs in mind. Our clients look to Fluor to design, build and maintain environmentally conscious and safe assets. In 2015, our office and field performance represented 306 million self-perform and subcontractor work hours. While we saw significant improvement in our safety performance, it is important to acknowledge that we lost two of our colleagues in work-related incidents. We are reinforcing our commitment to safety in 2016, with a focus on personal accountability and appropriate behavior to drive a world-class safety culture.

Fluor's Supplier Diversity Program is expanding the opportunities available to diverse subcontractors and suppliers, which creates a solid platform to allow the company to handle the challenges of a continually evolving global market.

In 2015, Fluor spent approximately \$270 million with small, minority and women-owned businesses in the United States – approximately 10 percent of the \$2.7 billion spent with U.S.-based suppliers and subcontractors.

This 2015 Sustainability Report tells the story of our company's commitment to sustainability. I encourage you to read the report and learn more about how Fluor is working to create sustainable growth for the benefit of all our stakeholders.

Sincerely,



David T. Seaton  
Chairman and Chief Executive Officer  
July 2016



# ABOUT THE COMPANY



*Fluor's headquarters in Irving, Texas.*

Headquartered in Irving, Texas, Fluor Corporation (NYSE: FLR) is among the world's largest publicly traded engineering, procurement, fabrication, construction and maintenance companies.

For more than a century, Fluor has been a trusted global leader in providing exceptional services and technical knowledge across a broad range of industries. Clients rely on Fluor to deliver world-class integrated solutions that optimize their assets, improve their competitive position, increase their long-term business success and support their sustainability goals.

Consistently rated among the world's safest contractors, Fluor's primary objective is to develop and execute projects with excellence. Fluor serves clients in 100 countries, working on more than 1,000 projects in more than 60 industries in any given year. This diversification allows Fluor to meet the challenges of engineering and design optimization from small and mid-sized capital projects to complex megaprojects from concept to completion.

## **DIVERSIFIED BUSINESS SEGMENTS**

In 2015, Fluor reported results under five primary business segments: Oil & Gas, Industrial & Infrastructure, Government, Global Services and Power, serving clients through various operating companies, subsidiaries and joint ventures. For a complete list, refer to Exhibit 21 of Fluor's **2015 Form 10-K**.

## **FINANCIAL HIGHLIGHTS**

Fluor provides financial information, including revenues, cost of revenues, cost of capital (including interest expense and dividends to shareholders), corporate general and administrative costs (including compensation costs) and retained earnings, in its quarterly and annual filings with the U.S. Securities and Exchange Commission. Details about Fluor's operations are available in the **2015 Annual Report** and **Form 10-K**.

## **GLOBAL WORKFORCE**

Fluor is a FORTUNE® 200 company, with a year-end 2015 global workforce of 38,758 employees, including 27,195 salaried employees and 11,563 craft and hourly workers. In 2015, the salaried workforce was 74 percent male and 26 percent female.

## **SIGNIFICANT CORPORATE CHANGES IN REPORTING PERIOD**

Information about significant corporate changes in 2015 is contained in the 2015 Annual Report and Form 10-K found on **investor.fluor.com**.

## **STAKEHOLDER ENGAGEMENT**

Fluor's stakeholders, including clients, communities, employees and unions, institutions, governments, non-governmental organizations, 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.



### Ethical business conduct

At Fluor, doing business the right way is our cornerstone. Fluor believes in the power of collective action in areas such as anti-corruption and worker welfare and seeks support and commitments from stakeholders as we conduct our work with high ethical standards. Fluor measures, assesses, guides and monitors the ethical compass of employees at varying points during their Fluor careers.

### Highest levels of corporate governance

Fluor also engages with shareholders annually and as questions arise on governance, including those related to executive compensation. Fluor proactively seeks input from shareholders on governance issues before its annual shareholder meetings and responds throughout the year to shareholder calls and letters. Fluor also engages shareholders and others in the investment community through regular investor relations activities.

### Engaged, knowledgeable employees

Fluor engages its employees through global communication channels, including its Compliance and Ethics Hotline, annual performance reviews and an open-door policy. Employees have many opportunities to offer ideas, discuss interests and raise concerns. Fluor also has formal committees, such as European Works Councils, to facilitate employee engagement in certain locations.

### Excellence in HSE matters

Fluor interacts with stakeholders on HSE-related issues as part of its overall day-to-day operations

around the world. When HSE issues arise, potential hazards are systematically evaluated, mitigation measures are specified and affected stakeholders are identified. On specific projects and job sites, clients typically lead stakeholder engagement efforts, and Fluor supports clients at public hearings, town hall meetings and similar events. Fluor engages employees on HSE policies and procedures through training and communication tools, such as HSE email alerts, monthly updates and quarterly newsletters.

### Proactive approach to community involvement

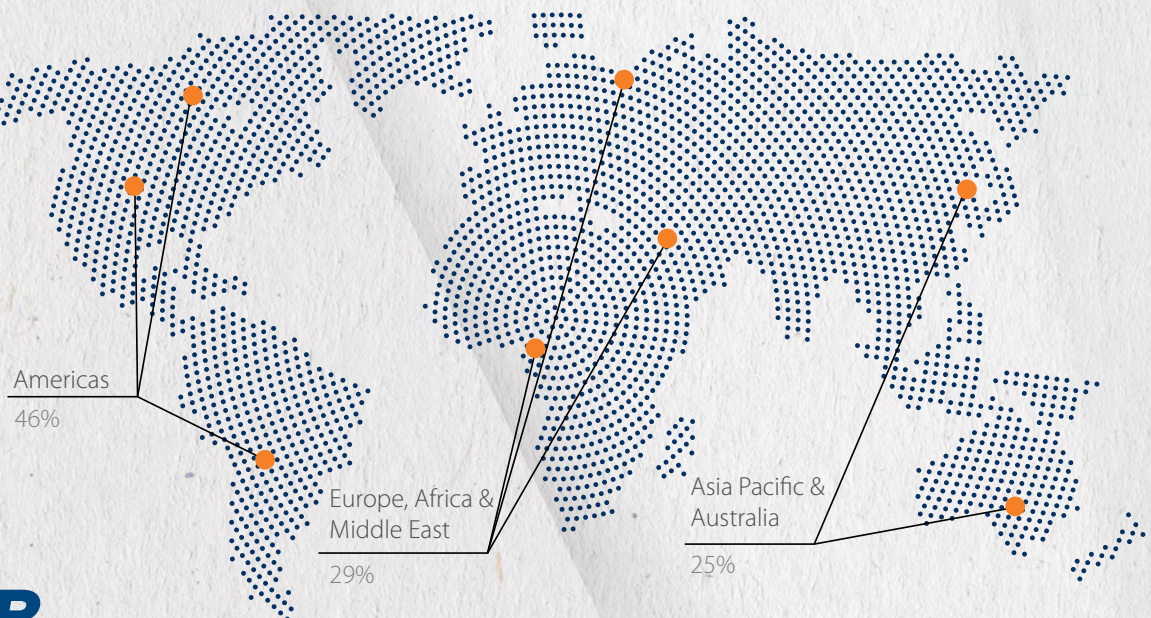
Fluor engages in community-building strategies and programs to provide project-related social, economic and environmental solutions that strengthen society and encourage lasting change. Fluor employees serve as thought leaders on workforce issues, such as the need for career and technology education and more effective youth resiliency programs.

### Diverse, sustainable supply chain

Fluor routinely engages stakeholders to address project proposal opportunities, project requirements, prime contract compliance, bidding opportunities for suppliers and subcontractors and project execution performance.

Fluor has various ways to interact and communicate with key stakeholders. Several communications and feedback channels are in place, including a global online collaboration platform, to encourage information exchange. Externally, Fluor engages with clients and other stakeholders through day-to-day project operations, as well as through memberships in and involvement with numerous international, national, regional and local industry organizations.

Percentage of Employees by Region





## MEMBERSHIPS

Fluor and its employees are associated with the following initiatives and organizations.

- American Society of Civil Engineers, Committee on Sustainability (United States)
- B20 Coalition's working group on Improving Transparency and coordinating chair of Anti-Corruption and member, B20 Infrastructure and Investment Taskforce
- Center for Corporate Citizenship, Boston College, Carroll School of Management (United States)
- The Conference Board, including CFO Council: Fortune 250, Chief Audit Executives Council, Chief EH&S Officers Council, Compensation Council II, Council on Innovation, Global Social Investing Council, Global Council on Business Conduct, Leadership Development Council, Mergers & Acquisitions Executives Council, Purchasing & Supply Leadership Council, Strategic Planning Executives Council and Sustainability Council I Implementation and Execution (United States)
- Construction Industry Institute (United States)
- European Construction Institute
- National Minority Supplier Development Council (United States)
- United Nations (UN) Global Compact, signatory
- Women's Enterprise Alliance Council (United States)
- World Economic Forum (WEF) – Co-chair Global Agenda Council on Anti-Corruption & Transparency and chair of Partnering Against Corruption Initiative (PACI)

Fluor holds memberships in numerous local, national and global human resources (HR), management and professional organizations. A sample of these organizations follows:

- American Council on International Personnel (ACIP) (United States)
- Apprenticeship Carolina, part of the National Apprenticeship Program (United States)
- Associated Builders and Contractors: Texas Gulf Coast, Greater Houston and Pelican Chapters (United States)
- Catalyst (United States and India)
- Construction Benefits Group (United States)
- Council of Employee Benefits Board of Directors
- International and American Council of Benefits
- National Association of Colleges and Employers (United States)

In 2015, Fluor held memberships in the following ethics-related organizations:

- Confederation of Indian Industries, Integrity & Transparency in Governance Committee
- Ethics Compliance Initiative
- Society of Corporate Compliance and Ethics
- United Nations Global Compact, Network India, Governing Council

Fluor and its employees are associated with the following HSE-related organizations:

- Alberta Occupational Health Nurse Association (Canada)
- American Society of Safety Engineers
- ANSI A10 Accredited Standards Committee for Construction & Demolition (United States)
- Association of Union Constructors (United States)
- Board of Certified Safety Professionals (United States)
- British Institute of Facilities Management
- British Safety Council
- BuildSafe South Africa, founding member
- College and Association of Registered Nurses of Alberta (Canada)
- Construction Owners Association of Alberta (Canada)
- Engineering Construction Industry Association
- Industry Task Force of Alberta (Canada)
- Institute of Occupational Safety and Health (United Kingdom)
- Middle East Construction Safety Executives
- National Association for Environmental Management (United States)
- National Construction Safety Executives (United States)
- National Institute of Disability Management (Canada)
- National Safety Council (United States)
- Royal Society for the Prevention of Accidents (United Kingdom)
- U.S. Green Building Council

Fluor is a member or associate of the following organizations related to supply chain sustainability and diversity:

- Houston Minority Supplier Diversity Council (United States)
- Institute for Supply Management (United States)
- Oil and Gas Diversity Council (United States)
- Women's Business Enterprise National Council (United States)



## AWARDS AND CERTIFICATIONS

Fluor, its people and its projects were honored with a number of external recognitions in 2015 for sustainable performance.

### Corporate Awards

- For the fourth consecutive year, Fluor was ranked No. 1 in the Engineering & Construction Industry sector of FORTUNE Magazine's World's Most Admired Companies List®
- Fluor was ranked number 136 on the FORTUNE 500 list
- Fluor's 3rd Gen Modular Execution<sup>SM</sup> approach received a bronze Edison Award™
- Fluor was listed on the 2015 Dow Jones Sustainability North America Index—the only North American company in its industry sector that made the list and one of only 126 U.S. companies selected

### Community and Social Service Awards

- United Way of Calgary and Area – Employees Making a Difference in the Community Award (Canada)
- United Way of Greater Houston, Texas – Chairman's Silver Award (United States)
- United Way of Greenville County, South Carolina – #1 Award for Top Overall Campaign – Employee & Corporate (United States)
- United Way of Southern California – Corporate Leaders Society Award (United States)

### Ethics and Compliance Awards

- Fluor was named a World's Most Ethical Company by Ethisphere Institute for the ninth consecutive year
- Fluor was ranked in the top 2 percent in Transparency International UK's assessment of anti-corruption measures at defense companies
- Fluor Chairman and CEO David Seaton was named one of 2015's 100 Most Influential People in Business Ethics by Ethisphere Institute

### Health, Safety and Environment Awards

- Fluor's Arabia Limited received Chevron Phillips' Contractor Safety Excellence Award
- Fluor Canada received Shell's P&T Heavy Oil Contractor Safety "Best Leadership Display"
- Fluor's Odoptu Stage 2 Project was awarded ExxonMobil's 2014 EMDC President's SSHE Award
- Fluor's National Roads Telecommunications Services Project received the Significant Achievement Award for Safety by Highways England
- Fluor's Farnborough, UK office received the British Safety Council International Safety Award

### Health, Safety and Environment Certifications

Two Fluor facilities and projects were certified or recertified standard-setting entities in 2015.

- ICA Fluor, Mexico, ISO 14001:2004
- Sacyr Fluor, S.A., ISO 14001:2004 and OHSAS 18001:2007

**FORTUNE**  
**WORLD'S MOST**  
**ADMIRED**  
**COMPANIES** 2015

#1 IN ENGINEERING & CONSTRUCTION

MEMBER OF

**Dow Jones**  
**Sustainability Indices**

In Collaboration with RobecoSAM





# ABOUT THE REPORT

Fluor has published a Sustainability Report annually since 2008. **Prior Sustainability Reports** are available online.

This Sustainability Report features quantitative and qualitative data for 2015, as well as material from previous years. It may also include relevant information that became available in 2016 before the report's publication. This report should be read in conjunction with Fluor's **2015 Annual Report and Form 10-K** and its **Proxy Statement** for the 2016 Annual Meeting of Stockholders.

This Sustainability Report serves as Fluor's annual Communication of Progress under the United Nations (UN) Global Compact. The Compact is a leadership platform that enables companies to voluntarily align their operations and strategies with 10 universally accepted principles regarding human rights, labor, environment and anti-corruption and to actively support UN goals for these issues. Fluor became a signatory to the Compact in 2009. According to the UN, there are more than 10,000 signatories based in 145 countries.

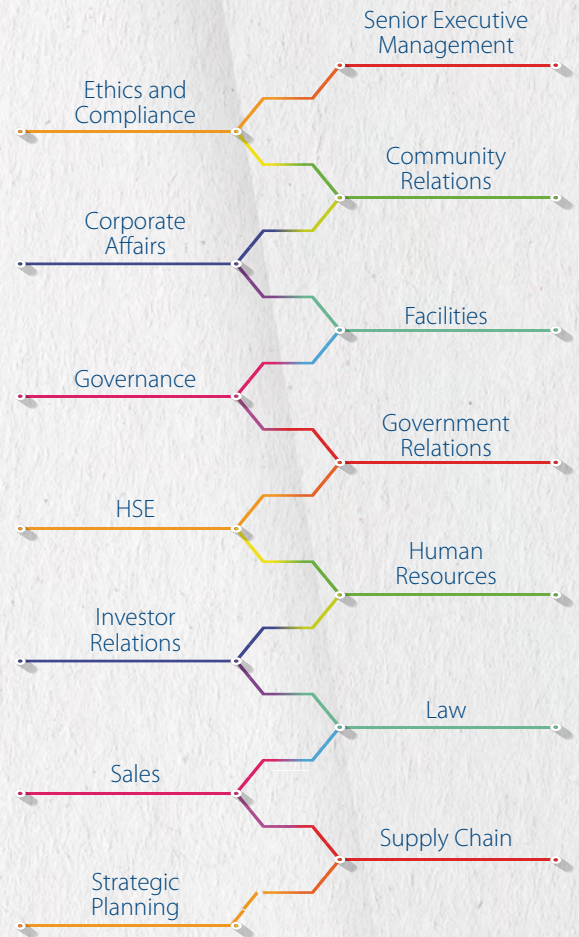
## MATERIALITY AND REPORTING PROCESS

Fluor has prepared this report under the direction of the company's Sustainability Committee. Materiality of content included in this 2015 Sustainability Report and its prioritization were assessed and determined by committee members. Fluor's Chairman and CEO reviews and comments on this report after the Sustainability Committee addresses all material aspects of it.

The report provides information on Fluor's progress under the UN Global Compact to clients, employees, shareholders, lenders, financial analysts, rating agencies, suppliers and subcontractors, non-governmental organizations, news media and communities where the company operates.

Fluor used the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines as a guide for developing this report. In determining content, Fluor's Sustainability Committee considered the company's Core Values and experience, as well as the reasonable expectations and interests of the company's stakeholders,

## FLUOR'S SUSTAINABILITY COMMITTEE REPRESENTATION



Fluor's clients key among them. This evaluation formed the basis for a materiality analysis, as advocated by the GRI report development process. 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.

Fluor's Sustainability Report covers information that reflects overall company strategies, goals and priorities and includes data that are reasonably available.



## MATERIALITY ANALYSIS: SCOPE AND BOUNDARY

For all material aspects identified, the related data and performance information in this report cover Fluor's global operations as a company, unless otherwise noted for situations or circumstances where reporting data are collected and available only for a certain geography, business or issue. Financial figures cover Fluor operations and are found in the company's **2015 Form 10-K**. All financial figures are presented in U.S. dollars unless otherwise noted.

In the context of Fluor's carbon footprint, this report represents emissions produced within the corporate boundary and excludes emissions produced at client sites; however, all health, safety, environmental, economic, stakeholder engagement, governance, human rights, labor practices, philanthropy and community service data included in this report cover Fluor and its subsidiaries.

No significant changes in reporting scope, boundary or measurement methods occurred during 2015.

The GRI G4 aspects shown on page 12 have been determined by the Sustainability Committee to be relevant or material to Fluor's operations.

In this document, Fluor reports on the GRI G4 indicators relevant to its business operations and measurable in 2015.

## ALIGNMENT WITH GRI G4 GUIDELINES

GRI, an international nonprofit organization, promotes sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. GRI provides companies and organizations with a comprehensive sustainability reporting framework that is widely used globally. G4 is the latest version of GRI's Sustainability Reporting Guidelines.

GRI offers core and comprehensive options for an organization to prepare its sustainability report according to the guidelines. The core option contains the essential elements of a sustainability report and provides the background against which an organization communicates the impacts of its economic, environmental, social and governance performance. The comprehensive option builds on the core option, requiring additional standard disclosures of an organization's strategy and analysis, governance, ethics and integrity. Additionally, the reporting organization

must communicate its performance more extensively, reporting on all indicators related to identifying material aspects.

For a full explanation of the GRI guidelines, visit [www.globalreporting.org](http://www.globalreporting.org).

Fluor's 2015 Sustainability Report is considered by the company to be in accordance with GRI G4 Core Guidelines.

Fluor did not employ an external agency or organization to audit this report. External assurance is provided by Fluor's independent registered public accounting firm for Fluor's 2015 Annual Report on **Form 10-K**. Fluor's chairman and CEO has appointed Hans Dekker, president for Infrastructure, as executive sponsor of Fluor's Sustainability Committee, leading an internal team of subject matter experts in developing the report, which is reviewed by the chairman and CEO.

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

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## GRI G4 ASPECTS

ASPECTS	BOUNDARY (WITHIN/OUTSIDE THE ORGANIZATION)
<b>ECONOMIC</b>	
Economic Performance	Within and outside
Market Presence	Within
Indirect Economic Impacts	Within and outside
Procurement Practices	Within and outside
<b>ENVIRONMENTAL</b>	
Energy	Within and outside
Emissions	Within and outside
Effluents and Waste	Within and outside
Compliance	Within and outside
Transport	Within and outside
Supplier Environmental Assessment	Within and outside
Environmental Grievance Mechanisms	Within and outside
<b>SOCIAL – LABOR PRACTICES AND DECENT WORK</b>	
Employment	Within and outside
Labor/Management Relations	Within and outside
Occupational Health and Safety	Within and outside
Training and Education	Within and outside
Diversity and Equal Opportunity	Within and outside
Equal Remuneration for Women and Men	Within and outside
Supplier Assessment for Labor Practices	Within and outside
Labor Practices Grievance Mechanisms	Within and outside
<b>SOCIAL – HUMAN RIGHTS</b>	
Investment	Within and outside
Non-discrimination	Within and outside
Freedom of Association and Collective Bargaining	Within and outside
Child Labor	Within and outside
Forced or Compulsory Labor	Within and outside
Security Practices	Within and outside
Indigenous Rights	Within and outside
Assessment	Within and outside
Supplier Human Rights Assessment	Within and outside
Human Rights Grievance Mechanisms	Within and outside
<b>SOCIAL – SOCIETY</b>	
Local Communities	Within and outside
Anti-corruption	Within and outside
Public Policy	Within and outside
Anti-competitive Behavior	Within and outside
Compliance	Within and outside





2015  
PROGRESS  
REPORT

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# COMMUNITY & SOCIAL SERVICE

Fluor believes that investing strategically in communities where employees live and work can positively influence long-term business performance. Healthy, vibrant communities drive demand for Fluor services and play an important role in developing an educated workforce and a robust, sustainable supply chain.

## OUR APPROACH

Fluor's management 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 involvement are education, social services, community and 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.

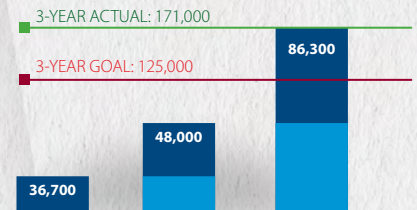
Fluor and the Fluor Foundation contributed more than \$8.5 million in 2015 to community initiatives and programs. An additional \$1.045 million was contributed in employee volunteer time.

Fluor senior leaders periodically assess results of these efforts against established goals and evaluate the continued relevance of the company's community involvement strategy, recommending course improvements as appropriate. Fluor tracks and reports annually on key community-related metrics such as the number of:

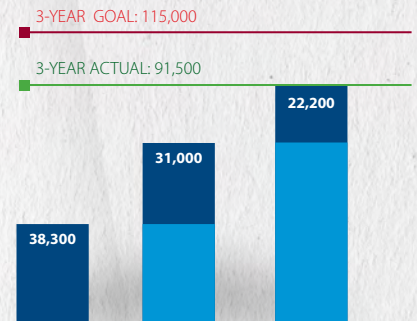
- Students receiving STEM training and enrichment
- Youth receiving life skills and/or leadership training
- Meals provided to the hungry
- Homes and community-serving facilities built or refurbished
- Hours volunteered
- Individuals benefiting from preventive health programs and emergency services
- Trees, flowers and shrubs planted to conserve and restore the environment and enhance quality of life
- Tons of litter recycled or disposed in a manner that protects the environment

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.

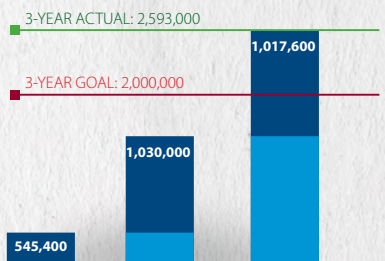
Students Receiving STEM Training



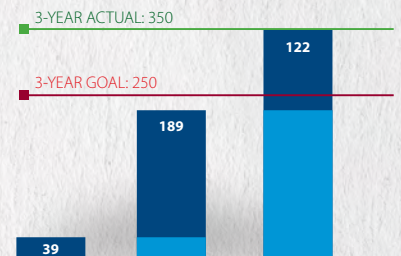
Youth Receiving Life Skill/Leadership Training



Meals Provided



Homes/Facilities Built/Refurbished





## 2013 TO 2015 REVIEW OF GLOBAL GIVING

Fluor's three-year initiative to reach specific community output targets culminated in 2015. From 2013 to 2015, six of eight targets were met or exceeded. Fluor and the Fluor Foundation contributed more than \$23 million to community initiatives and programs, while employees volunteered nearly 129,800 hours.

From 2013 to 2015, Fluor and its employees:

- Supported more than 6 million hours of STEM training for nearly 171,000 students
- Provided more than 2.5 million meals to the hungry
- Assisted more than 59,300 individuals by investing in programs providing preventative and emergency services
- Helped build and/or refurbish 350 homes and/or community-serving facilities
- Provided 91,500 young people with life-skills enrichment training
- Removed over 85 tons of litter and recyclables
- Planted 39,700 trees, flowers and shrubs

### EDUCATION

STEM education builds a foundation for success today and tomorrow. Fluor invests in higher education and university programs, as well as those benefiting primary and secondary schools, which inspire and prepare students to excel and seek careers in STEM-based disciplines.

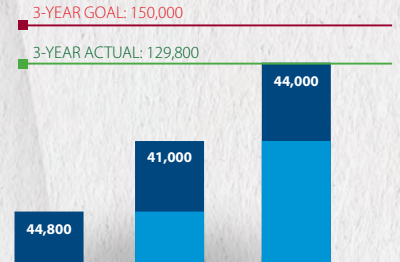
In 2015, Fluor made grants to universities totaling more than \$1.9 million and invested more than \$485,000 in scholarships for children of Fluor employees. Through community partnerships and Fluor financial and employee volunteer support, Fluor provided more than 1.9 million hours of STEM training to approximately 86,300 primary and secondary school students.

### SOCIAL SERVICES

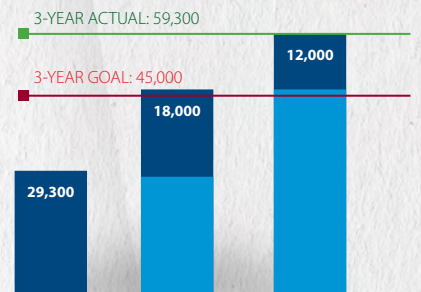
In 2015, Fluor and its employees partnered with food banks, meal-delivery services and other organizations to provide more than 1 million meals to the hungry. Fluor also assisted approximately 12,000 individuals by investing in community programs that provide illness prevention and emergency services, shelter and counseling to those who are disadvantaged, homeless and victims of domestic abuse.

Fluor and its North American employees support social services in local communities through the Fluor Employee Giving Campaign, benefiting United Way and other health and human services organizations. In 2015, the company and its North American employees pledged \$6.1 million to these programs.

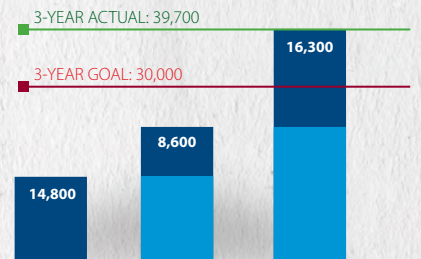
### Hours Volunteered



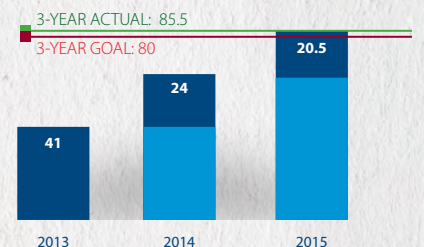
### Individuals Receiving Preventative & Emergency Services



### Number of Trees, Flowers & Shrubs Planted



### Litter Removed per ton





## COMMUNITY AND ECONOMIC DEVELOPMENT

Fluor fosters the economies of communities where it operates and actively assists people in achieving financial stability and prosperity. The company supports youth programs and initiatives that develop leadership skills and build character and resiliency. These programs provide job training, build and refurbish affordable housing and other facilities, assist with rebuilding or infrastructure support following disasters, teach young people life skills and develop and support diverse businesses.

In 2015, Fluor participated in the Women's Build Initiative through Habitat for Humanity Southern Alberta; built roof-top gardens and refurbished a courtyard at two Lookout Emergency Aid Society shelters in Vancouver; designed and created acoustic panels to mitigate sound at the Henry Tyndale School for children with complex learning disabilities in Farnborough, United Kingdom; and participated in building the KaBoom playground in Southern California. In 2015, Fluor also helped build and refurbish 122 homes and community-serving facilities.

Fluor supports initiatives that generate positive, indirect economic impact, including programs offering training and skills-specific certifications through Fluor-supported job training centers and contributions to technical colleges.

ServiTrade<sup>SM</sup>, an AMECO subsidiary, and its partnership with Mozambique's National Institute of Employment and Vocational Training<sup>SM</sup>, is an example of working strategically with government and commercial organizations to expand heavy equipment training to meet regional needs. Its training center in Tete, Mozambique, is the only one in the country that offers a curriculum supplemented with equipment simulators and training on actual equipment.

Partnering with organizations such as the Boys & Girls Clubs of America and the YMCA, Fluor helped nearly 22,000 youth receive 1.3 million hours of life-skills and leadership training in 2015.

## ENVIRONMENT

As an engineering and construction company, Fluor is sensitive to its impact on the environment and the need to conserve environmental resources. As a result, Fluor manages its operations consistent with the UN Global Compact's Environmental Principles, which are detailed in the Health, Safety & Environment section of this report.

Fluor is also committed to stewardship of the environment, investing in programs that preserve and/or enhance natural resources and habitats. Through these initiatives, Fluor recycled or disposed of more than 20 tons (18.6 tonnes) of litter in 2015.

Seventeen Fluor offices and project sites assisted in cleaning shores along oceans, rivers and lakes as part of Fluor's Global Shore Cleanup program. This effort resulted in the collection, disposal or recycling of 18 tons (16.3 tonnes) of litter, including 11,600 pounds (5,262 kilograms) of garbage and more than 24,900 pounds (11,295 kilograms) of recyclable waste.



## Ivory Park High School Science Laboratories

Fluor South Africa invested in renovating two science labs at Ivory Park High School in the impoverished community of Tembisa. The facilities now feature innovative technology and will enable integration of smart electronic boards and devices. The labs were equipped with new desks and chairs, cabinets, faucets and sinks, lab coats, a gas supply system, and walls and floors were restored. More than 2,000 students – from Ivory Park High School and schools in surrounding communities – will use the facilities on a daily basis.



## EMPLOYEE VOLUNTEERISM

Fluor Cares, Fluor's employee volunteer program, engages employees and empowers them to make a difference. Employee community volunteer efforts not only align with Fluor's giving framework but also extend the impact of the company's charitable investment. In 2015, Fluor employees volunteered 44,000 hours to community projects globally.

## SUPPORTING THE U.S. MILITARY

Fluor is proud to support the men and women of the U. S. military, seeking ways to improve the lives of military personnel and their families. In 2015, Fluor supported efforts such as the United Service Organizations, Inc. – USO Centers; Boys & Girls Clubs of America Military Youth Initiative; the Army Scholarship Foundation, which provides scholarships to children and spouses of enlisted soldiers; Quick Jobs for Veterans program through Greenville Technical College in South Carolina, which retrain and helps veterans find employment; and Operation Finally Home<sup>SM</sup>, which provides mortgage-free homes for wounded veterans.



## Lookout Emergency Aid Society Shelter

For the past four years, Fluor's Vancouver office has deepened its relationship with Lookout Emergency Aid Society, a charitable organization dedicated to addressing homelessness. Fluor and its employees donate and cook food at community barbecues, fund training programs and activity nights and purchase bicycles for people who are homeless. By investing in a well, purchasing equipment and designing and constructing a rooftop garden, Fluor supported the Society's efforts to provide healthy and sustainable food for residents. This volunteerism and funding has impacted the lives of more than 5,000 people.



*In 2015, Fluor employees helped plant approximately 16,300 trees, flowers and shrubs to beautify and restore communities where they live and work.*



# EMPLOYEES & WORKPLACE

Fluor's commitment to its employees has remained steadfast for more than 100 years. Our global salaried and craft workforce supports the company's goal to provide integrated solutions to clients around the world.

## OUR APPROACH

Fluor's employee and workplace strategy includes a strong focus on ethical business practices combined with building long-standing relationships with all stakeholders. In addition, global workforce diversity and inclusion remain at the forefront of Fluor's day-to-day operations.

Fluor is recognized for its intense focus on talent development. The company helps ensure that all employees can develop through on-the-job assignments, coaching and feedback, training and building personal skills throughout their employment.

Recruiting and hiring local talent at every opportunity enables Fluor to support the communities in which we work. This means that workers can grow their skills and build their careers, even when Fluor's work in the community concludes.

The company also maintains an active Fluor Alumni Network, enabling employees to stay connected if they leave the company.

## HUMAN RIGHTS

Fluor's **Code of Business Conduct and Ethics**, known as The Code, for employees and Fluor's **Code of Business Conduct and Ethics Expectations for Suppliers and Contractors** provide 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 our ethics and compliance policies and practices can be found in the Ethics & Compliance section of this report.

## CHILD LABOR

Fluor projects and offices worldwide observe and abide by laws and regulations prohibiting the hiring of underage employees, and the company's policies and practices reflect this position. The company has internships, apprenticeships and other related programs and strives to ensure that they all comply with hiring and compensation laws and regulations. The company neither uses nor supports child labor in any way, and all Fluor employees are above the legal age to work in the country where they are employed. Fluor follows standard requirements in all countries where it operates to ensure compliance with local laws and regulations regarding worker age requirements. The company has had no child labor incidents and does not believe any of its operations or its suppliers' operations are at risk for an incident or violation.



*Fluor's dedication to maintaining a respectful and inclusive work environment helps attract, develop and retain the most talented people.*



## **FORCED OR COMPULSORY 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. 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.

## **NON-DISCRIMINATION**

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.

The company also employs an open-door policy to foster direct communication between employees and management. Employees may discuss any concerns with their immediate supervisors or may contact their office or project Employee Relations representatives at any time.

See Fluor's **Code of Business Conduct and Ethics** 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.

## **UNION/COLLECTIVE BARGAINING**

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 in which Fluor employees work. The company periodically meets and collaborates with such organizations formally and informally. Fluor managers and employees receive instruction and periodic training about these rights.

Approximately 7 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 that violate or place at significant risk collective bargaining or the right to freedom of association.

## **SECURITY**

Fluor is strongly committed to a workplace free from violence, threats of violence, harassment and/or any other disruptive behavior, establishing programs that promote the highest standards of employee safety and security.



*Fluor has an inclusive and diverse workforce.*



This position includes a zero-tolerance policy that prohibits actual or threatened violence by employees against coworkers, visitors or others during the course of their duties. Where applicable, Fluor takes the necessary steps to train its security personnel on company policies and procedures relating to human rights issues and to familiarize them with potential concerns that may be relevant to company operations globally.

## LABOR PRACTICES AND DECENT WORK

### Recruiting and Hiring

Fluor's employment philosophy is to attract, employ and develop a diverse workforce based on an individual's job qualifications and performance. All employment decisions regarding hiring, training, testing, promotions, transfers, compensation, leaves of absences and termination are based on objective, non-discriminatory employment-related criteria.

Fluor also makes a concentrated effort to hire and train local employees, including senior managers, in its office and project locations. Hiring locally demonstrates Fluor's commitment to sustaining the communities where employees work and live. Fluor participates in marketing campaigns, career fairs and government and community activities to help ensure the company maintains a strong local presence. Fluor's Talent Investment Program rewards current employees for referring local candidates who are hired for select positions.

Fluor values employee diversity and inclusion and regards a diverse workforce as a competitive advantage. At its global locations, the company employs a variety of efforts to attract under-represented groups. For example, in the United States, Fluor uses multiple job networks, such as local, regional and national job fairs, that promote job opportunities to specific demographic cohorts.

### Compensation and Benefits

Fluor calibrates employee compensation to meet local market standards and comply with legal requirements, such as minimum wage laws. Fair compensation is provided to all employees, taking into consideration factors such as business need, economic conditions, individual job responsibilities and personal performance.

In most of the company's major locations, Fluor provides life insurance, health care, disability coverage and retirement benefits to its salaried employees. Part-time employees in some countries may also be eligible to receive these benefits. Additionally, Fluor's global offices continue to increase programs that offer opportunities for employees to proactively learn about and engage in improving their health and well-being.

## TRAINING AND DEVELOPMENT

One of Fluor's top priorities is providing ongoing training and development for both salaried and craft personnel through multiple venues, including Fluor University, the company's online learning platform. Employees can select from among a wide variety of self-paced, online training courses and have options to sign up for location-specific, instructor-led and virtual courses. Topics range from discipline-specific and targeted learning to general knowledge topics, such as leadership, business acumen and communication skills.

## Meeting Client Requirements Through Local Hiring and Development

In support of Kuwait Oil Company (KOC), a two-year program to train Kuwaiti nationals to work with Fluor was institutionalized. The program's goals are to meet client requirements for employing Kuwaiti nationals and to provide participants with a broad understanding of Fluor's excellence in execution approach.

The first year, trainees rotate through different departments before choosing a discipline on which to concentrate. The second year, participants focus on individual development through hands-on training, mentoring and assigned courses in Fluor University.

For the past six years, Fluor has also partnered with the Kuwaiti Fund to provide Kuwait University graduates with hands-on experience in various engineering and project controls disciplines. Participants work outside Kuwait for six months and then work for a foreign company in Kuwait for three months.

Participants in this program have worked in Fluor's Madrid, Spain and Farnborough, United Kingdom offices and then returned to Kuwait to work on the Fluor KOC Consultancy Services Project.



Examples of achievements in employee development are highlighted in this report to demonstrate Fluor's commitment to workforce development.

### Salaried Workforce

Fluor prioritizes developing people through continuous learning and performance assessments. In 2015, 99.7 percent of the company's total salaried workforce had performance assessments and career conversations with their direct supervisors.

Fluor University offers employees 24/7 access to online training opportunities to enhance their skills and build their careers. Fluor also offers access to external virtual courses. One example is Rosetta Stone<sup>SM</sup>, a virtual learning space designed to enhance language skills. In 2015, users clocked 1,589 hours in the Foundations in English course and 842 hours in the Advanced Business English course, which is 4 percent higher than the average use of Rosetta Stone by corporate clients. Users also studied other languages, such as Spanish, Russian, German and Dutch.

For leaders, training opportunities include a wide cross-section of courses and seminars. In 2015, more than 1,000 employees completed leadership development courses. This is the breakdown of the courses and the number of leaders who took them:

- Effective Communication/Presentations – 41
- Executive Business Challenge – 24
- Fluor's Executive Leadership Program – 23
- Fluor Leadership Summit – 66
- Fluor's Management Institute – 72
- Harvard Leadership Direct Financial Acumen – 93
- The New Leader – 698



**94,252**  
instructor-led  
training hours



**11,388**  
video distance  
learning hours



**108,090**  
online training  
hours

Training in 2015, calculated by number of salaried employees per type of course, totaled:

- Instructor-led training – 114 different courses completed with an average of 13.92 hours per employee
- Online training – 3,047 different courses completed with an average of 6.8 hours per employee
- Video distance learning – 108 classes across 29 offices and 12 project sites resulting in a total cost avoidance of \$1,419,300

### Construction and Craft Workforce

A sustainable, skilled craft workforce supports the company's self-perform construction capabilities. Examples of enhanced construction and craft training in 2015 follow.



**90,000** training hours  
completed by craft employees

- Expanding the LEAD: Field Supervisor Essentials program. This one-day training improves current craft supervisor competencies and prepares new supervisors for their roles. Participants learn about building strong HSE practices; sustaining established work practices, policies and procedures; and developing direct reports.
- Making progress with a newly-revised Site Manager Leadership Academy that will support the company's focus on self-perform construction and lump-sum projects.



- Piloting the Five-Star Construction Engineer program at a client project site. This year-long program uses blended-learning methods, with content related to actual project topics, to facilitate learning and development of junior and mid-level field engineers.
- Continuing to offer tuition-free onsite craft training opportunities that are held after normal workday hours. Using the National Center for Construction Education and Research (NCCER) curriculum and certification program, these high-quality courses include carpentry, heavy equipment operation and basic welding. Those craft workers who complete training and meet minimum work experience requirements are eligible for Fluor's craft certification program.

 **3,700** assessments and performance verifications  
Fluor administered for NCCER

Employee development and training are critical to the employee experience at Fluor, helping the company sustain and grow its workforce internationally.

#### EMPLOYEE ENGAGEMENT SURVEY

Fluor's 2015 employee engagement survey included more than 17,000 salaried employees globally and 4,000 U.S. craft and government Job Corps employees as part of ongoing efforts to solicit employee input and encourage active involvement in the workplace.

Teaming with third-party consultant Aon Hewitt™, Fluor designed the survey to measure salaried employee perceptions across 19 categories that are considered drivers of engagement.

The survey feedback from this group indicates that Fluor's focus on integrity and safety are among the top areas for engagement, along with excellence in client focus. The positive perception scores for these categories compare favorably with those from the consultant's global database of high-performing companies.

The U.S. craft and Job Corps employee survey spanned 13 engagement driver categories, and results indicate that these employees also see Fluor's strengths in integrity and safety as key drivers for engagement, along with positive perceptions about supervision and inclusion.

Management reviews the feedback from both surveys and works to address areas identified for improvement.



## New U.S. Gulf Coast Training Center

Fluor commits resources to training craft personnel around the world who can support our ability to provide construction and fabrication services.

In 2015, the company built its U.S. Gulf Coast Craft Training Center in Pasadena, Texas, to support significant work in the region. The state-of-the-art facility provides training opportunities for entry-level and experienced craft personnel in electrical, instrumentation, millwright, pipefitting and welding. Each entry-level course is typically four days per week for 12 weeks, with approximately 75 students attending each session tuition-free.



# ETHICS & COMPLIANCE

## OUR APPROACH

Fluor moves beyond simply talking about ethics and compliance, laws and regulations, rules and guidelines. Fluor proactively integrates all of its resources and more than 100 years of experience into doing the right thing. Having an ethical reputation drives stakeholders to choose Fluor and helps the company manage its compliance risks.

Fluor is transparent about its ethics and compliance practices. Employees, suppliers, subcontractors and partners know what is expected of them and the ethical behavior they can expect from the company. We continually improve and enhance our ethics and compliance program by monitoring evolving risks, regulations and company, industry and global business community best practices.

## COLLECTIVE ACTION: ANTI-CORRUPTION AND WORKER WELFARE

With the need to fight corruption within the global engineering and construction industry remaining a core strategy, Fluor continues to play a leadership role on multiple fronts. In 2015, Chairman and CEO David T. Seaton continued his anti-corruption leadership role with the World Economic Forum's (WEF) Partnering Against Corruption Initiative (PACI) and the B20 Anti-Corruption Task Force. Seaton led efforts to refocus and strengthen the WEF's PACI through a greater emphasis on collective action and proactive engagement with government. In addition, he served as co-chairman of the 2015 B20 Anti-Corruption Task Force hosted by Turkey. The task force advocated that G20 governments embrace an agenda of policy recommendations centered on procurement, customs, beneficial ownership, building capacity among subject matter experts and enforcement of international conventions. The task force argued that not only would adoption of these policies more effectively address corruption but, in doing so, would enable more robust levels of sustainable global growth.

In recognition of Seaton's leadership in fighting business corruption, he was named one of 2015's 100 Most Influential People in Business Ethics by Ethisphere Institute.

Additionally, Fluor is working with other industry leaders to identify worker welfare risks, sharing best practices and identifying collective action activities as part of the Engineering & Construction Risk Institute Worker Welfare Special Interest Group.

## RISK MANAGEMENT

Fluor's risk mitigation begins with its ethical culture, which supports good decision-making and the company's stance against corruption.

## Leading the Way on Worker Welfare

Scrutiny from media and the non-governmental organization (NGO) community and enactment of the UK Modern Slavery Act have heightened awareness of worker welfare issues.

As a global leader, Fluor saw a need for the engineering and construction sector to collectively identify the industry's worker welfare risks, sharing best practices and identifying collective action activities. In December 2015, after a year of planning, Fluor led the effort to establish a Worker Welfare Special Interest Group under the Engineering & Construction Risk Institute (ECRI), which brings together engineering and construction companies from around the globe.

Fluor knows that leading the way for the industry can make a difference – and Fluor stakeholders expect nothing less.



Fluor's Business Risk Management Framework (BRMF<sup>SM</sup>) is a formalized system to assess, manage and monitor project business risks. Before pursuing new project opportunities, Fluor employs this framework to assess a project's potential risks. "Bid/No Bid" decisions are based on analyzing a project's profile. All Fluor projects are assessed for corruption-related risks, such as:

- The location of the project
- The business culture
- The third parties that are locally required
- The government touch points



**7,525** new hires completed the Code of Business Conduct and Ethics Course, which includes anti-corruption training

Additionally, Fluor undergoes a Preliminary Project Compliance and Ethics Plan Assessment to identify early any heightened corruption risks with prospective projects.

At a corporate level, Fluor has an Enterprise Risk Management program as well as subject matter-based task forces to assess the company's compliance risks, including anti-corruption 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 contact with governments. Fluor will pursue only projects that can be executed without violating the **Code of Business Conduct and Ethics**.

#### OUR CODE AND EXPECTATIONS

Fluor's **Code of Business Conduct and Ethics** is the centerpiece of the company's commitment to conduct business with high ethical standards. It is a resource for employees when they need information or guidance before making a business decision. It is available in Arabic, Chinese, Dutch, English, Polish, Portuguese, Russian and Spanish. All employees read and sign The Code when they begin their employment and annually reaffirm in writing that they understand and are committed to it.

Additionally, given our risk profile, Fluor's anti-corruption program is extensive. Fluor prohibits any form of commercial bribery, and employees are asked to be especially vigilant when dealing with public sector officials. Fluor's Anti-Bribery and Corruption Policy provides clear standards for employees.

Fluor expects all suppliers and subcontractors, and their supply chains, to maintain high ethical standards in compliance with Fluor's **Code of Business Conduct and Ethics Expectations for Suppliers and Contractors**. Fluor conducts due diligence on its suppliers and subcontractors and monitors and addresses any red flags that arise. Fluor's anti-corruption expectations also apply to joint venture partners and agents. Fluor conducts due diligence when selecting them and routinely monitors business relationships. Fluor limits the number of third-party agents by relying primarily on internal sales staff. Agents are required to periodically certify their adherence to Fluor anti-corruption requirements.

Additionally, in 2015, Fluor increased project-specific expectations by requiring its projects to develop and implement Project Compliance and Ethics Plans. These evolving plans address current and subsequent risks to comply with applicable laws and regulations, Fluor policies and practices and contractually imposed compliance and ethics requirements.

#### ANTI-CORRUPTION COMMUNICATION AND TRAINING

Training is key to Fluor's risk management. All of Fluor's salaried employees receive training on The Code, including anti-corruption policies and practices and other key risks. In 2015, 28,408 employees took advantage of various web-based ethics and compliance training modules, including 22,103 who completed anti-corruption training. Another 2,544 employees participated in face-to-face ethics and compliance training, including project-specific, anti-corruption training.



New hires in the following regions received on-boarding training on The Code:

Region	Number of New Hires Trained
Africa	64
Americas	4,680
Asia	1,923
Australia	27
Europe	588
Middle East and North America (MENA)	243
<b>Total</b>	<b>7,525</b>

Also in 2015, Fluor expanded its Compliance and Ethics intranet site to include tools to assist managers in talking with employees about various ethics and compliance topics. Fluor executives regularly communicate with employees about the company's commitment to ethics and compliance, including Seaton, who authored columns, blogs, and emails and participated in videos on ethics and compliance throughout 2015. Other leaders shared their perspectives on ethics and compliance in a series of columns titled "What Does Integrity Mean to Me?"

Additionally, a global grassroots campaign was launched to celebrate International Anti-Corruption Day. Employees around the world were encouraged to talk about the negative impact of bribery and how it takes money away from their communities.



**22,103** employees completed an online course on anti-bribery as part of the Annual Ethics Certification

Fluor Government Group (FGG) developed and distributed four tool kits on human trafficking, timekeeping, conflicts of interest and ethical behavior. Managers used the tool kits to lead discussions with approximately 2,600 employees on multiple projects in multiple regions in 2015.

Fluor's Board of Directors was briefed throughout 2015 on the compliance and ethics program, including risks, policies and procedures, training and initiatives.

### MONITORING

Fluor's global Employee Engagement Survey helped the company assess and monitor its culture of integrity compared to prior periods and other companies. Employee response was overwhelmingly positive, higher than other high-performing companies and prior Fluor surveys.

As part of the company's 2015 Code of Business Conduct and Ethics Certification, all of the company's salaried employees globally confirmed their understanding of and commitment to The Code and disclosed any potential conflicts of interest.

Fluor's Internal Audit team conducted audits throughout the world, which included:

- Annual audit of Fluor's Compliance and Ethics Program
- Audit for fraud, theft, bribery and kickbacks
- Annual audit of certain elements of the company's anti-corruption program
- Audit of more than 30 locations, including project ethics compliance interviews with project and business managers with emphasis on anti-corruption



## Seeking Advice and Reporting Concerns

It is highly important to Fluor that employees seek guidance if they are ever unsure about doing the right thing in a business situation and that they are willing to readily report concerns about suspected unethical behavior.

Fluor educates employees and managers on the right questions to ask, the right experts to consult and the right way to make decisions.

When integrity concerns arise, employees are encouraged to promptly seek advice from their supervisors, local Human Resources manager or Fluor subject matter experts. If their concerns are not resolved or if they are not comfortable discussing them with anyone immediately involved, they can report them by phone or online to the Fluor **Compliance and Ethics Hotline**.

Fluor encourages suppliers and contractors to contact their Fluor representative or Fluor's chief procurement officer for business conduct and ethics questions, comments or training support.

## Ethics Hotline and Investigations

### Fluor's **Compliance and Ethics Hotline**

enables employees, clients, partners, suppliers, subcontractors and others to communicate with a third-party resource 24/7. The hotline provides translation/interpretation support in more than 150 languages. Anonymous reports to the hotline can be made where local law permits.

Clients, partners, suppliers and subcontractors are also encouraged to report any suspected misconduct involving or affecting Fluor, whether or not the concern involves the supplier or contractor, by contacting their Fluor representative, Fluor's chief procurement officer or Fluor's Compliance and Ethics Hotline.

During 2015, a total of 757 reports concerning ethical behavior were received. In all cases where concerns were substantiated, disciplinary and/or corrective actions were taken.

A summary of all allegations and concerns is reported on at least a biweekly basis to the chair of the Audit Committee of the Board of Directors and on at least a quarterly basis to the senior management of the company's Compliance and Ethics Council and the entire Audit Committee.

Fluor's goal is for every employee to feel confident seeking advice and reporting any ethical concerns without fear of retaliation. Investigations are timely and thorough in order to maintain Fluor's high standards for ethics and compliance. Results from the 2015 Employee Engagement Survey show the company's efforts for strong reporting and investigations processes are working. Employee response to the survey statement, "Management at Fluor takes appropriate action to address any violation of Fluor's ethical standards" was very positive, exceeding the response of similar companies and past Fluor survey results.





# GOVERNANCE

Fluor believes effective corporate governance principles promote fairness, transparency, responsiveness and accountability. Conducting business according to these principles strengthens the company's stakeholder relationships, enhances its reputation and supports Fluor's long-term business success. This is especially important given increased shareholder focus on corporate governance and growing regulatory requirements.

## OUR APPROACH

Fluor annually reviews its governance policies and practices, comparing them with those suggested by various corporate governance analysts and the practices of other public companies, and engages with shareholders on corporate governance issues. The changes made to Fluor's governance principles in the last five years indicate the effectiveness of these reviews and the board's commitment to shareholder accountability. Enhancements include:

**Proxy access.** Fluor has adopted proxy access bylaws giving shareholders the ability to nominate and include director nominees in the company's proxy materials.

**Annual elections.** Fluor has declassified its board, so all directors now stand for election annually.

**Shareholder right to call a special meeting.** Holders of at least 25 percent of Fluor's outstanding shares of common stock have the right to call a special shareholders meeting.

**Majority voting provisions.** Fluor's corporate governance documents contain majority, as opposed to supermajority, voting provisions.

## BOARD INDEPENDENCE AND DIVERSITY

Fluor's dedication to sound corporate governance begins with strong board leadership and an independent and fully-informed board of directors. With the exception of our chairman and CEO, all directors are independent as defined by New York Stock Exchange rules and Fluor's corporate governance guidelines. In addition, the Audit, Governance and Organization & Compensation Committees are composed entirely of independent directors who oversee critical matters, including the compensation policy for executive officers, succession planning, the company's risk assessment methods and risk mitigation strategies, corporate governance guidelines, policies and practices, the director nominations process, corporate finance strategies and initiatives, the integrity of the company's financial statements and internal controls over financial reporting.

Fluor believes directors should possess a diverse range of educational, business and cultural experiences, adding to the board's depth and breadth for the benefit of shareholders. Accordingly, directors have experience in industries in which the company operates or have particular skills that are beneficial to the company's business.

In addition to its annual review of the skills and characteristics required of board members, the board also considers diversity of thought and background, including gender, race, ethnicity and age. The board includes two females, one Hispanic and one African-American.

More information on our board can be found in our **Proxy Statement** for the 2016 Annual Meeting of Stockholders filed with the U.S. Securities and Exchange Commission on March 10, 2016, which is available at [investor.fluor.com](http://investor.fluor.com).



# HEALTH, SAFETY & ENVIRONMENT

Fluor believes that operating in a safe and environmentally sound manner is critical to its long-term success as a global engineering and construction company. Successful execution of complex projects can be achieved only with a healthy and safe workforce of employees, subcontractors and client personnel. Effective management of environmental issues, including energy use, emissions, effluents and waste and transportation impacts, helps Fluor's long-term success and the success of our clients and other stakeholders.

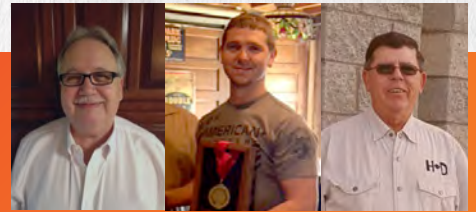
## OUR APPROACH

Our management approach to HSE includes comprehensive and aggressive goals that drive continuous improvement in performance. Fluor's proven HSE Management System, comparable to ISO 14001, OHSAS 18001, ANSI Z-10 and the U.S. Occupational Safety and Health Administration (OSHA) Voluntary Protection Program, integrates the highest international standards into each project phase and verifies consistent performance. In order to identify and apply best practices across all global operations, our HSE Management System is continually reviewed and enhanced.

Approximately 840 dedicated HSE professionals around the world implement the company's HSE policies and procedures. Their areas of expertise include process safety in design, personnel safety, fire protection, field operations, environmental permitting, environmental impact assessments, consequence modeling, environmental monitoring, industrial hygiene, environmental mitigations and sustainability. Clients take advantage of Fluor's ability to design and build environmentally friendly and safe capital projects using a sustainability approach that includes energy and resource efficiency, supplier diversity, anti-corruption practices, safety, community involvement, training, carbon management and green initiatives.

## HEALTH AND SAFETY

Managing health and safety issues to the lowest possible risk levels is an essential component of our strategy and integral to the way we do business. Fluor continues to be recognized as one of the safest contractors in the engineering and construction industry, and any health and safety issues are thoroughly evaluated to identify areas for improvement.



## Taking Heroic Action

In 1992, Fluor established the Safety Medallion Award program to encourage safety awareness among employees and contractors and to recognize outstanding efforts to protect our most valuable asset – our people. The program awards the Silver Medallion to employees who act to save a life and/or assist others in distress, on or off the job, and the Bronze Medallion to those avoiding injury with the correct use of personal protective equipment.

Construction Superintendent Johnny Hall (L), Laborer T.J. Sipes (C) and Senior Construction Manager Gordy Powell (R) are just 3 of the 14 Silver Medallion recipients in 2015. They were awarded for rushing to the aid of an unconscious contractor employee in the AstraZeneca Frederick Manufacturing Center (FMC) Biotech Expansion Project parking lot. They immediately performed cardiopulmonary resuscitation (CPR) and were able to revive the victim.





## Health and Safety Performance

In 2015, we lost two of our Fluor colleagues in two separate industrial incidents. Fluor leaders addressed the safety challenges we faced from these incidents, strengthening our commitment to safe work practices and to safety as a Core Value of the company.

Our office and field performance represented 306 million self-perform and subcontractor work hours in 2015. In those hours, we experienced a significant decrease in the Total Case Incident Rate (TCIR) from 2014 and continued to outperform the average of our peers in the Construction Industry Institute, which was 0.42 TCIR in 2014. We also experienced a significant decrease in our combined Days Away, Restricted and Transferred (DART) workday cases. Fluor's TCIR rate was 0.24 in 2015, and Fluor's DART rate was 0.11 per 200,000 global hours worked.

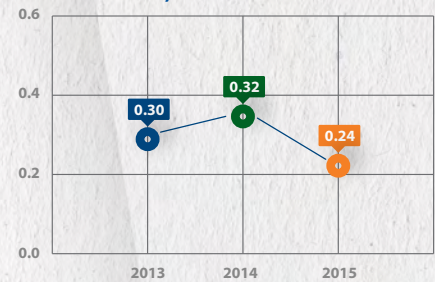
## Health and Safety Engagement Program

Along with making every effort to protect its workers from health and safety risks, Fluor also offers assistance programs, such as educational classes, counseling and prevention/risk control measures. These programs help workers and their families around the world manage their health.

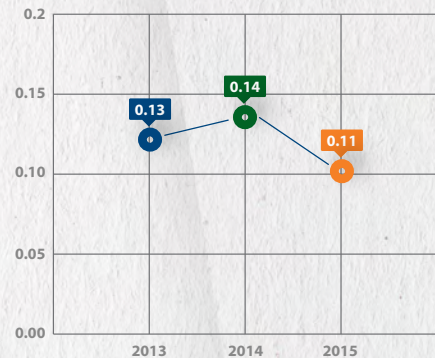
Fluor also collaborates with trade unions to help verify that all workers embrace our commitment to HSE matters. Prior to the start of U.S. and Canadian union projects, Fluor's Industrial Relations team holds pre-job conferences with members of the Building and Construction Trades Council to familiarize union representatives with the project and introduce the project management team and subcontractors. Project work rules and environmental and safety regulations are provided to unions and employees and are posted at job sites. The following health and safety topics are typically reviewed with trade unions:

- Compliance with applicable provisions of all government-mandated health and safety laws and regulations
- Development of site-specific safety, industrial hygiene and environmental requirements
- Emergency procedures
- Formation of job site safety committees and assurance of subcontractors' safety organizations
- HSE training
- Reporting unsafe work conditions
- Periodic medical examinations
- Safety inspections, first-aid services and safe, clean areas for meals
- Safety and personal protective equipment
- Substance abuse prevention
- Worker protection and right to know
- Workplace monitoring

**Total Case Incident Rate (TCIR)  
Per 200,000 Hours Worked**



**Days Away, Restricted  
or Transferred (DART) Case Rate  
Per 200,000 Hours Worked**



## HSE Week

Each year, Fluor celebrates HSE Week by engaging more than 75,000 clients, employees and contractors at 120 sites and offices around the world. The theme for 2015, Think Global, Act Local, focused on the importance of leveraging regional expertise while ensuring global consistency, embracing diversity, sharing knowledge and laying a strong technical foundation through employee development.

Each location celebrated in its own way. For example, Fluor's Perth, Australia office offered health assessments and workshops during its 2015 HSE Week celebrations.



## THE ENVIRONMENT

Fluor has a long-standing commitment to the United Nations Global Compact's Environmental Principles 7 through 9. Fluor began tracking data related to these principles in 2004. Fluor received no significant monetary sanction for non-compliance related to environmental issues. In 2015, Fluor received a Notice of Violation for an environmental issue related to exceeding the water quality discharge due to beavers constructing a dam.

No impact grievances were filed against Fluor offices in 2015. In addition, Fluor had no significant spills in 2015.

### Carbon Footprint

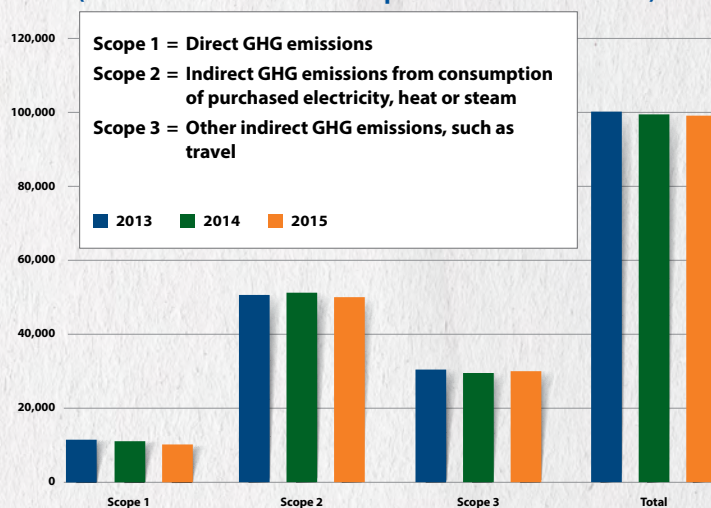
Fluor established its global carbon footprint in 2006 for offices, vehicle fleets at those offices and air travel. The baseline excludes client project sites. Fluor follows the Greenhouse Gas Emissions (GHG) Protocol standards for inventory over which Fluor maintains operational control and updates emission factors periodically. The basic unit of measure used throughout our 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.

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

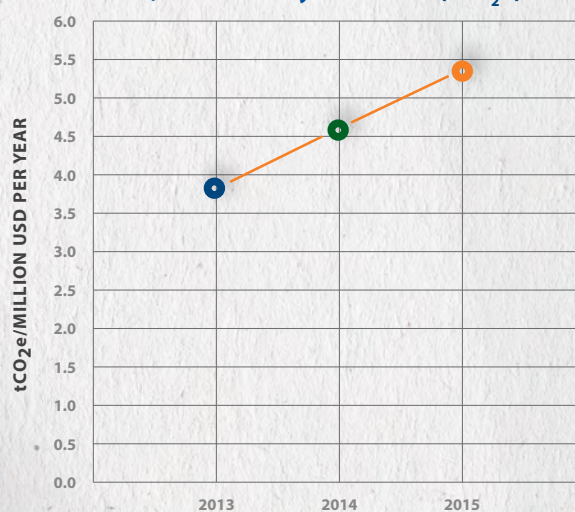
Fluor's absolute GHG emissions are shown in the chart and reflect the complexity of opening, closing, expanding, consolidating and maintaining space in over 128 facilities around the globe. As Fluor replaces outdated equipment with more energy-efficient models, switches fuels and leases space in energy-efficient buildings, emissions are reduced. Fluor's GHG emissions reflect space requirements based on business activity, so there will be a plateau in Scope 1 (direct GHG emissions) and Scope 2 (indirect GHG emissions from consumption of purchased electricity, heat or steam). Based on what Fluor has experienced in the last several years, we may have reached that plateau.

Normalizing absolute GHG emissions by revenue, as shown in the chart to the right, is another approach to looking at the effect of Fluor's efficiency measures. A reduction in revenue resulted in increased normalized emissions between 2014 and 2015, although it should be noted that actual emissions decreased. Over the 10-year period that Fluor has collected data, there has been a 28 percent reduction in its normalized carbon footprint.

**GHG Emissions**  
(Absolute in Metric Tons of Equivalent Carbon Dioxide)



**GHG Emissions**  
(Normalized by Revenue in (tCO<sub>2</sub>e))





## Energy Efficiency

Fluor works to either improve energy efficiency by lowering operating costs and integrating environmentally friendly solutions in its approximately 128 facilities in 23 countries around the world or to exceed the standards set by leading sustainability organizations.

### *Amsterdam Office Receives BREEAM Excellent Build Certificate*

Fluor received the Building Research Establishment – Environmental Assessment Method™ (BREEAM™) Excellent Build Certificate on April 29, 2015 for its new office building in Amsterdam, the Netherlands. The certificate was obtained within four months after completion of the building. For certification, buildings are scored by the Dutch Green Building Council in nine categories. The energy category generates the most points, and Fluor scored very high in this area (88.46 percent) thanks to a highly-automated Building Energy Management System, underground hot and cold storage and 1,221 solar panels that can generate up to 330 kilowatts.

The final score for the Amsterdam office building after completion and commissioning was 77.90 percent, well above the 72.37 percent design score and the 70 percent minimum score required for the “Excellent” level designation.

### *Fluor Office Buildings Earn 2015 EPA ENERGY STAR Certification*

Fluor is proud of the results of its continuous improvement programs, which have achieved the U.S. Environmental Protection Agency (EPA) ENERGY STAR® certifications for over 1.6 million square feet of office buildings in Houston, Texas; Greenville, South Carolina; and Aliso Viejo, California for five 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 BREEAM-, LEED- and ENERGY STAR-certified buildings. Fluor is committed to adopting the best environmental methods wherever possible and reducing energy, carbon and operational expenses.

### **Energy Efficiency Actions at Fluor Offices**

In 2015, Fluor integrated a variety of energy efficiency and conservation best practices into everyday operations at its approximately 6.4 million square feet (approximately 650,000 square meters) of office space in 23 countries. These practices included replacing lighting with LED fixtures, installing timed or sensed lighting, behavioral



*Fluor's new office building in Amsterdam, the Netherlands.*

## Nearly 20,000 Training Courses Completed

Nearly 600 Fluor Health, Safety, and Environmental (HSE) field professionals completed 19,712 courses in 2015, helping reduce Fluor’s Total Case Incident Rate by 25 percent. This statistic translates to 160 fewer people being injured on the job.

The record number of courses completed by Fluor HSE professionals in a single year further demonstrates the company’s Core Value of safety and provides the following additional benefits:

- The courses were designed with the complex global regulatory landscape in mind. Fluor’s Corporate HSE Training Team identified 2,100 unique training requirements in 44 countries and provinces and then developed compliant courses for all locations.
- Workers are better prepared to support clients’ HSE goals because they have the necessary technical expertise, as well as knowledge of regulations and Fluor practices.



changes related to operation of equipment, daytime cleaning and reducing lighting at night and on weekends. These initiatives are expected to reduce energy consumption by 7.9 million kilowatt-hours (approximately 28,000 gigajoules) per year.

Direct energy consumption by Fluor's facilities in 2015 was approximately 29 million kilowatt-hours (approximately 107,000 gigajoules) for natural gas, diesel, gasoline, LPG, propane and heating oil. Indirect energy consumption was approximately 99 million kilowatt-hours (approximately 356,000 gigajoules) for electricity.

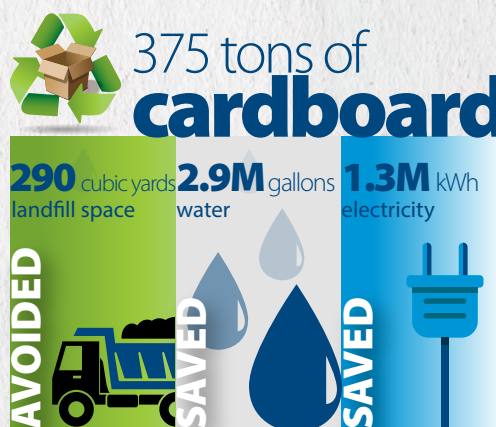
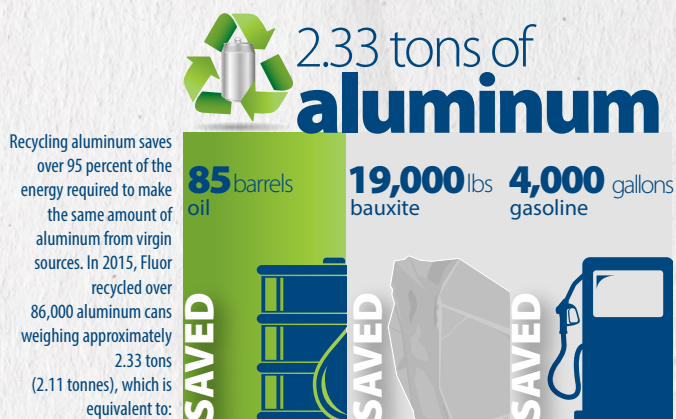
Transportation-related initiatives, including using energy-efficient vehicles, such as electric, hybrid and diesel models, as well as lighter and smaller vehicles, are aimed at decreasing fuel consumption. Several offices provide employee commuter and courier shuttle service and encourage carpooling, telecommuting, bicycling, energy-efficient vehicles and other modes of transportation to reduce environmental impact. Increased local sourcing of materials is an important part of Fluor's commitment to promote sustainable development. Video conferencing and training webinars are well established across the network of Fluor's global offices, helping colleagues collaborate, while reducing Fluor's travel footprint. Video conferencing is also used routinely across the company to communicate with project sites, clients and offices.

### Recycling

All Fluor offices have recycling programs. These sites recycled approximately 992 tons (899 tonnes) of paper in 2015, as well as 375 tons (340 tonnes) of cardboard and 26.7 tons (24.2 tonnes) of batteries. Approximately 746 tons (677 tonnes) of assorted bulk materials, including toner cartridges, glass containers, aluminum cans, concrete, iron/steel, tires, cooking oil, plastic containers and landscape trimmings, were also recycled. That number included just over 26.5 tons (24 tonnes) of plastic bottles and containers, reducing the consumption of energy and other natural resources while saving landfill space.

### Waste Reduction, Reuse and Conservation Initiatives

Many Fluor offices donate furniture and work stations, office supplies, computers and other electronic equipment to schools, homes for the elderly and nonprofit organizations. In 2015, more than





46.5 tons (42.2 tonnes) of these office items were donated or reused rather than disposed in local landfills. In the Farnborough, United Kingdom office, almost 88.2 tons (80 tonnes) of waste went to a plant that converts waste into energy for its customers. During renovations, furniture and materials are reused, as are low-emitting and recycled-content materials where possible. Fluor's ongoing initiative to promote double-sided printing resulted in savings of approximately 47 tons (42.6 tonnes) of paper. Installation of low-flush valves and automatic faucet and toilet sensors is anticipated to conserve 435,360 gallons (1,648,000 liters) of water.

### **FLUOR'S SUSTAINABILITY EXPERTISE BENEFITS ITS CLIENTS**

Fluor has experience helping clients to efficiently and effectively achieve HSE compliance and sustainability goals. Fluor's expertise in this arena is demonstrated in the following brief examples and in more detail in the project profiles in Appendix B.

Fluor played a key role in helping the United Kingdom's Nuclear Decommissioning Authority achieve the end of an era. After 44 years of operation, the Wylfa Nuclear Power Generating Station in the United Kingdom ceased operations in December 2015. As part of the Cavendish Fluor Partnership, Fluor's Government Group is responsible for the safe decommissioning of the 10 Magnox and two Research Sites Restoration Limited facilities that provided nuclear power to the United Kingdom for more than 4 decades.

Original projections had Wylfa ceasing operations in 2010 but, prior to Fluor's arrival, Magnox staff had engineered an inter-reactor transfer (IRX) scheme, where partially used fuel from one reactor could be transferred to another, to keep the facility operating through December 2014. During Fluor's tenure, this was extended until December 2015, when power generation ceased on schedule. Operating a nuclear reactor for an extra five years, with no new fuel being fabricated, was an innovative approach that was well executed for the client.

Now, Fluor's focus at Wylfa has shifted from operation to decommissioning. Removing the remaining spent fuel, which is more than 87,000 fuel elements, will take approximately 3 years, after which crews will begin clearing much of the site. That process will end around 2026, when only the reactor buildings and dry fuel stores will remain.

At the Portsmouth Decontamination & Decommissioning Project, Fluor is leading the largest environmental cleanup ever performed in Ohio. In late 2015, the company started work on a 5 million cubic yard, highly engineered and robust onsite waste disposal facility. Once complete, this 10-cell disposal facility, with a leachate collection system, 8-foot thick lining system and 10-foot thick cap, will be the permanent home to demolition debris from three main processing buildings, along with dozens of support structures totaling 145 acres under roof and associated contaminated soils.

## CO<sub>2</sub> Performance Ladder Certification

Fluor received maximum level (step 5 score) certification on the Foundation for Climate Friendly Procurement and Business' CO<sub>2</sub> Performance Ladder in 2015. The CO<sub>2</sub> Performance Ladder in the Netherlands encourages companies to gain insight into their CO<sub>2</sub> emissions, and those of their suppliers, and to strive for new ways to save energy, use materials efficiently and use renewable energy.

The CO<sub>2</sub> footprint was verified in September 2015, and the phase one review was completed in November 2015. Fluor relocated to a BREEAM-certified office in Amsterdam.

The targets for CO<sub>2</sub> reduction included:

- Reducing CO<sub>2</sub> emissions 5 percent by purchasing energy efficient products by 2021 (Scope 2)
- Reducing CO<sub>2</sub> emissions 3 percent by carpooling and other initiatives by 2021 (Scope 1 and Scope 3)
- Reducing/compensating CO<sub>2</sub> emissions 5 percent by reduced air travel by 2021 (Scope 2)



# SUPPLY CHAIN

A diverse, sustainable supply chain is vital to Fluor's success as an integrated solutions provider for clients around the world. Fluor maintains a global supply chain network and has subcontractor and supplier transactions in over 80 countries around the world.

## OUR APPROACH

Fluor's supply chain organization managed billions of dollars in 2015 via construction contracts and equipment, materials, logistics contracts and indirect procurement transactions. Fluor's supply chain professionals around the globe use advanced sourcing methods, market intelligence and global purchasing volume to help the company drive value-added cost, as well as schedule and quality certainty, for its clients' capital projects.

Project-related procurement activities begin with the receipt of a client's invitation to bid on a new project and continue through the project life cycle, often including procurement activity relating to operating and maintaining a client's assets. Fluor uses comprehensive pre-award risk assessments via subcontractor and supplier prequalification, bid evaluation and award to minimize the risk involved in the transactions undertaken and to verify that Fluor supply chain engagement policies are followed. Fluor Request for Proposal and Request for Quotation packages require that all bidders either adopt Fluor's Sustainability Program or develop one of their own. If a bidder follows its own sustainability program, it must meet or exceed Fluor's standards. Bidders are required to submit a draft sustainability plan that is specific to the project and to applicable local, national and international rules, regulations, standards and codes.

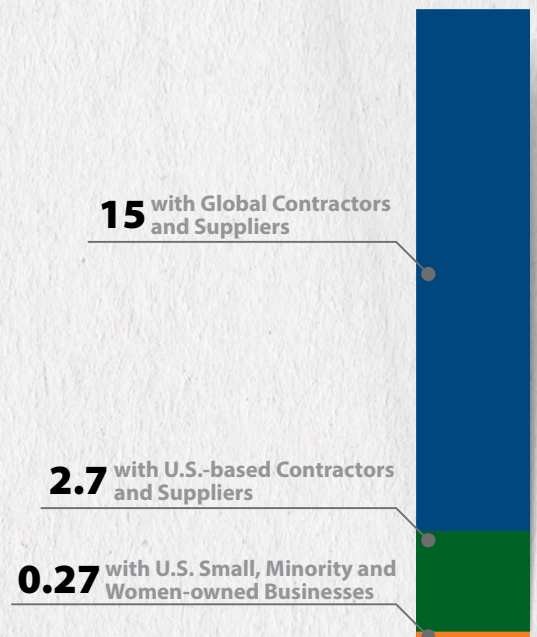
Fluor implements a robust post-award approach to supply chain engagement and the administration of contracts and purchase orders to verify excellence in safety, quality and the overall execution and delivery of the transaction. Fluor also values continuity of work with its supply chain, maintaining a database of subcontractor and supplier performance that is used for subsequent opportunities.

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, health, safety and environmental stewardship; human rights and employment practices; financial and operational controls; conflicts of interest; bribery and trade controls.

For indirect procurement transactions, Fluor relies on a Sustainability Best Practice Survey and Scorecard for selecting hotels and other venues for Fluor events. This scorecard is used in Fluor's bid evaluation process and covers commitment to and awareness of energy efficiency, solid waste minimization, air and water quality, water conservation and environmental purchasing.

Fluor also has specific policies, programs and management systems to identify opportunities to maximize its sustainability footprint and manage diverse subcontractors and suppliers. A company-wide initiative is geared toward educating and engaging with Fluor employees on the company's Supplier Diversity Program and policies.

### Fluor's 2015 Total Spend (Dollars in U.S. billions)





## SUPPLY CHAIN OVERVIEW

The procurement supply chain organization at Fluor includes contract management, material management, commercial strategies, procurement systems, logistics and trade compliance and indirect procurement. Fluor's extended supply chain has approximately 18,000 subcontractors and suppliers engaged in bidding activities, which resulted in an estimated 30,000 awards in 2015. Fluor's supply chain also includes licensors, brokers, consultants, specialist contractors, independent contractors, fabricators and manufacturers.

## SUPPLIER DIVERSITY

Fluor's proactive Supplier Diversity Program expands the opportunities available to diverse subcontractors and suppliers, confirms the company's commitment to fair business practices and enables Fluor to sustain a diverse supplier base. This program creates a solid platform to handle the challenges of a continually evolving global market.

In 2015, Fluor spent approximately \$270 million with U.S. small, minority and women-owned businesses or approximately 10 percent of the \$2.7 billion spent with U.S.-based suppliers and subcontractors. The minority and women-owned business spend during the period was \$177 million in the United States. Globally, Fluor spent over \$15 billion with subcontractors and suppliers in 2015.

Fluor identifies diverse businesses by using company databases and participating in trade fairs, workshops, conferences and conventions; working with national and regional diversity councils and the U.S. Small Business Administration; as well as coordinating and participating in business recruitment conferences and minority business opportunity days. Fluor maintains subcontractor and supplier information through its Supplier and Contractor Online Registry.

## Diversified Innovative Outreach Program

In 2015, Fluor hosted a Diversified Innovative Outreach Program to further connect with its diverse supplier and subcontractor base and advertise current and future opportunities. The theme was "How to Do Business with Fluor," and events were held simultaneously in Houston, Texas; Dallas, Texas; Greenville, South Carolina; Aliso Viejo, California; and Dublin, California.

More than 150 small and diverse supplier and subcontractor firms participated in the program. They represented a range of business sectors, including architecture, law, logistics, quality, contract services, corporate housing, information technology and specialist consultancy services. The agenda focused on the Fluor Request for Proposal and Request for Quotation processes and how they may vary from project to project depending on size and complexity of the package.





APPENDIX A  
GLOBAL  
REPORTING  
INITIATIVE  
(GRI) CONTENT  
INDEX

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By self-declaration, Fluor's 2015 Sustainability Report is in accordance with the Global Reporting Initiative's G4 Core Guidelines. For a full explanation of the GRI guidelines, visit [www.globalreporting.org](http://www.globalreporting.org).

The Proxy Statement refers to Fluor's Proxy Statement for the 2016 Annual Meeting of Stockholders, available at [investor.fluor.com](http://investor.fluor.com).

The Fluor 2015 Annual Report and Form 10-K are available at [investor.fluor.com](http://investor.fluor.com).

- Full Reporting ●
- Partial Reporting ◐
- No Reporting ○
- Not Applicable N/A

GENERAL STANDARD DISCLOSURES				
Strategy and Analysis		Location	Explanatory Note	Reporting Level
G4-1	Statement from the most senior decision-maker of the organization	Chairman & CEO Letter, pp. 4-5		●
G4-2	Description of key impacts, risks and opportunities	Chairman & CEO Letter, pp. 4-5 <b>2015 Annual Report</b> , pp. 3-7		●
Organizational Profile		Location	Explanatory Note	Reporting Level
G4-3	Name of the organization	About the Company, p. 6	Fluor Corporation	●
G4-4	Primary brands, products and services	About the Company, p. 6 <b>2015 Form 10-K</b> , pp. 1-8		●
G4-5	Location of the organization's headquarters	About the Company, p. 6		●
G4-6	Number of countries where the organization operates and names	About the Company, p. 6 <b>2015 Form 10-K</b> , p. 30		●
G4-7	Nature of ownership and legal form	About the Company, p. 6 <b>2015 Form 10-K</b> , Exhibit 21.1	Fluor is a publicly-traded company.	●
G4-8	Markets served	<b>2015 Form 10-K</b> , pp.1-8		●
G4-9	Scale of the organization	About the Company, p. 6 <b>2015 Form 10-K</b> , pp. 8, 12, 33		●
G4-10	Size and demographics of the workforce	About the Company, p. 6	Complete data are not available.	◐
G4-11	Percentage of total employees covered by collective bargaining agreements	Employees & Workplace, p. 19	Data are available for Fluor's U.S. operations only.	◐
G4-12	Organization's supply chain	Supply Chain, p. 35		●
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	About the Company, p. 6 <b>2015 Annual Report and Form 10-K</b>		●
G4-14	Address how the precautionary approach or principle is addressed by the organization		Not reported.	○
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	Memberships, p. 8 About the Report, p. 10 Ethics & Compliance, p. 23 Health, Safety & Environment, p. 30		●
G4-16	Memberships of associations and national or international advocacy organizations in which the organization is involved	Memberships, p. 8		◐



## GENERAL STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES				
Identified Material Aspects and Boundaries		Location	Explanatory Note	Reporting Level
G4-17	Entities included in the organization's consolidated financial statements and those not included	About the Company, p. 6 <b>2015 Form 10-K</b> , Exhibit 21.1	A list of all entities in which Fluor holds a financial interest is included in Exhibit 21.1 of Fluor's Form 10-K. Not all of these entities are included in Fluor Corporation's consolidated financial statements.	●
G4-18	Process for defining the report content and the Aspect Boundaries	About the Report, p. 10		●
G4-19	Material aspects identified in the process for defining report content	About the Report, p. 11		●
G4-20	Aspect Boundary for material aspects within the organization	About the Report, pp. 11-12		●
G4-21	Aspect Boundary for material aspects outside the organization	About the Report, pp. 11-12		●
G4-22	Effect of any restatements of information provided in previous reports	About the Report, p. 11		●
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	About the Report, p. 11		●
Stakeholder Engagement		Location	Explanatory Note	Reporting Level
G4-24	Stakeholder groups engaged by the organization	About the Company, pp. 6-7		●
G4-25	Basis for identification and selection of stakeholders with whom to engage	About the Company, pp. 6-7		●
G4-26	Organization's approach to stakeholder engagement	About the Company, pp. 6-7		●
G4-27	Key topics and concerns that have been raised through stakeholder engagement and response to key topics and concerns	About the Company, pp. 6-7	All concerns are resolved as soon as possible.	●
Report Profile		Location	Explanatory Note	Reporting Level
G4-28	Reporting period	About the Report, p. 10		●
G4-29	Date of most recent previous report	About the Report, p. 10	2014 Fluor Sustainability Report	●
G4-30	Reporting cycle	About the Report, p. 10		●
G4-31	Contact point for questions regarding the report or its contents	About the Report, p. 11		●
G4-32	Report the GRI Content Index and "in accordance" option chosen by the organization	About the Report, p. 11		●
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	About the Report, p. 11		●



GENERAL STANDARD DISCLOSURES				
Governance		Location	Explanatory Note	Reporting Level
G4-34	Governance structure of the organization	<b>Proxy Statement</b> , pp. 11–16	See pages 11–16 of Fluor's Proxy Statement for our board and committee structure. No single committee has specific responsibility for decision-making on economic, environmental or social impacts. Additional information on Fluor's Corporate Governance Guidelines and committee charters is available on our website at <b>investor.fluor.com</b> .	●
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	<b>Proxy Statement</b> , pp. 10–11	Within the context of corporate, functional and business units, we analyze and monitor a full spectrum of economic, environmental and social risks as part of our ongoing operations.	▶
G4-36	If the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body		No executive-level positions of this nature and with these specific responsibilities currently exist at Fluor.	○
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	About the Company, pp. 6–7 <b>Proxy Statement</b> , p. 18	See page 18 of Fluor's Proxy Statement, which generally describes how stakeholders may communicate with the Board of Directors.	●
G4-38	Composition of the highest governance body and its committees	Governance, p. 27 <b>Proxy Statement</b> , pp. 2–8, 13–16	See pages 13–16 of Fluor's Proxy Statement. A description of our director's qualifications can be found on pages 2–8 of Fluor's Proxy Statement.	●
G4-39	Report if Chair of the highest governance body is also an executive officer	Governance, p. 27 <b>Proxy Statement</b> , p. 11	See page 11 of Fluor's Proxy Statement.	●
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used	Governance, p. 27 <b>Proxy Statement</b> , pp. 16–17	See pages 16–17 of Fluor's Proxy Statement.	●
G4-41	Highest governance body to verify conflicts of interest are avoided and managed and if they are disclosed	<b>Proxy Statement</b> , pp. 17–18 <b>Fluor's Business Code of Conduct and Ethics for Employees</b> <b>Fluor's Business Code of Conduct and Ethics for Members of the Board of Directors</b>	See pages 17–18 of Fluor's Proxy Statement for a discussion of the company's policies regarding related party transactions involving directors or executive officers of the company. Fluor's Code of Business Conduct and Ethics for Members of the Board of Directors and Code of Business Conduct and Ethics, relating to directors and employees of Fluor respectively, are available on the company's website <b>fluor.com</b> .	●



GENERAL STANDARD DISCLOSURES				
Governance Continued		Location	Explanatory Note	Reporting Level
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts	About the Report, pp. 10–11	Fluor's Sustainability Committee has representation from senior executive management; Ethics & Compliance; Community Relations; Corporate Affairs; Facilities; Governance; Government Relations; Health, Safety & Environment (HSE); Human Resources; Investor Relations; Law; Sales; Supply Chain; and Strategic Planning.	●
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	<b>Proxy Statement</b> , pp. 10–11	Quarterly reports are provided to the Board, which may include economic, environmental and social topics.	▶
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	<b>Proxy Statement</b> , p. 12	See page 12 of Fluor's Proxy Statement, with regard to the self-evaluation process for Fluor's Board. The Board's performance with respect to environmental and social performance/issues is not separately evaluated.	▶
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	<b>Proxy Statement</b> , pp. 10–11	See pages 10–11 of Fluor's Proxy Statement for a discussion of the Board's role in risk oversight.	▶
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	<b>Proxy Statement</b> , pp. 10–11	See pages 10–11 of Fluor's Proxy Statement for a discussion of the Board's role in risk oversight.	▶
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	<b>Proxy Statement</b> , pp. 10–11	See pages 10–11 of Fluor's Proxy Statement for a discussion of the Board's role in risk oversight.	▶
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered	About the Report, p. 10		●
G4-49	Process for communicating critical concerns to the highest governance body	Ethics & Compliance, p. 26 <b>Proxy Statement</b> , p. 18	Critical concerns, if any, are raised at quarterly meetings of the Board of Directors or as necessary.	▶
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	<b>2015 Form 10-K</b> , pp. 14–29	As a public company, Fluor makes disclosures regarding critical concerns as required by the U.S. Securities and Exchange Commission (SEC). The risks facing our business are disclosed on pages 14–29 of the 2015 Form 10-K. No additional reporting is made in the Sustainability Report, as the information is confidential.	▶



GENERAL STANDARD DISCLOSURES				
Governance Continued		Location	Explanatory Note	Reporting Level
G4-51	Remuneration policies for the highest governance body and senior executives	<b>Proxy Statement,</b> pp. 21–38	Fluor reports actual compensation for only certain executives as required by the proxy rules, but the policies reported are generally the same for other senior executives.	●
G4-52	Process for determining remuneration and if remuneration consultants are involved in determining remuneration and whether they are independent of management	<b>Proxy Statement,</b> pp. 15–16, 34–36	See Fluor's Proxy Statement for a discussion of how compensation is determined and the Organization & Compensation Committee's relationship with an independent compensation consultant.	●
G4-53	Stakeholders' views are sought and taken into account regarding remuneration	About the Company, pp. 6–7 <b>Proxy Statement,</b> pp. 36–37	See pages 36–37 of Fluor's Proxy Statement, for a discussion of Fluor's Say On Pay vote and the Board's response.	▶
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees		Not reported. This information is not currently available as it is not required to be disclosed in our public filings.	○
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees		Not reported. This information is not currently available as it is not required to be disclosed in our public filings.	○
Ethics and Integrity		Location	Explanatory Note	Reporting Level
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Ethics & Compliance, p. 24		●
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	Ethics & Compliance, p. 26		●
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	Ethics & Compliance, p. 26		●



**SPECIFIC STANDARD DISCLOSURES**

**ECONOMIC**

<b>Aspect: Economic Performance</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-EC1	Direct economic value generated and distributed	About the Company, p. 6 Community & Social Service, pp. 14–15 <b>2015 Form 10-K</b> , p. 33	For full-year 2015 financial information, see Fluor's 2015 Form 10-K available at <a href="http://investor.fluor.com">investor.fluor.com</a> . Fluor does not disclose employee wages and benefits or EVG&D by country for competitive reasons.	▶
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	<b>2015 Form 10-K</b> , p. 29	Financial impacts are not reported. See page 29 of Fluor's 2015 Form 10-K for publicly available information on this topic.	▶
G4-EC3	Coverage of the organization's defined benefit plan obligations	<b>2015 Form 10-K</b> , p. 39, F-22 to F-30	See page 39 and pages F-22 to F-30 of Fluor's 2015 Form 10-K.	●
G4-EC4	Financial assistance received from government	<b>2015 Form 10-K</b> , pp. 43–44	It is important to note that the government is not a shareholder.	▶
<b>Aspect: Market Presence</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Employees & Workplace, p. 20		▶
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Employees & Workplace, p. 20	Complete data are not available.	▶
<b>Aspect: Indirect Economic Impacts</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-EC7	Development and impact of infrastructure investments and services supported	Community & Social Service, p. 16		●
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Community & Social Service, p. 16		▶
<b>Aspect: Procurement Practices</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Supply Chain, p. 35		▶



## SPECIFIC STANDARD DISCLOSURES

## ENVIRONMENTAL

Aspect: Materials		Location	Explanatory Note	Reporting Level
G4-EN1	Materials used by weight or volume		Fluor does not manufacture products.	N/A
G4-EN2	Percent of materials used that are recycled input materials		Fluor does not manufacture products.	N/A
Aspect: Energy		Location	Explanatory Note	Reporting Level
G4-EN3	Energy consumption within the organization	Health, Safety & Environment, p. 32	Fluor measures energy use at Fluor global offices.	●
G4-EN4	Energy consumption outside of the organization	Health, Safety & Environment, p. 30	Fluor measures air travel as Scope 3 emissions.	●
G4-EN5	Energy intensity	Health, Safety & Environment, p. 30	Fluor reports intensity through GHG emissions per revenue.	●
G4-EN6	Reduction of energy consumption	Health, Safety & Environment, pp. 31–32	All Fluor managers consider opportunities to make offices more sustainable – starting with energy use and continuing through the spectrum of sustainable action for facilities and the communities.	●
G4-EN7	Reductions in energy requirements of products and services	Health, Safety & Environment, p. 33 Project Profiles, pp. 52–53, 55		●
Aspect: Water		Location	Explanatory Note	Reporting Level
G4-EN8	Total water withdrawal by source		Water used in Fluor's global offices comes from local water authorities.	○
G4-EN9	Water sources significantly affected by withdrawal of water		Water used in Fluor's global offices comes from local water authorities.	○
G4-EN10	Percentage and total volume of water recycled and reused		Water used in Fluor's global offices comes from local water authorities.	○
Aspect: Biodiversity		Location	Explanatory Note	Reporting Level
G4-EN11	Operational sites owned, leased or managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas		Fluor offices are located in urban environments that usually do not have a biodiversity value.	N/A
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		Fluor offices are located in urban environments that usually do not have a biodiversity value.	N/A
G4-EN13	Habitats protected or restored		Fluor offices are located in urban environments that usually do not have a biodiversity value.	N/A
G4-EN14	Total number of IUCM red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		Fluor offices are located in urban environments that usually do not have a biodiversity value.	N/A



## SPECIFIC STANDARD DISCLOSURES

Aspect: Emissions		Location	Explanatory Note	Reporting Level
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Health, Safety & Environment, p. 30		●
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Health, Safety & Environment, p. 30		●
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Health, Safety & Environment, p. 30		●
G4-EN18	Greenhouse Gas (GHG) emissions intensity	Health, Safety & Environment, p. 30	GHG emissions intensity is measured using total scope 1, 2 and 3 emissions per revenue.	●
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Health, Safety & Environment, pp. 31–32	All Fluor managers consider opportunities to make offices more sustainable – starting with energy use and continuing through the spectrum of sustainable action for facilities and the communities.	●
G4-EN20	Emissions of ozone-depleting substances (ODS)		These emissions from our global offices are expected to be insignificant.	○
G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions		Data are not collected.	○
Aspect: Effluents and Waste		Location	Explanatory Note	Reporting Level
G4-EN22	Total water discharge by quality and destination		Water from our global offices is discharged to local treatment facilities.	○
G4-EN23	Total weight by type and disposal method	Health, Safety & Environment, pp. 32–33	Fluor practices waste reduction, reuse and recycling at our global office locations.	▶
G4-EN24	Total number and volume of significant spills	Health, Safety & Environment, p. 30		●
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally		Fluor does not expect to generate any wastes covered by the Basel Convention.	N/A
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		Water from our global offices is discharged to local treatment facilities.	○
Aspect: Products and Services		Location	Explanatory Note	Reporting Level
G4-EN27	Extent of impact mitigation of environmental impacts of products and services		Fluor does not report on this parameter on a quantitative level.	○
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		As a service provider, Fluor does not manufacture or sell products.	N/A



SPECIFIC STANDARD DISCLOSURES				
Aspect: Compliance		Location	Explanatory Note	Reporting Level
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Health, Safety & Environment, p. 30		●
Aspect: Transport		Location	Explanatory Note	Reporting Level
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Health, Safety & Environment, p. 32		●
Aspect: Overall		Location	Explanatory Note	Reporting Level
G4-EN31	Total environmental protection expenditures and investments by type			○
Aspect: Supplier Environmental Assessment		Location	Explanatory Note	Reporting Level
G4-EN32	Percentage of new suppliers that were screened using environmental criteria		Fluor uses comprehensive supplier prequalification, bid evaluation, award recommendation, award approval and post-award administration processes. Fluor also requires our suppliers and subcontractors to comply with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors.	○
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		Fluor does not track this information. Fluor uses comprehensive supplier prequalification, bid evaluation, award recommendation, award approval and post-award administration processes. Fluor also requires our suppliers and subcontractors to comply with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors.	○
Aspect: Environmental Grievance Mechanisms		Location	Explanatory Note	Reporting Level
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Health, Safety & Environment, p. 30		●



**SPECIFIC STANDARD DISCLOSURES**

**SOCIAL: LABOR PRACTICES AND DECENT WORK**

Aspect: Employment		Location	Explanatory Note	Reporting Level
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region		This information is considered proprietary and confidential.	○
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Employees & Workplace, p. 20	Global data are not available.	◐
G4-LA3	Return to work and retention rates after parental leave, by gender			○
Aspect: Labor/Management Relations		Location	Explanatory Note	Reporting Level
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements			○
Aspect: Occupational Health and Safety		Location	Explanatory Note	Reporting Level
G4-LA5	Percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programs		In our offices and at project sites worldwide, HSE committees are established to manage local issues using the company's global resources; however, we do not collect quantitative data on the percentage of the workforce represented on these committees.	○
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and by gender	Health, Safety & Environment, p. 29		●
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Health, Safety & Environment, p. 29		●
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Health, Safety & Environment, p. 29		●
Aspect: Training and Education		Location	Explanatory Note	Reporting Level
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Employees & Workplace, p. 21	Fluor does not track data by gender or employee category.	◐
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Employees & Workplace, pp. 21–22	Fluor may provide assistance with career endings locally.	◐
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Employees & Workplace, p. 21	Fluor does not track these by gender or employee category. Performance assessments are mandatory; therefore, the percentage is essentially 100 percent. Career reviews are neither mandatory nor tracked.	◐



**SPECIFIC STANDARD DISCLOSURES**

<b>Aspect: Diversity and Equal Opportunity</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	About the Company, p. 6 Employees & Workplace, p. 20 Governance, p. 27 <b>Proxy Statement</b> , pp. 2-8	Fluor considers this employee information confidential and proprietary. For biographical information on Fluor's Board of Directors, see Proxy Statement.	▶
<b>Aspect: Equal Remuneration for Women and Men</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Employee & Workplace, p. 20	This information is considered proprietary and confidential.	▶
<b>Aspect: Supplier Assessment for Labor Practices</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Supply Chain, p. 34		▶
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken			○
<b>Aspect: Labor Practices Grievance Mechanisms</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms		This information is considered proprietary and confidential.	○

**SOCIAL: HUMAN RIGHTS**

<b>Aspect: Investment</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-HR1	Total number and percentage of significant investment agreements and contacts that include human rights clauses or that underwent human rights screening		This information is considered proprietary and confidential.	○
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Employees & Workplace, p. 18	Complete data are not available.	▶
<b>Aspect: Non-discrimination</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Employees & Workplace, p. 19	This information is considered proprietary and confidential.	▶
<b>Aspect: Freedom of Association and Collective Bargaining</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Employees & Workplace, p. 19	Fluor tracks this information for operations but does not track this information for suppliers.	▶
<b>Aspect: Child Labor</b>		<b>Location</b>	<b>Explanatory Note</b>	<b>Reporting Level</b>
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Employees & Workplace, p. 18	Fluor tracks this information for operations but does not track this information for suppliers.	▶



SPECIFIC STANDARD DISCLOSURES				
Aspect: Forced or Compulsory Labor		Location	Explanatory Note	Reporting Level
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Employees & Workplace, p. 19	Fluor tracks this information for operations but does not track this information for suppliers.	▶
Aspect: Security Practices		Location	Explanatory Note	Reporting Level
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Employees & Workplace, pp. 19–20		▶
Aspect: Indigenous Rights		Location	Explanatory Note	Reporting Level
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken		Not reported. This information is considered confidential.	○
Aspect: Assessment		Location	Explanatory Note	Reporting Level
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		Not reported. This information is considered confidential.	○
Aspect: Supplier Human Rights Assessment		Location	Explanatory Note	Reporting Level
G4-HR10	Percentage of new suppliers that were screened using human rights criteria			○
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken			○
Aspect: Human Rights Grievance Mechanisms		Location	Explanatory Note	Reporting Level
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms		Not reported. This information is considered confidential.	○

**SOCIAL: SOCIETY**

Aspect: Local Communities		Location	Explanatory Note	Reporting Level
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs			○
G4-SO2	Operations with significant actual and potential negative impacts on local communities			○
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Ethics & Compliance, pp. 23–24		▶
G4-SO4	Communications and training on anti-corruption policies and procedures	Ethics & Compliance, pp. 24–25		▶
G4-SO5	Confirmed incidents or corruption and actions taken	Ethics & Compliance, p. 26	Fluor does not report this type of detailed information.	▶



## SPECIFIC STANDARD DISCLOSURES

Aspect: Public Policy		Location	Explanatory Note	Reporting Level
G4-S06	Total value of political contributions by country and recipient/beneficiary		We believe Fluor has a right and responsibility to advocate positions on issues that are vital to the company's stakeholders. Our public policy efforts are focused on policies and initiatives that promote sustainable economic growth, free markets and innovation in the markets we serve. Fluor complies with all registration and reporting regulations placed on this activity. Our detailed Political Activities Policy can be found at <a href="http://www.fluor.com/sustainability/ethics_compliance/pages/default.aspx">http://www.fluor.com/sustainability/ethics_compliance/pages/default.aspx</a> .	○
Aspect: Anti-competitive Behavior		Location	Explanatory Note	Reporting Level
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes			○
Aspect: Compliance		Location	Explanatory Note	Reporting Level
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions	Health, Safety & Environment, p. 30	Legal proceedings are reported in Fluor's quarterly and annual reports with the SEC.	▶
Aspect: Supplier Assessment for Impacts on Society		Location	Explanatory Note	Reporting Level
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society			○
G4-S10	Significant actual and potential negative impacts on society in the supply chain and actions taken			○
Aspect: Grievance Mechanisms for Impacts on Society		Location	Explanatory Note	Reporting Level
G4-S11	Number of grievances about impacts on society filed, addressed and resolved			○



## SPECIFIC STANDARD DISCLOSURES

## SOCIAL: PRODUCT RESPONSIBILITY

Aspect: Customer Health and Safety		Location	Explanatory Note	Reporting Level
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		Fluor does not manufacture products.	N/A
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes		Fluor does not manufacture products.	N/A
Aspect: Product and Service Labeling		Location	Explanatory Note	Reporting Level
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements		Fluor does not manufacture products.	N/A
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		Fluor does not manufacture products.	N/A
G4-PR5	Results of surveys measuring customer satisfaction		Fluor does not manufacture products.	N/A
Aspect: Marketing Communications		Location	Explanatory Note	Reporting Level
G4-PR6	Sale of banned or disputed products		Fluor does not manufacture products.	N/A
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes		Fluor does not manufacture products.	N/A
Aspect: Customer Privacy		Location	Explanatory Note	Reporting Level
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		Fluor does not manufacture products.	N/A
Aspect: Compliance		Location	Explanatory Note	Reporting Level
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services		Fluor does not manufacture products.	N/A





# APPENDIX B PROJECT PROFILES

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Fluor has projects worldwide in five business lines: Oil & Gas, Industrial & Infrastructure, Government, Global Services and Power. While each project is a success story, highlighted are five projects with exceptional records in the sustainability arena. These projects are:



## SASOL ETHANE CRACKER AND DERIVATIVES

Westlake, Louisiana, United States

Sasol is developing an ethane cracker and derivatives complex that will roughly triple its chemical production capacity in the United States. Serving as the primary engineering, procurement and construction management (EPCM) contractor for the project in a joint venture with Technip, Fluor was also the front-end engineering and design contractor. Fluor has developed a modular execution approach to support the schedule and appropriately maintain craft employee levels, which are expected to peak at more than 5,000 workers.



### Safety Achievements

#### 6.9 Million Hours

without a recordable incident  
January 1, 2015 to March 23, 2016

### Client Relationship

#### 55 Years

Sasol has been one of Fluor's strategic clients in South Africa since 1960, and it turned to Fluor to support its growth plans in the United States.

### Environmental Achievements

Recycling also plays a role on site in support of the community. When trees were felled as part of the initial project activities, the project donated felled trees to the Calcasieu Parish Sheriff's Office farm program.

### Project Highlights

#### Top Petrochemical Project of 2015

by Hydrocarbon Processing magazine



### Community Impact

#### 625 Louisiana-based and 113 Minority-owned Businesses

are being considered for project opportunities.

#### \$2.5 Billion Committed to 8 Local Contractors

Fluor and Technip are supported by eight major Louisiana-based construction contractors. The project held a Business Opportunity Forum to introduce small businesses to the Fluor team and the construction contractors, with more than \$2.5 billion committed to Louisiana contractors to date.

#### \$300+ Million Spent with Local Suppliers

The project has also spent more than \$300 million with Louisiana suppliers, with \$82 million of that in Calcasieu Parish, where the project is located.

#### Infrastructure Upgrades

To support construction, the project is upgrading roads in the community, as well as an existing dock complex.

#### \$25,000 in Donations

to an area middle school

### Design Solutions

**Enclosed ground flares.** The project's design eliminates visible flaring by using enclosed ground flares rather than conducted elevated flares.

**Natural noise barriers.** The project executed numerous noise studies to minimize disturbances to the surrounding communities and re-arranged the plot to provide natural noise barriers between the fence line and the operating units.

**Wastewater.** The project also designed a wastewater collection, holding tank and treatment system to handle large rain storms.



300 heavy haul transports

2,300 miles of wire and cable



22,600 total piles



2,600 pieces of equipment



## CENTINELA SOLAR ENERGY

Calexico, California, United States



The Centinela Solar Energy (CSE) facility spans an impressive 1,600 acres and is located in the Sonoran Desert of Southern California. Harnessing the power of the sun, the 170 megawatt photovoltaic plant produces enough energy to power 60,000 homes. Through effective coordination and diligent execution, Fluor completed engineering, procurement and construction (EPC) and commissioning for both phases of the project in August 2014. In 2015, Fluor continued its relationship with the client by providing operations and maintenance (O&M) services at the plant.

### Safety Achievements

**700,000 Hours**  
without a recordable incident  
October 2012 to June 2014

### 2015 Best Project Safety Award of Merit

Fluor was recognized by Engineering News-Record (ENR) with a 2015 Best Project Safety Award of Merit for the California region

### Best Practices

The project team implemented working-in-heat best practices to mitigate heat stress in the 122 degree Fahrenheit conditions

### Community Impact

The project was executed in one of California's poorest counties, with an unemployment rate of 30 percent. Fluor worked with the community to maximize local hiring and purchases from local suppliers and businesses. This approach not only helped to rejuvenate the local economy, but also enabled Fluor to engage with the community and become involved with charities that made the greatest impact.

### Environmental Achievements

The CSE project team members dedicated to environmental compliance included:

- Archaeologist
- Biologist
- Compliance monitor
- Environmental compliance manager

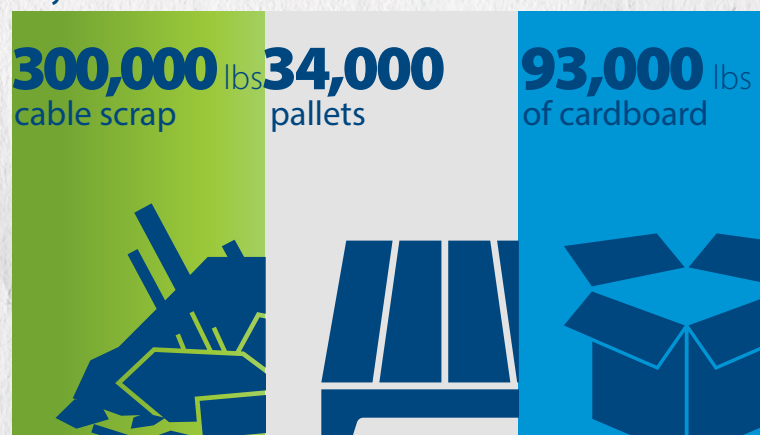
### Accommodating Nesting Seasons

The team accommodated the burrowing owls' breeding and nesting seasons, which temporarily restricted construction, as well as accommodated mourning doves and other birds that would often nest in the equipment or on the ground adjacent to the construction work areas.


### Training


The project conducted bilingual training for all project and construction personnel in biological and cultural/archaeological/paleontological requirements to ensure the safety of people, animals and the environment during construction.

### Recycled Materials



### Project Highlights

  
**875,000**  
solar panels

  
**30 million**  
pounds of steel

  
**2 million**  
feet of cable



**U.S. DEPARTMENT OF ENERGY (DOE)  
STRATEGIC PETROLEUM RESERVE (SPR)**  
Freeport, Texas; Winnie, Texas; Lake Charles, Louisiana; and  
Baton Rouge, Louisiana, United States



The U.S. Department of Energy (DOE) Strategic Petroleum Reserve (SPR) comprises 60 crude oil underground salt caverns divided among four storage facilities in two states. The SPR, which was established after the 1973 to 1974 oil embargo, is the world's largest supply of emergency crude oil, ranging from 500 to 700 million barrels at any given time. In late 2013, Fluor Federal Petroleum Operations (FFPO) was awarded a five-year contract, with a five-year option, to operate and maintain the SPR. Fluor's scope includes operating and maintaining each of the storage sites and all of the related equipment, as well as ensuring cavern integrity in order to maintain operational readiness.

**Client Relationship**

**70 Years**  
DOE has been a Fluor customer since 1945, and this relationship helped Fluor secure its first project with the Office of Fossil Energy, which oversees the SPR.

**Climate Change Resiliency Study Participant**

The SPR will be part of a climate change resiliency study sponsored by the DOE Sustainability Program Office. This study will be conducted in fiscal 2016 and will augment the already robust sustainability initiatives being spearheaded by FFPO.

**Safety Achievements**

**OSHA Voluntary Protection Program Star Status**

All four SPR sites have achieved Occupational Safety and Health Administration (OSHA) Voluntary Protection Program Star Status

**1,000 Days Without Lost-time Incident**

In October 2015, the Bryan Mound site celebrated 1,000 days without a lost-time incident, according to the site

**Environmental Achievements**



**99% diversion**  
of hazardous substance generated (672,000 pounds) was sent to a reclamation facility



**59% reduction**  
in fuel consumption by fleet vehicles from a 2007 baseline



**99% diversion**  
of construction and demolition waste due to waste management plans with alternative solutions



**99% EPEAT**  
99% of eligible products purchased were Electronic Product Environmental Assessment Tool (EPEAT) registered increasing energy efficiency

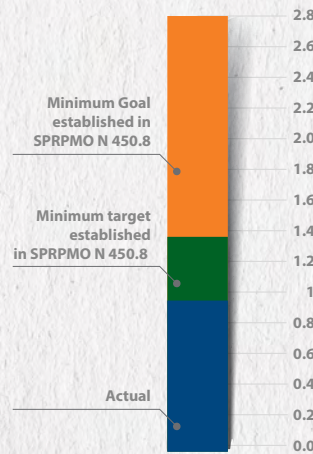


**90% metering**  
of all four SPR sites to monitor energy

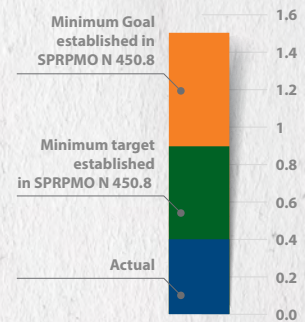


**100% recycle or reuse**  
of all SPR electronics

**Total Case Incident Rate (TCIR) per 200,000 Hours Worked Fiscal Year 2015**



**Days Away/Restricted/Transferred (DART) Rate Per 200,000 Hours Worked Fiscal Year 2015**





## FREEPORT-MCMORAN INC. CERRO VERDE PRODUCTION UNIT EXPANSION

Arequipa, Peru

The Cerro Verde Production Unit Expansion is considered not only world-class, but is also the largest one-time built copper concentrator on the planet. The original concentrator design included the use of High Pressure Grinding Rolls (HPGRs) for tertiary comminution, which was the first base metal concentrator to use HPGR technology. Fluor, having successfully designed and built the original, 108,000 tpd Cerro Verde C1 (debottlenecked to 120,000 tpd) copper/molybdenum concentrator in 2007, was selected to provide engineering, procurement and construction management (EPCM) and commissioning services for a new concentrator at the site as well.



### Safety Achievements

#### 0.18 TCIR

Total Case Incident Rate per 200,000 hours worked  
May 2015 to September 2015

#### 0.11 DART

Days Away/Restricted/Transferred Rate per 200,000 hours worked  
May 2013 to September 2015

#### 34 Percent

Hand Safety Campaign in May 2015 reduced hand injuries from previous month

### Environmental Achievements

#### Renewable Water Resources

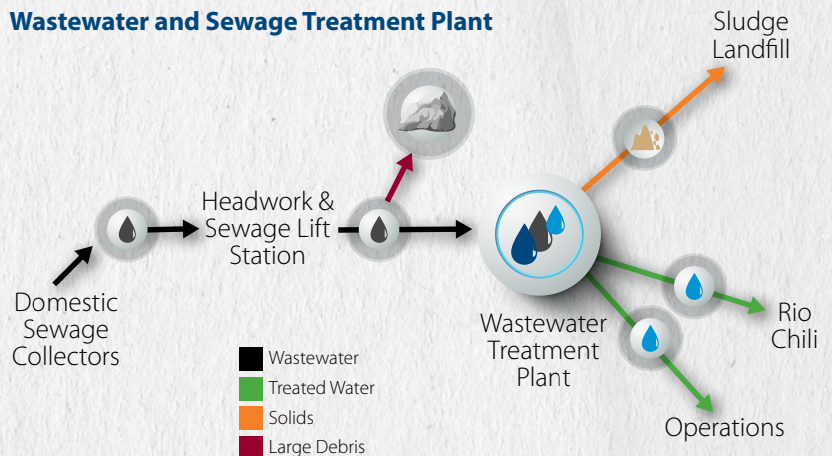
Contaminated water from renewable resources flows through the wastewater treatment plant, and the permitted quantity of treated water is recycled for reuse in the plant processes. Excess treated water is returned to the Rio Chili for use by farmers and downstream users.

### Community Impact

#### Improving Public Health

As part of the expansion, a domestic sewage treatment system was constructed that can handle wastewater flows for the City of Arequipa, resulting in considerable environmental, public health and economic benefits to the community.

#### Wastewater and Sewage Treatment Plant



Improves regional water quality



Reduces waterborne illnesses



Provides supplemental water for the economically important project for the region



Enhances the value of local agricultural products



## CONFIDENTIAL CONSUMER PRODUCTS PROJECT

Karawang, Jakarta, Indonesia

Fluor provided engineering, procurement and construction management (EPCM) services for a confidential consumer products project, which was completed in 2015. The team in Jakarta, Indonesia, achieved numerous sustainability successes throughout the life of the project, including Leadership in Energy and Environmental Design (LEED®) Silver Certification and the development and implementation of a comprehensive safety program that made a step change in the local safety culture. Fluor currently provides services at several of the client's manufacturing facilities around the world, including projects in the United States, Africa, Central Europe and Asia.



### Safety Achievements

#### 1 Million Hours

without a recordable injury  
October 2013 to September 2014

#### 0.10 TCIR

total case incident rate per  
200,000 hours worked

### Client Relationship

#### 40 Years

Fluor has served the client around the globe.

### External Business Partner Excellence Award

Of the client's 75,000 suppliers and agencies, Fluor was among the select few to receive this award for consistent high performance. Fluor was also recognized for its efforts in supplier diversity.

### Environmental Achievements

#### LEED Silver Certification

Silver Certification is the U.S. Green Building Council's certification that new facilities are environmentally compatible, provide a healthy work environment and improve the owner's return on investment.



**40%** of materials were sourced within the region



**85%** of construction waste was diverted from landfills



**50%** reduction in anticipated water consumption through the use of low flow, motion detector-activated fixtures and by using captured rainwater for non-potable use



**17%** of material had recycled content



Awareness and educational programs highlighted the buildings' sustainability features to its users



Areas were compartmentalized into zones with assigned lighting controls according to function, incorporating task lighting and a combination of motion and daylight sensors, while also minimizing night time light pollution



Low volatile organic compound compliant paint applications and flooring systems were used



Comprehensive transportation management plan reduced single-driver commuting by 100% via a scheduled and shared transportation scheme, which included bike and motorbike parking



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