

TRANSFORMING THE WORLD



FLUOR[®]

2018 SUSTAINABILITY REPORT



Embracing Our Role in Transforming the World Drove Our Sustainability Efforts in 2018

Transforming the world ... these words mean a lot to Fluor, because that is what we strive to do every day.

In 2018, Fluor revised its purpose and vision statements to better articulate what we have long believed and why we exist as a company.

We transform the world by building prosperity and empowering progress.

FLUOR'S PURPOSE STATEMENT

We support our clients in designing and building projects that energize the world, connect communities, save lives and keep our nations safe. Together with our clients, partners and other stakeholders, we are driven by the words of our purpose statement to create solutions to society's challenges and to leave the world a better place.

Our comprehensive approach means we have greater influence across all stages of the asset life cycle, from engineering to procurement, fabrication, construction, operations and maintenance — ultimately

helping our clients reduce their impact on the environment. And by living Fluor's four Core Values of safety, integrity, teamwork and excellence, we work to keep our employees safe and trained for jobs of the future, and we operate with the highest degree of ethical responsibility — focused on doing the right thing, every time.

Sustainability is an integral part of Fluor's global operations. Highlights from 2018 include:

- Launched new safety theme and associated actions that will help Fluor maintain an integrated and proactive safety culture for all employees, subcontractors and stakeholders.
- Achieved an impressive 60 million hours without a lost-time incident at the [Kuwait National Petroleum Company Clean Fuels project](#).
- More than 10,000 Fluor volunteers donated 52,600 hours to the communities where we operate and live.

- Increased sustainable employment of our craft workforce to 52 percent from 30 percent through our new Craft Passport.
- Trained more than 21,000 global employees on anti-bribery and sexual harassment policies.

You can read about these accomplishments and more in detail throughout this report. As the newly appointed CEO, I am committed to working sustainably and furthering Fluor's efforts in line with our Core Values. I want to thank our more than 53,000 employees for the passion and professionalism they bring to work every day and our global clients for trusting Fluor to share in the mission of transforming the world.

CARLOS HERNANDEZ
Chief Executive Officer



ABOUT THE COVER

In 2016, a Fluor-managed public-private partnership, Connect 202 Partners, was awarded a design-build and maintenance project by the Arizona Department of Transportation (ADOT) to complete work on the largest highway project in the state's history. ADOT's plans call for the [Loop 202 South Mountain Freeway project](#) to deliver 22 miles (35.5 km) of four-lane highway in each direction in the Phoenix metropolitan area.

Connect 202's mission was not only to complete the roadway safely, but to do so in a socially, economically and environmentally friendly manner. A series of public outreach meetings were held along the corridor to obtain feedback and garner public support for the project.

Connect 202 removed 70 buildings to make room for the new freeway. Rather than hauling all of that scrap metal to a landfill, the partnership saw an opportunity for reuse: turning the scrap steel from the demolished buildings into the 19,000 tons (17,237 tonnes) of rebar needed to build 40 bridges along the highway route. By working with local disadvantaged business partners Endo Steel and Ammex Rebar Placers, which partnered with Commercial Metals Company for the fabrication of the rebar, this process saved 24,000 tons (21,772 tonnes) of iron ore; 13,000 tons (11,794 tonnes) of coal; and 1,000 tons (907 tonnes) of limestone. These valuable resources would have been used in the mining and processing of virgin iron ore into project steel.

In November 2018, Connect 202 Partners was named part of the esteemed Arizona Million Dollar Circle of Excellence (MDCE). The Arizona MDCE recognizes businesses that lead the way in supplier diversity in the state of Arizona by spending more than \$1 million annually with women and minority business enterprises.



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ABOUT US:

A global leader in engineering, procurement, fabrication, construction and maintenance, Fluor works closely with companies and governments to design, build and maintain complex capital projects that are essential building blocks of development and progress. We have the expertise, reach and financial strength to tackle the world's toughest challenges with an integrated life-cycle approach designed to deliver projects on time; within budget; and with an outstanding health, safety and environmental record. Our clients transform the energy that powers industries. They build the highways and rail lines that connect communities. They

develop new pharmaceuticals to help fight disease. They conduct missions that keep nations safe. And they do it all backed by the expertise and ingenuity of Fluor. We are transforming the world by building prosperity and empowering progress. Driven by our Core Values of safety, integrity, teamwork and excellence, Fluor has long been a leader in the global construction industry and is ranked No. 153 on the *FORTUNE*® 500 list. Every day, we strive to set the standard for safety and sustainability, ethical performance, operational excellence and industry innovation, providing clients and partners the confidence that only a global leader can deliver. We have been

listed on the Dow Jones Sustainability Index for four consecutive years. For 18 consecutive years, Fluor has been recognized as one of the World's Most Admired Companies® by *FORTUNE* magazine. We've partnered with government agencies to support their missions and build out infrastructure around the world. We've worked hand in hand with leading advanced manufacturers and life science innovators. We've managed and provided operations and maintenance services for some of the world's most complex projects for major energy, chemicals, power and mining companies.

OUR SUSTAINABILITY MISSION:

Our mission is to conduct business in a socially, economically and environmentally responsible manner to the benefit of current and future generations. Sustainability is integrated in our business practices, and our employees are engaged in delivering the mission. Our strong socially responsible corporate identity allows Fluor to achieve its purpose of building and sustaining the global community and providing value for our stakeholders.

Fluor At A Glance



Founded in 1912 and headquartered in Irving, Texas, Fluor Corporation (NYSE: FLR) is among the world's largest publicly traded engineering, procurement, fabrication, construction and maintenance companies.

FLUOR®

For calendar year 2018

1912

FOUNDED

53,349

EMPLOYEES

60

COUNTRIES

\$19.2

BILLION REVENUE

\$27.7

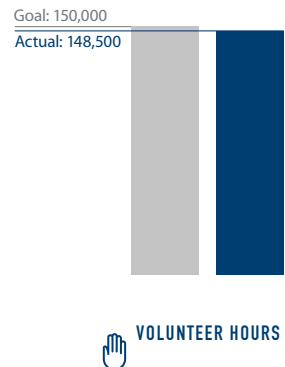
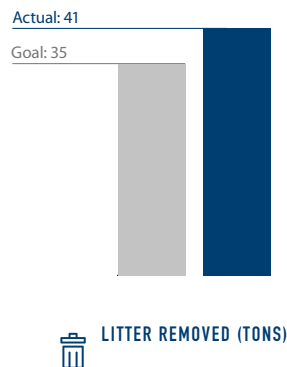
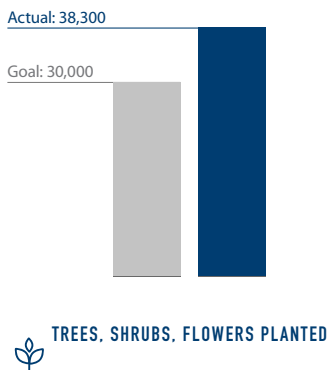
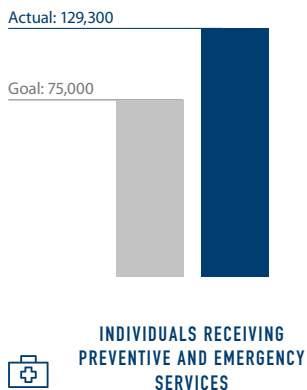
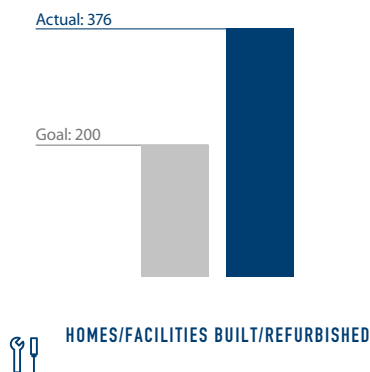
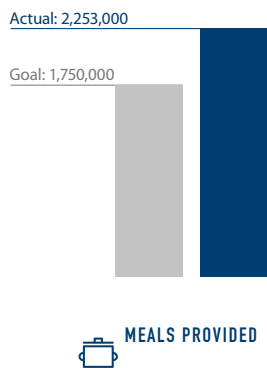
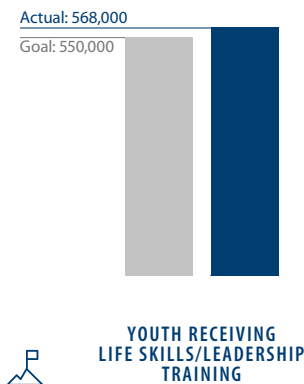
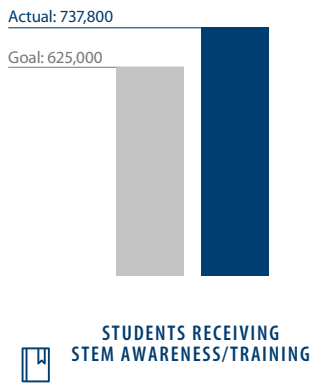
BILLION NEW AWARDS

\$40

BILLION BACKLOG

Community & Social Services

(Data shown are cumulative over 3 years, 2016–2018.)



HEALTH, SAFETY & ENVIRONMENTAL



Striving To Inspire And Lead A Culture Of Caring That Prevents Harm And Promotes Well-Being

Fluor builds some of the largest, most complex, most awe-inspiring physical structures in the world. Every one of them is made possible because we are steadfast in adhering to our first Core Value, which is to take care of the people who work on these projects, specifically through our dedication to leading health, safety and environmental initiatives. Our goal is to continually innovate and evolve our HSE programs so that they not only stand as the preeminent practices in our industry, but they rise to the highest standards among all industries. We of course know that this is the right thing to do. We also know that for Fluor and our clients, HSE excellence is key to optimizing productivity, reducing schedule and budget risk, increasing workforce retention and achieving excellence in every project we deliver.

ENSURING HEALTH AND SAFETY IS ALWAYS A TOP COMMITMENT

The work we do across our business groups is inherently hazardous, with serious ongoing potential for harm to human life and limb. Statistics abound that track health and safety performance, and many companies build their HSE programs with mechanisms designed to react to these data points. This is not the Fluor way.

Fluor approaches every factor that can impact health and safety with hyper-vigilance — but still, to us, that is just the starting point. We've long had robust, well-established health and safety policies and procedures in place — but in 2018, as we scrutinized every aspect of our program, we decided to embark on the next step

of our safety journey to build upon a culture of prevention and care that our stakeholders deserve.

We can always do better for the benefit of our people, our clients and the world in which we work and live. We wanted to enrich our approach, going beyond compliance to inspiring employee and leadership engagement. While statistics still provide valuable guidance, our goal is not a cycle of measurement and adjustment but rather something much more human. Our vision is to prevent any serious injuries or fatalities on a project site. We aim to build a preventive culture in which care is evident. Thus, in 2018, we launched a program that we call Safer Together.



SCDOT Port Access Road, Charleston, South Carolina, USA

Safety is a Fluor Core Value. It drives the actions of every employee at every location, every day. Our people deserve it. Our clients demand it. Our performance depends on it. Because at Fluor, safety is more than something we do — it's who we are. It's the backbone of our business. — The Fluor Safety Pledge

2018 HIGHLIGHTS:

- Introduced our Safer Together theme and began launching the actions that will help us achieve an integrated safety engagement culture for all Fluor employees, subcontractors and stakeholders.
- Issued a new company-wide incident protocol with a common, severity-based standard incident response.
- KNPC Clean Fuels Program in Kuwait won a Gold Award in HSE Excellence from the American Society of Safety Engineers – Kuwait Chapter.



Safer Together Actions:

Site Standardization

Sites across the globe adhere to the same fundamental level of care with standardized safety requirements and programs for worker well-being, medical provisions, induction and training, safety best practices, branding, security, traffic management, safety communications and personal protective equipment.

Accountability to Life Critical Rules

Fluor employees adhere to Life Critical Rules at all times, and violations are treated with accountability.

Management Site Safety Walks

Our leaders are equipped to effectively engage with the workforce and provide both positive and corrective safety feedback.

Safer Together Welcome and Orientation

All Fluor offices welcome visitors, contractors and new employees with a consistent overview that relays the importance of safety to our company.

Leadership Development

True safety leaders are developed through comprehensive management training, coaching and succession planning.

Keystone Safety Habits

Leaders take ownership of their messages to make clear that safety is a personal value rather than an organizational mandate.

Preventing Distracted Driving

We serve as role models and demonstrate safe behavior on the roads at all times.

Learning Through HSE Project Experiences

We communicate important reminders throughout the organization to prevent the recurrence of high-potential severity incidents.

Celebrating Safety Successes

Recognition of significant HSE accomplishments is a key component of a successful HSE program and an element in promoting a positive HSE culture.

Safety Steering Team

Leadership from the HSE function, Construction & Fabrication, and each business line engage quarterly to review the company's safety climate and set strategic safety goals.

SAFER TOGETHER

For many years, Fluor has built a solid foundation of policies and procedures that have met and continue to meet legal and client requirements and to positively impact the safety of our people and the conditions in which they work.

This has been a good approach, but just as we push ourselves to be innovative and transformative in how we serve clients, we believe we must act equally in the service of safety. This is the basis of our new safety

program that invites and engages our employees and leadership in an active preventive culture, where each individual is empowered to own the initiatives of safety.

Safer Together is organized in 10 step-changes, which we introduced in 2018. We have set a goal for full implementation by the end of 2019. To us, this is the right path; in fact, it's the only path on which we can surpass industry standards and arrive somewhere better — somewhere safer. The culture shift will not be immediate,

yet we already see benefits just through the positive adoption and anticipation generated as we rolled out the new theme on our projects and started implementation of our first Safer Together actions.

We know this is ambitious. We also know that for our culture to undergo true change of this magnitude, Safer Together must be embraced throughout Fluor, beginning with executive leadership. CEO Carlos Hernandez, the business group presidents and all of the management are championing

Safer Together, and we are gaining the momentum to make a real difference.

In Safer Together branding, complementary safety colors come together to show connection and teamwork. These colors encircle a blue field with a green construction rim, which represents Fluor — an entire organization rallying around safety.

Setting The Bar Higher For HSE

Instilling a preventive culture of health and safety takes caring. It also takes training. To truly care about the role they play in achieving positive outcomes, our people must be equipped with the knowledge they need to take ownership of our health and safety programs and their own well-being. Fluor provides multiple avenues for this training and development.

HSE TRAINING

Fluor's HSE Management System was established in 2003, and it has served us well. In 2018, we augmented the training component exponentially, providing abundant computer-based and classroom training to prepare our people to safely perform their duties on job sites around the world. As a project-based company, we know the risk landscape changes from assignment to assignment, so we are working to ensure every Fluor employee is properly prepared, especially in life-critical situations.

In 2018, more than 3,650 operational personnel were assigned curricula. At year-end, these individuals had completed 42,822 HSE courses — 78 percent of the total 55,195 courses assigned. While we are proud of this achievement, our constant goal is to reach 100 percent course completion. We are working hard to achieve it in 2019.

CRAFT PASSPORT PROGRAM

It is critical to Fluor projects that our craft workforce around the world has the same HSE competency and training as our entire

organization. We are supporting local worksites with consistent, high-quality training modules through the Fluor University® platform.

These sessions are tracked through the new Fluor Craft Passport program, which captures all training each craft worker receives, logged in a standardized method in one place. Not only does this facilitate competency across the entire workforce, it allows craft workers to apply training certifications from project to project, without the need for retraining and delayed onboarding.

HSE PROJECT EXPERIENCES (INCIDENT ALERTS)

In early 2018, we initiated a company-wide injury and response protocol that defines the communication, investigation, follow-up and severity levels for both actual and potential incidents.

While most HSE reporting protocols focus on whether or not an incident is reportable, we have found that we have much better opportunities for improvement by analyzing

both actual severity and potential severity, or "what could have happened," in all HSE incidents. The new protocol has four primary drivers:

- 1 *Establish timely and accurate communication of incidents to the appropriate levels of leadership.*
- 2 *Focus valuable time and resources on incidents that pose the greatest risk.*
- 3 *Drive consistent and appropriate incident response across the company.*
- 4 *Facilitate organizational learning to prevent recurrence of incidents.*

The insights we gain from this approach help us make every person safer in every Fluor project around the world. In 2018, Fluor projects issued 44 incident alerts under the new protocol to promote learning from the incidents and near-misses throughout the organization.

STRATEGIC PETROLEUM RESERVE

As the Department of Energy's prime contractor at the [Strategic Petroleum Reserve \(SPR\)](#), Fluor Federal Petroleum Operations manages the world's largest supply of emergency crude oil.

With a workforce of approximately 600 employees, and six locations, the SPR recycled more than 86 percent of the waste it generated in 2018. Total waste recycled was 1,205 tons (1,093 tonnes), equivalent to the weight of 209 African elephants.

In total, the SPR's waste minimization program reduced the generation of hazardous waste to only 179 pounds (81 kilograms), or 0.01 percent for the year. Additionally, the project's Green Purchasing program ensured that 99.4 percent of all electronic equipment procured for use at the SPR meets federal standards for energy efficiency.





The [KNPC Clean Fuels Program Mina Abdullah Package 2 \(MAB2\)](#) exceeded 60 million hours without a lost-time incident and with an overall total recordable incident rate of 0.045 compared to the KNPC target of 0.084.

“When we look at the scale of what we have built over the last three years, and considering the risks involved by having a workforce of over 12,000 workers, achieving 60 million hours without a lost-time incident is a remarkable milestone,” says Mark Cummings, Fluor FDH JV HSE site manager. “Let’s not forget that the contractors carrying out the work on site are the ones who make up the bulk of our workforce. Their people are the ones who, day in, day out, are putting together the pieces of a monumental jigsaw to create a world-class operating facility. Independent of their scope of work, the message from FDH JV has always been consistent, and that is the need for us all to work together to achieve our goals safely.”

The American Society of Safety Engineers – Kuwait Chapter awarded the project with its 2018 Gold Award in HSE Excellence.

“It is not about statistics — it is about people and ensuring that everyone goes home safely at the end of each day,” says Chris Evans, Fluor HSE EAME Region executive director. “There has been a strong spirit of cooperation and collaboration between the partners and subcontractors to ensure success, just like our new Safer Together theme that embraces an attitude of active caring and support for one another.”

Recognizing Fluor Safety Leaders: We offer a number of awards to recognize individuals who have exceeded expectations in upholding our culture of safety.

SILVER SAFETY MEDALLION AWARD WINNERS

The Silver Medallion Award: Honoring employees who have acted in a heroic manner to save another’s life

Robert Ariatti

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

Charles Costanza

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

John Watkins

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

Dean Checkai

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

Kenney Kelley

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

John Stamm

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

Will Chinn

[Nexus Pipeline Gas Project](#)
Independence, Ohio

Allen Lemieux

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

Robert Clay Thompson

[Savannah River Nuclear](#)
Aiken, South Carolina

Roxanne Copass

[TCO FGP Project/Farnborough](#)
Tengiz, Kazakhstan

Michael J. Miller

[Savannah River Nuclear](#)
Aiken, South Carolina

Joseph Uribe

[DOE Strategic Petroleum Reserve](#)
New Orleans, Louisiana

BRONZE MEDALLION AWARD WINNER:

Honoring employees for the proper use of PPE to prevent injury.

Marvin Kirlaw

AMECO Fleet Service Center
Kingston, Jamaica

HSE AWARD OF EXCELLENCE:

Honoring individuals and site teams that truly excel in demonstrating HSE awareness, leadership, proactive engagement and appropriate behaviors.

Jim Breland, retired

Kevin Medeiros, Life Sciences and Advanced Manufacturing, Fort Dodge, Iowa

Robert Carballo, AMECO, Guadalajara, Mexico

Working To Meet And Then Exceed Our Marks

Fluor monitors both lagging and leading indicators to measure the effectiveness of our health and safety programs. While we are always encouraged by our accomplishments, we are never satisfied, and we never will be, until none of our people is ever injured. We know that we can only achieve that mark by learning from both our failures and our successes.

2018 INDICATORS

A company-wide U.S. Occupational Safety and Health Administration (OSHA) standard guides our measurement and reporting process. In 2018, our workforce reported a total of 539 incidents, 243 of which threatened serious injury or fatality and 12 of which rated as high-severity, resulting in life-altering injuries.

In 2018, we suffered two fatalities in the Fluor family. In March, a worker at a project was pinned and fatally injured in an elevated lift basket. In September, another worker was killed when an intoxicated third-party driver crashed into a construction work zone and struck the worker. We are devastated by these tragedies, and in remembrance of our colleagues, we have further steeled our resolve to develop preventive programs where incidents like these will not happen.

Of our 12 life-altering injuries, 11 included hand and finger injuries and one double

leg amputation. Finger amputations and crushed hands remained our most significant high-severity incidents in 2018. In response, we have enhanced and promoted our hand-injury prevention materials to improve worker awareness and protection.

In 2018, our total case incident rate (TCIR) was 0.36, achieving our goal of ≤ 0.40 . Our days away, restricted or transferred rate (DART) was 0.21, compared to our goal of ≤ 0.15 .

To continue to mitigate risks and reduce our lagging indicators, in 2019, we are adding severity-level classifications on top of our current incident reporting efforts. This will be expressed as a pyramid framework with fatalities at the top, life-altering injuries following and lesser-severity incidents at the base. These insights will better inform us of the most serious threats our workers are facing and guide us in proactive development of future initiatives.

IMPROVEMENTS THROUGH AUDITS

Fluor's HSE audit program allows leadership to measure site leading indicator performance and, more important, presents them with tangible opportunities to identify and prioritize areas for improvement. In 2018, these audits were focused on three critical areas for attention:

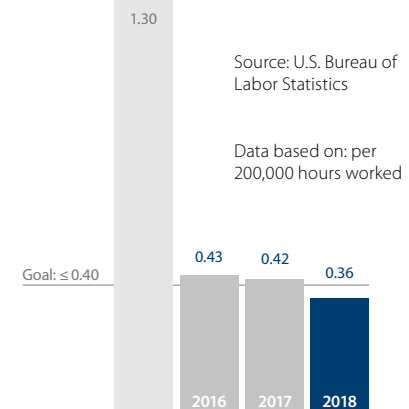
1. *Management in Action*
2. *Human/Machine Interface*
3. *Falling Object Prevention*

In 2018, we completed a total of 70 HSE audits. The 62 general worksite audits received an average score of 87.8 percent, while the eight life-critical audits scored 89.7 percent.

FLUOR AND JV SELF-PERFORM & SUBCONTRACTOR COMBINED FIELD AND OFFICE WORLDWIDE

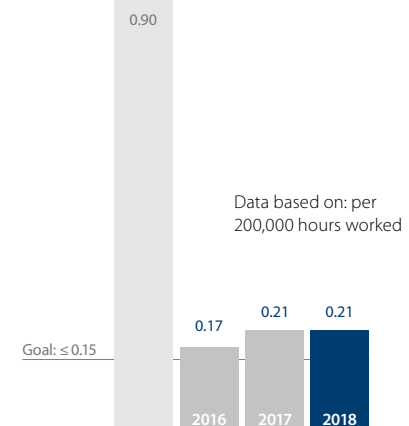
Goals for 2018

Industry average for companies greater than 1,000 employees



TOTAL CASE INCIDENT RATE (TCIR)

Industry average for companies greater than 1,000 employees



DAYS AWAY, RESTRICTED OR TRANSFERRED (DART)

Extending Care To Clients And Job Sites

Our health and safety outreach emanates from the Fluor culture. It begins with our employees and flows outward to job sites around the world where we work and support clients.

Fluor cares about the health and safety of all individuals who come in contact with our projects: employees, suppliers, subcontractors, clients and people in the surrounding communities. Over many decades, Fluor has built a reputation of steadfast dedication to safety and compliance. Every year, we work to make this reputation even stronger by remaining attentive and actively innovating new initiatives. In 2018, that was Safer Together, covered earlier in this report. Most of the elements of Safer Together were specifically designed to address safety at project sites, where there are many stakeholders in addition to our own employees.

PROTECTING EVERY INDIVIDUAL

Fluor wins billions of dollars in project awards every year. We capture this business in no small part because Fluor is known for delivering productivity and efficiency. We believe the most important factor in this delivery is the health and safety of our workforce.

We consider client project goals and our HSE goals to be inextricably linked. We know that high safety performance directly translates to greater attention

to detail, enhanced alertness and heightened responsiveness of all parties on the job site, all of which contribute to superior project outcomes.

One highly visible example recently introduced through our Safer Together program is standardized personal protective equipment (PPE) for all Fluor projects worldwide.

It is the collective effect of efforts like these that ultimately increases the well-being of our people and allows us to achieve outstanding results.

STANDARDIZING HEALTHY AND SAFE ENVIRONMENTS

Another Safer Together element that will be seen around the world is our standardization of worksites globally. While cultures vary greatly from country to country, we are working to make sure safety culture is the same no matter where we go.

Safer Together branding is visible throughout our worksites, with safety messaging posted in appropriate areas. We do this to keep safety top of mind for

everyone who sets foot on the site, as well as to express health and safety as Fluor's first Core Value.

Furthermore, we ensure our workforce is enabled with the proper equipment, tools and training to perform by Fluor standards and protocols. We remain ever vigilant in monitoring and improving site conditions.

This means our onsite leadership does not accept unsanitary or unusable facilities and accommodations. Our projects are challenging enough without asking our workers to brave site conditions that could be improved. For example, we won't leave workers out in sweltering heat to eat because of poor lunch facilities. Instead, we will establish minimum requirements with the goal of providing an alternative that expresses a caring and preventative culture.

We know that this unyielding commitment translates directly to meeting and often exceeding client expectations. When workers feel respected and protected — when care is apparent — they work more efficiently and produce higher-quality results.

BUILDING A CULTURE OF CARING



E&I Integrity Services, United Kingdom

Acting As A Responsible Global Citizen

Environmental stewardship also drives our ongoing efforts and initiatives. Fluor works to ensure we are meeting environmental laws and regulations everywhere we work and that we are operating in a responsible manner on behalf of our people, our company and our clients.

GREENHOUSE GAS EMISSIONS

Fluor follows the Greenhouse Gas Emissions (GHG) Protocol standards for inventory over which Fluor maintains operational control and updates emission factors periodically. The basic unit of measure used throughout the GHG inventory is metric tons of equivalent carbon dioxide (tCO₂e). Emission sources in Fluor's GHG inventory include electricity, steam and other stationary fuel consumption for Fluor's facilities, refrigerants used in building cooling systems, fleet vehicle fuel consumption and emissions associated with business-related air travel. For each source, GHG emissions are quantified in the inventory for the following, if applicable: carbon dioxide, methane, nitrous oxide and any hydrofluorocarbon refrigerants reported.

Fluor's UK operations are subject to carbon emissions regulations. Emissions are not subject to regulations in any other country. Fluor does not buy carbon credits in order to

reduce its emissions. In general, Fluor is not governed by a requirement to measure its carbon footprint. However, Fluor established its global carbon footprint in 2006 for offices, vehicle fleets at those offices and air travel. The boundaries exclude client sites and fabrication yards.

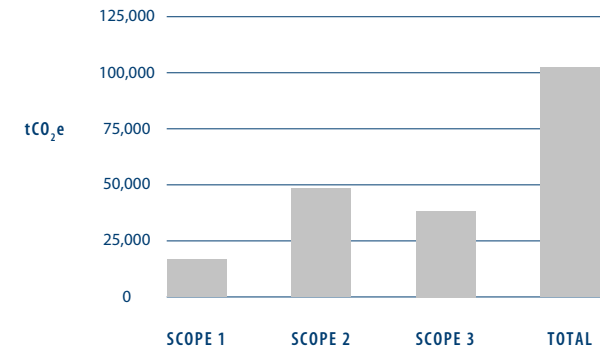
Measuring and reporting the carbon footprint of Fluor facilities provides valuable information that is used to manage the company's operations in an environmentally responsible manner. Fluor continues to identify ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts. Fluor's absolute GHG emissions reflect the complexity of opening, closing, expanding, consolidating and maintaining space in 167 facilities around the globe.

Fluor's absolute GHG emissions, without Stork's absolute emissions, are shown in the graph to the right. Scope 1 direct

GHG emissions and Scope 2 indirect GHG emissions are emitted due to consumption of purchased electricity, heat or steam. Fluor started collecting Stork emission in 2018. The Fluor including Stork GHG emission chart will be shown for historical comparison when three years of data are available. Scope 3 emissions are not included since they include Stork emissions in 2018, but not 2016 or 2017. Scope 3 emissions result from activities of the company, but occurring from sources not owned or under control by the company (e.g., employee travel or commuting).

(continued next page)

GHG EMISSIONS
(ABSOLUTE IN METRIC TONS OF EQUIVALENT CARBON DIOXIDE)
2018



*Scope 1 – Direct GHG emissions
Scope 2 – Indirect GHG emissions from consumption of purchased electricity, heat or steam
Scope 3 – Other indirect GHG emissions, such as travel

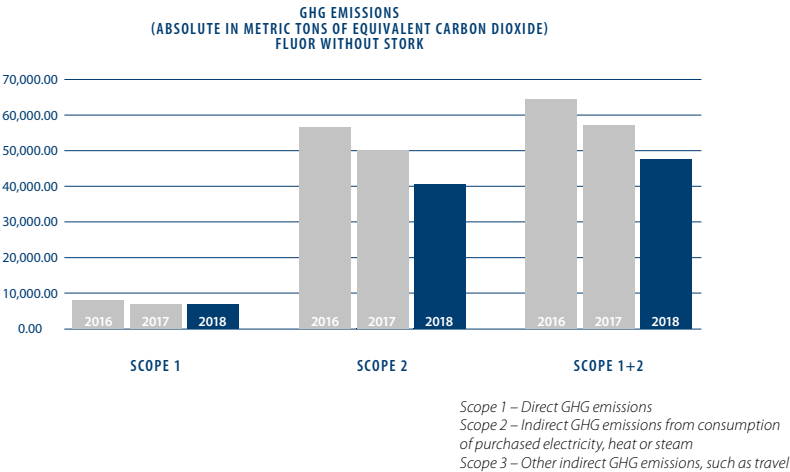
Photo courtesy of Marathon Petroleum Corporation



Marathon Petroleum Corporation South Texas
Asset Repositioning (STAR) Program,
Texas City, Texas, USA

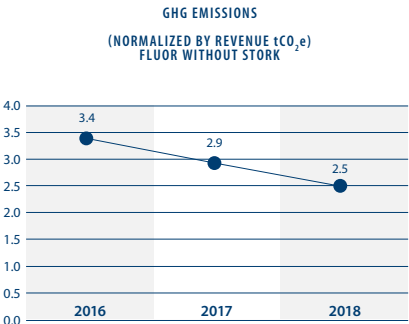
HEALTH, SAFETY & ENVIRONMENTAL

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

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



Mechanical and Piping Services, Peru

Scope 1 – Direct GHG emissions
Scope 2 – Indirect GHG emissions from consumption of purchased electricity, heat or steam
Scope 3 – Other indirect GHG emissions, such as travel

CORPORATE ENVIRONMENTAL EFFORTS

Water Conservation

In 2018, Fluor conserved approximately 578,000 gallons (2.2 million liters) of water in its facilities. These numbers do not include Stork operations. Those conservation volumes will be reported once the accuracy of data collection has been confirmed, which is expected to occur in 2019. Conservation programs included deployment of low-flush valves and installation of automatic faucet sensors and commodes and low-flow showerheads.

Waste Reduction, Reuse and Conservation

Fluor offices reduce waste by donating electrical appliances, used furniture, office supplies, chairs, carpet and computers to schools, homes for the elderly and nonprofit organizations. In 2018, approximately 220 tons (200 tonnes) of these items were donated or reused rather than sent to local landfills. During renovations, furniture and materials, including low-emitting and recycled-content materials, are reused whenever possible. Conservation and landfill avoidance activities are also an important part of Fluor’s global HSE initiatives. Fluor’s ongoing initiative to promote double-sided printing saved approximately 47 tons (43 tonnes) of paper in 2018.

Recycling

In 2018, Fluor offices worldwide, through their active recycling program, recycled approximately 550 tons (499 tonnes) of paper, 96 tons (87 tonnes) of cardboard, 4.3 tons (3.9 tonnes) of batteries and 250 tons (227 tonnes) of mixed recyclable materials. Assorted bulk material was 793 tons (719 tonnes). Assorted bulk material includes aluminum cans, glass containers, iron and steel, landscape trimmings, light bulbs, cooking oil, tires, plastic containers, and toner and ink cartridges.

These numbers do not include Stork operations. Those recycling volumes will be reported once the accuracy of data collection has been confirmed, which is expected to occur in 2019.

COMMUNITY & SOCIAL SERVICES



Giving Something Back To Every Community We Touch

Fluor's purpose is to transform the world by building prosperity and empowering progress. The economy-boosting projects we construct in countries around the world certainly fulfill this purpose. Yet it is never the Fluor way simply to roll in, build a project and move out. The work we do to lift up the communities that surround our projects also brings our purpose to life. All around us, we see opportunities to fix problems, to improve circumstances, to enrich lives. We seize these opportunities with both an open heart and a focused strategy so that everyone who comes in contact with a Fluor project comes out in a better place.

ENRICHING COMMUNITIES AROUND THE WORLD

Fluor offices and project sites encircle the planet. And because we build the kinds of large projects that energize economies and create progress for societies, a large percentage of our work takes us to developing countries. It is our goal, through our projects themselves and through our community and social programs, to leave communities better than when we arrived.

Fluor programs focus on key areas where we believe we can make the most impact: education, social services, community and economic development, and the environment.

In 2018, our efforts funded by Fluor and the Fluor Foundation provided more than \$7.5 million in contributions to our nonprofit partners and initiatives. But money is just one component. Fluor people bring our

programs to life, volunteering their time to provide vital services to our communities. When a group shows up sporting our red Fluor Cares® T-shirts, everyone there can be sure that something good is about to happen.

In 2018, more than 10,200 Fluor volunteers donated a total of 52,600 hours to the communities where we operate and live. Volunteers across our global operation removed 40,000 pounds of litter at sites around the world. We built and refurbished 198 homes and community facilities and donated more than 814,000 meals.

We are proud of these numbers, but we know our true results are immeasurable. Though our financial support and volunteer hours have been substantial, what is even greater is the lasting impact our communities are experiencing.



2018 HIGHLIGHTS:

- Initiated the Movers & Makers program, engaging 4th- and 5th-grade girls to take an interest in our industry through education programs and hands-on projects.
- Contributed \$100,000 and 400 volunteer hours to support the renovation of two elementary schools in Guinea, Africa.

At Fluor, we believe if communities thrive, so do their businesses and residents. The stability of a community is affected by the condition of its infrastructure and its ability to attract and retain talent.



COMMUNITY & SOCIAL SERVICES



Cindy Cervantes is one of thousands of Fluor employees who dedicate time and effort giving back to the communities where they live and work.

Four-year Fluor employee Cindy Cervantes is motivated by service — and she takes advantage of the many opportunities Fluor offers its employees to give back.

EMPLOYEES GIVING BACK

"It gives me so much happiness and joy in my heart," says Cervantes, a project document and data management specialist currently assigned to the [Fording River Water Treatment Facility](#) project in Vancouver. Cervantes is based in Cebu, Philippines. "It allows me to engage and to connect with new friends, to build a strong network to other professional contacts and potential references. It also gives me an opportunity to practice and develop my social, communication, negotiation and leadership skills."

In 2018, Cervantes was a core member of the Philippine Community Affairs committee, leading and participating in a blood donation drive, Fluor Kids Day, Canstruction® and relief operations after 78 people were killed in a landslide in Naga City.

She volunteered with students at a local elementary school, cleaning classrooms, painting furniture, covering textbooks and distributing school supplies to first graders.

Additionally, Cervantes volunteered in tree-planting activities in Barangay Bonbon, Cebu, and built homes with Habitat for Humanity in Lawaan II Talisay City.

"Giving back to the community made me feel that I made a difference and I made an impact to someone else's life in my own simple way," Cervantes says.

To recognize Cervantes' efforts, the Philippines office presented her with its internal Golden Heart Award — for the second consecutive year — along with a \$500 donation to an institution of her

choice. She donated it to the Children's Joy Foundation Inc. orphanage in Cebu.

As a mother of two children, Cervantes makes sure to balance her time among work, family and service. To others who worry that there aren't enough hours in the day, she encourages them to become involved in a small volunteer effort, just once, and see how it feels.

"Start small and start today," she says. "Once you start giving back to the community, you will see how positive actions inspire others to get involved, too. I am thankful that our company gives us this opportunity and often shoulders expenses during volunteer work, and all we have to do is to give our time."

OUR APPROACH

- Executive leadership develops the community involvement strategy associated with our key areas of focus by assessing its impact and evaluating its continued relevance.
- The strategy is implemented via programs, initiatives and partnerships led by Fluor, the Fluor Foundation and Fluor Cares employee volunteers.
- Inputs and outputs are collected, measured and analyzed using advanced data management systems, to assess results and reveal areas for improvement.

Helping On The Home Front

FAMILIES FORWARD

Families Forward is an ongoing initiative that supports individuals and families in Southern California that have undergone a crisis. The program equips them with tools and resources to overcome difficulties and establish sustainable stability in their lives. In 2018, Families Forward supported a woman who was a single mother of two autistic boys and who had survived domestic abuse. We helped her find affordable housing and support services, putting this family on a path toward self-sufficiency.

Today, 97 percent of families assisted by Families Forward remain in permanent housing one year after graduating from the program, and 76 percent have increased or maintained their current income. This shows the impact from Fluor's contributions. In addition, in 2018, Fluor provided Thanksgiving meals to families and backpacks and school supplies to the organization's participating youth.

HOMES OF HOPE

Fluor has proudly supported the Homes of Hope organization since 2012. Homes of Hope helps rebuild communities and individual lives through quality affordable housing, economic development and job training. We have taken a special interest in supporting the organization's Men's Workforce Development Program

in Greenville, South Carolina, donating \$25,000 in 2018. This program serves men who are working to overcome addictions and homelessness and have committed themselves to one year of homebuilding job training and a mentoring internship program. The program has helped 100 percent of its graduates find gainful employment, and many of them return to the organization to give back as mentors.

Fluor employees from our Greenville location also participated in an annual homebuilding project for Homes of Hope, and the organization was a beneficiary of our 2018 Golf for Greenville® tournament, which raised \$670,000 for nonprofits in the community.

MEGLOCAL AND DOW PROJECT CONSTRUCTION WEEK PROJECTS

A group of Fluor employees partnered with the police department in Freeport, Texas, to bring two severely dilapidated homes in the community back to life, making them habitable for the elderly occupants who had no other means for making improvements. The first home's refurbishment took eight weeks and the second five weeks, all made possible through the skills and sweat of 45 volunteers who donated approximately 1,650 hours of their time. We also collected more than \$13,000 in donations and materials.

Fluor supports more than 240 programs and initiatives that enrich communities in the United States. Our 2018 highlights include:

BOYS & GIRLS CLUBS OF AMERICA

The Fluor Foundation has long supported the Boys & Girls Clubs of America, specifically the organization's Military Teen Ambassador program. This program supports teenage boys and girls living on military installations who have parents on active duty, often deployed to dangerous areas of conflict.

Every summer, the program brings together representatives from military bases around the world for a three-day workshop that helps them teach critical skills in resilience and reintegration. The representatives return to their local youth centers newly empowered to teach the program to their peers.

[The Fluor Foundation](#) has supported the program since 2012, donating a total of \$1.5 million. In 2018, we renewed our commitment for the next four years, which will invest an additional \$1 million into the program through 2022. Our support has impacted more than 500,000 teenagers to date, a number we look forward to increasing every year.



**BOYS & GIRLS CLUBS
OF AMERICA**



Golf for Greenville raised \$670,000 for local charities in the Greenville, South Carolina, area in 2018.



Volunteerism

More than \$7.5 million and 52,600 volunteer hours contributed to building a better world in 2018, and many of our results surpassed the already substantial goals we had set for ourselves.

14

14 THOUSAND TREES,
FLOWERS & SHRUBS



ENVIRONMENT

- 40,000 pounds of litter removed
- 14,011 trees, flowers and shrubs planted
- 14,463 individuals received environmental education

158

158 THOUSAND YOUTH



**COMMUNITY & ECONOMIC
DEVELOPMENT**

- 38 homes and community facilities built
- 160 homes and community facilities refurbished
- 530 individuals received industry certifications
- 17 supported students received degrees
- 133 people received job skills training
- 158,298 youth received life skills and leadership training

255

255 THOUSAND STUDENTS



EDUCATION

- 255,317 students provided Science, Technology, Engineering and Mathematics (STEM) enrichment
- 1,403 teachers trained in STEM education
- 11,000 students received backpacks and school supplies through Fluor's Building Futures backpack program

814

814 THOUSAND MEALS



SOCIAL SERVICES

- 814,669 meals donated
- 4,350 people received shelter
- 18,407 individuals impacted through prevention programs
- 17,776 individuals impacted by crisis relief programs

Supporting Programs To Bolster Our Industry

Developing the next generation of engineers and skilled workers is imperative to building our future, not only for Fluor and our industry but for the advancement of our society. We are dedicated to creating a sustainable flow of new, highly engaged and educated talent. Fluor makes its contribution to this future by supporting a number of science, technology, engineering and math (STEM) education initiatives.



MOVERS & MAKERS

In the United States, women make up only 9 percent of the construction workforce. In 2018, three female Fluor employees working on our [Novo Nordisk project](#) in Clayton, North Carolina, set out to change that. They founded Movers & Makers, which sponsors an area Title I school both financially and through mentorship.

In the program, 4th- and 5th-grade girls are invited to participate in education sessions crafted by Fluor experts that are centered

on developing construction skills and self-confidence. In 2018, these girls applied their knowledge to an important hands-on project, helping build a STEM-focused playground at their school. Fluor also raised more than \$115,000 to fund this project.



GIRL SCOUTS OF NORTHEAST TEXAS

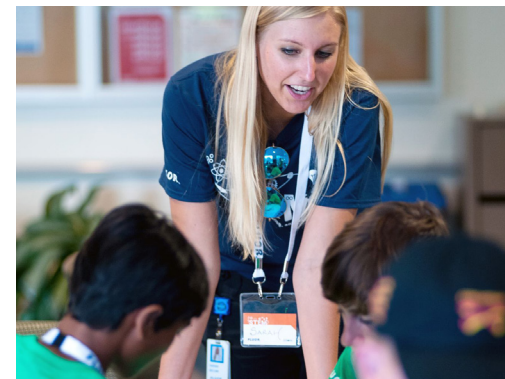
For the sixth year in a row, we continued to support the Girl Scouts of Northeast Texas to broaden kindergarten to 12th-grade girls' interest in and exposure to STEM subjects. In 2018, Fluor enabled more than 400 students to receive 400 hours of STEM academic training, enrichment and career opportunity awareness. To complement these efforts, we provided more than 100 STEM educators

with advanced training. Through programs like these, we are committed to fostering progress by sponsoring STEM education. Every year, we see our efforts enrich the lives of everyone involved, which in turn will one day enrich the expertise and diversity of our future workforce.



ROPER MOUNTAIN SCIENCE CENTER

As we have for more than a decade, we continued in 2018 to support the Roper Mountain Science Center in Greenville, South Carolina, as part of a learning initiative for Greenville County Schools. With a healthy balance of financial and volunteer support, Fluor is helping the center promote and advance science education.



Leaving A Project Legacy

Everywhere we build a Fluor project, we have an opportunity to also build something that sustains and empowers the surrounding communities. When we complete our contracted work, we strive to leave more than a structure or a physical solution — we want to make a lasting positive impact on the lives of the local people. The capital projects we build naturally achieve this by moving forward the development and uplifting the economy in areas where we work. We also achieve this by collaborating with our clients to answer a specific need in a project location. Our 2018 highlights include:

Before



GUINEA ELEMENTARY SCHOOL RENOVATIONS

In 2017 and 2018, we responded to an urgent need in Guinea, Africa, contributing \$100,000 and 400 volunteer hours to support the renovation of two elementary schools that serve nearly 3,000 students. The renovations included new roofs, new bathrooms, structural repairs, landscaping, painting, road improvements and repairs to a drainage system. Local carpenters also built more than 400 desks and chairs for

After



students and teachers. Now thousands of students are able to focus on education in a safe learning environment.

THE CONFERENCE BOARD

In 2018, we continued to spread our values and share our expertise through Fluor's involvement with The Conference Board Global CSR & Philanthropy Council. Promoting philanthropic work around the world can prove challenging, as every country has its own guidelines, regulations

and laws, which can create barriers to the good work we want to do. By sharing our extensive global experience in corporate social responsibility, we are helping other member companies understand the country-by-country idiosyncrasies of philanthropic work. We expect to continue to support The Conference Board in 2019 and beyond.

OUR PATH FORWARD

Supporting the communities that surround Fluor offices and projects has always been a guiding force for us to fulfill our purpose. Our path forward looks much like the one we have already traveled. We will continue to support community causes worldwide, both financially and with volunteer hours. We will look for the greatest needs and do what we can to help. And we will continue to support the young people who will take the good works that we started and carry them into the future.



EMPLOYEES & WORKPLACE



Nurturing A Highly Skilled, Diverse Workforce And Providing An Outstanding Workplace

Diversity of thought, experience and culture adds a unique aspect to Fluor's people strategies, and we are as passionate for our people as our people are for the projects on which they work. This is among our highest priorities for a number of reasons, perhaps the greatest of these being sustainability. By bringing the best to Fluor, we are able to develop and sustain strong internal and external relationships that provide clients across all of our business segments and geographies with the highest level of service. By focusing on the needs of our employees and the atmosphere in which they work, we continuously raise the satisfaction of our people, we raise efficiencies and executional excellence for our clients, and we are able to achieve these goals while acting with the highest level of integrity.

DEVELOPING A DIVERSE WORKFORCE

Fluor epitomizes the very definition of a global company, and we make deliberate efforts to ensure our workforce reflects this — by embracing diversity in people, ideas and expertise. In 2018, we developed and continued to support a number of initiatives to grow in our diversity for the benefit of Fluor, our clients and the global community.

DIVERSITY RECRUITING AND HIRING PROGRAMS

Fluor is an equal-opportunity employer that advertises all positions widely to attract a diverse pool of candidates. Furthermore, to ensure we continually have access to diverse talent, we engage and partner with select organizations, such as the Society of Hispanic Professional Engineers, Society

of Women Engineers and National Society of Black Engineers, attending their annual conferences and sponsoring events.

We also continue to participate in the Work Opportunity Tax Credit program by hiring qualified personnel within low-income or at-risk target demographics, particularly in our craft employment community.

Furthermore, Fluor has always been and proudly remains a military-friendly employer. We participate in the Employer Support of the Guard and Reserve program to champion our employees' current military commitments. In total, we are honored to have 1,367 former or currently serving members of the United States military among the Fluor workforce.

COMPETITIVE WAGES

Once we've attracted a diverse workforce, we make a focused effort to retain this talent

at Fluor by providing fair compensation and strong growth opportunities.

As part of this effort, Fluor calibrates compensation to meet local-market cost-of-living standards and to comply with legal requirements, such as minimum wage laws, in order to maintain fair compensation for all employees.

DEVELOPMENT OPPORTUNITIES

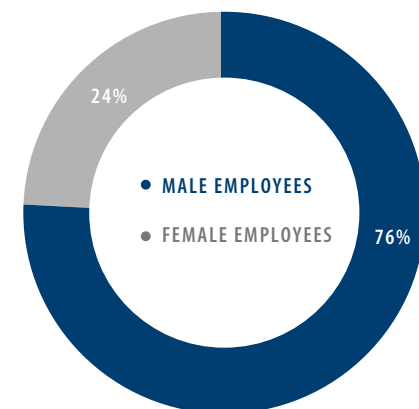
To nurture and grow our base of talent worldwide, Fluor offers access to training and development programs across positions at all levels of our company and all geographies.

One of our greatest programs for cultivating individuals is Fluor Mentoring Circles, which was founded in 2003. In 2018, we expanded the program to include global offices with both in-person and virtual involvement. To form a mentoring circle, a manager is

assigned to lead a group of about a dozen employees in open discussion and to share vital information about Fluor business and best practices.

2018 HIGHLIGHTS:

- Increased sustainable employment of our craft workforce from 30 percent to 52 percent through our new Craft Passport program.
- Expanded the Fluor Mentoring Circles program globally to engage employees across our organization.



Securing A Highly Skilled Craft Workforce

In an increasingly competitive labor market, it is vital that Fluor differentiates itself to acquire the most talented craft workforce available. On behalf of our clients, we work on the most complex and challenging projects on the planet, and it is imperative that our labor pool is the best. To attract the people we want and need, Fluor has developed and continues to refine and grow a number of programs that make our company the preferred destination for the most skilled workers.

THE CRAFT PASSPORT

The Craft Passport program was one of our focus initiatives for 2018. This program utilizes an online portal we developed that electronically files craft training records and certifications, which helps us eliminate redundancies in training between projects. No longer are we spending the time and money to train craft personnel on areas they have already covered in past projects. With the Craft Passport, our workers can focus only on any new training they need for a project, streamlining the process from assignment to being field-ready. Fluor has experienced substantial savings by eliminating redundant training, and our clients benefit from greater project efficiency. We are seeing results. We are pleased to report that, from 2017 to 2018, sustainable employment of our craft population increased from 30 percent to 52 percent.

UPLIFTING EVERY LOCALE

Fluor projects continuously take us to the farthest reaches of the developing world. In the spirit of the Fluor purpose to

transform the world by building prosperity and empowering progress, we have embarked on a comprehensive training program designed to upgrade the skills and capabilities of local craft workforces everywhere we go. It is vital that these local workforces operate in accordance with our safety, quality and productivity standards. We have learned that when done properly, this global approach to training local workforces will reduce project costs and schedule risks and will ultimately give back to local communities. We implemented this program in Kazakhstan to support the [Tengizchevroil LLP project](#). In following years, we will replicate and scale this program to apply to other projects around the world.

THE ELITE CRAFT WORKFORCE

Even with our comprehensive local training program, sometimes a project requires workers with a high level of very specific skills. Having these highly skilled craft workers at the ready is key for Fluor to meet its project obligations around the world. To ensure we have the right

people with the right skills for each job, we developed the Elite Craft Workforce program. Through this program, we train and qualify superior technical teams dedicated to Fluor and ready to respond to projects worldwide. When we anticipate severe worker shortages in a certain skill set, such as ironworking, we use this program to proactively build an elite, mobile team to fill the need and mitigate the risk. To qualify for the program, craft workers must have skills that exceed industry standards. For example, welders in the program need 10 certifications, rather than the typical three held by most in the welding profession. We ended 2018 with 61 workers in the Elite Craft program, a number we plan to grow to more than 150 workers in 2019.

Finally for our entire craft workforce, we continue to uphold our sponsorship of the training curriculum accredited by the National Center for Construction Education & Research, providing free training in areas of entry-level craft, upgraded welder training, certifications, supervisory development and more.

Leadership Training Hours Provided to Fluor Employees

960

FLUOR LEADERSHIP
SUMMIT

1,456

HARVARD
LEADERSHIP DIRECT

7,920

THE NEW LEADER

1,512

LEADERS OF LEADERS
PROGRAM

1,000

FLUOR MANAGEMENT
INSTITUTE

2018 PROGRAM METRICS:

\$67K

FINANCIAL
AND
IN-KIND
SUPPORT

579

WELDING
AND OSHA
CERTIFICATIONS

588

STUDENTS
ENROLLED IN
FLUOR-SUPPORTED
CLASSROOMS

PROGRAM METRICS SINCE INCEPTION:

\$490K

FINANCIAL
AND
IN-KIND
SUPPORT

2,359

WELDING
AND OSHA
CERTIFICATIONS

4,958

STUDENTS
ENROLLED IN
FLUOR-SUPPORTED
CLASSROOMS

Maintaining Our Core Value Culture

As our workforce comprises more than 53,000 people working on more than 1,000 projects across more than 60 countries, it is vital that we embrace a culture of diversity and integrity. We are able to unite people of many backgrounds around the globe through Fluor's singular culture, exemplified through our Core Values of safety, integrity, teamwork and excellence. By building on this strong foundation, we are able to combat discrimination and equip employees with clear guidelines when unethical situations arise — and the confidence to act appropriately.



Worldwide, we prohibit the hiring of underage employees and the use of forced labor. Likewise, we maintain clear and practicable policies and procedures to protect the security of every employee. When employees feel safe, respected and rewarded, only then are we able to develop our people, expand our diversity, encourage new ideas, attract the best talent and grow our workforce so we can partner with clients to build the world's most complex projects.

OUR PATH FORWARD

Our people are by far the most valuable asset we have at Fluor. We will continue

to make our workplaces a worldwide example for diversity, safety, opportunity and integrity. We are a global company, working in a world full of great ideas, talent and potential. We believe our workforce must reflect this better world, and we will remain dedicated to making it so.

FLUOR FELLOWS PROGRAM

The Fluor Fellows Program was created to attract, develop, mentor and reward individuals in functional organizations who excel in an area of technical expertise. Being named a Fellow or Senior Fellow is recognition for those individuals who choose to keep their focus in a technical area, as opposed to moving into general management.

In some cases, our Fellows have literally written the book for their area of expertise — including sustainability. Some Fellows have patents that distinguish Fluor in the markets we serve. Others are requested by name by our clients to be involved in their projects.

This program has a robust nomination and certification process, to ensure that the individuals are experts in their fields of work and recognized not only within Fluor but outside the company in the industries we serve. Certification is also contingent on other business factors, such as the availability of openings, strategic business objectives, financial performance and business outlook.

The Fellows Program facilitates collaboration among innovative thinkers across the company and encourages our top-tier specialists to utilize their expertise to develop innovative solutions that benefit Fluor and our clients.

Fluor currently has 49 Fellows and 27 Senior Fellows, including Jim Hambricht, a Fellow in sustainable design, and Jeffrey Goetz, a Fellow in sustainability and energy management.

OUR COMMITMENTS:

CHILD LABOR:

Fluor offices worldwide prohibit the hiring of underage employees, and we do not allow or support child labor in any manner.

FORCED OR COMPULSORY LABOR:

We do not promote, condone, practice or tolerate the use of forced or compulsory labor, human trafficking or the sale of sexual acts of any kind.

NONDISCRIMINATION:

We recruit, hire, develop and retain employees based on job-related specifications. All leaders, managers and supervisors are expected to maintain an environment free from any form of unlawful discrimination and harassment.

UNION/COLLECTIVE BARGAINING:

Employees may choose to join or not join third-party organizations without fear of retaliation, coercion or harassment.

SECURITY:

We uphold a zero-tolerance policy that prohibits actual or threatened violence by employees against coworkers, visitors or others while performing their duties or on company or client property.

ETHICS & COMPLIANCE



Remaining Proactive And Unyielding In The Face Of New And Persisting Risks

Our values define how we do our work. Fluor operates with an unyielding commitment to integrity and the highest standards of business conduct. Our clients depend on us to bring our culture to their projects around the world. Fluor expects every employee to do the right thing. And we expect our suppliers, subcontractors and parties with whom we do business to also do the right thing. This chain of integrity must hold firm, no matter how small or large the project, in every region where we work.

UPHOLDING THE FLUOR REPUTATION

The belief that corruption and bribery are simply “how business is done” in certain cases yields alarming behavior. At Fluor, we do not subscribe to the philosophy of “necessary evils.” The truth is that corruption and bribery exact a serious toll on businesses and communities, costing our global society more than \$3.6 trillion annually. Fluor works to combat this corruption, not only to reduce this massive drain on our global economies but also to make a positive impact on our diverse and worldwide stakeholders.

Fluor’s long-established ethics and compliance program has positioned our company as a leader in business ethics and operational integrity. We are honored by this recognition, and we work diligently to continually earn and uphold our reputation

through our commitment to ethical behavior, both internally and through collective efforts.

OUR COMMITMENT

[The Code of Business Conduct and Ethics](#) (the Code) has long been the centerpiece of our commitment to operating with the highest standards of integrity. Along with our U.S. Government Contracting supplement to the Code and Anti-Bribery and Corruption Policy, we have set forth clear standards for employees to apply to every business environment and context, in our offices and on job sites globally. Employees are expected to read, understand and comply with the Code and related policies as they apply to their work.

Our goal is for each employee to understand what is expected of him or her, to be able to identify misconduct and to feel confident

seeking advice and raising ethical concerns without fear of retaliation. Periodically, we survey our workforce to measure the company’s culture and susceptibility to misconduct. In 2018, employees confirmed their belief in our strong culture of integrity through survey questions addressing areas such as comfort speaking up, organizational justice, tone at the top, trust in colleagues, direct manager leadership, clarity of expectations and openness of communications.

Clients have come to understand that when they partner with Fluor on their complex projects, they are also partnering with a committed leader in ethics that will work within comprehensive principled guidelines — and will expect the same from all other parties involved.

2018 HIGHLIGHTS:

- Achieved 100 percent completion by salaried employees of our Code training and certification program.
- Developed and provided live, innovative Core Values training sessions for all offices in Sub-Saharan Africa.
- Named one of the World’s Most Ethical Companies® by the Ethisphere Institute for the 12th consecutive year.



CBG Bauxite Production Expansion, Kamsar, Guinea

Of all the structures we have created, our corporate culture may be the most impressive. It is our focus on our Core Values that enables us to provide superior integrated solutions to our clients, a supportive work environment and an improved quality of life for billions worldwide. Our values define how we do our work. We will not undertake or execute a project that compromises any of these values. When we commit to work within Fluor's values, we achieve superior work and a leadership position in our industry.

— Fluor Code of Business Conduct and Ethics

COLLECTIVE ACTION

Our ethics and compliance initiatives are important to us because they further the Fluor purpose. Our people care about building a better world. As a result, we have long been involved in working with others to instill ethical practices in the global community, and the tradition thrives today as Fluor leadership continues to promote ethical conduct in the industries we serve.

Company executives have long taken active roles in global anti-corruption initiatives, working with others in our industry to eliminate corruption and bribery. For example, Fluor Executive Chairman Alan Boeckmann has long been an advocate for anti-corruption programs in the industry and was a driving force behind the creation of the United Nations Partnering Against Corruption Initiative (PACI).

We believe that working in cooperation with our peer companies, clients and suppliers is the best way to promote better working and living conditions worldwide. In 2018, Fluor continued to hold a leadership role in Building Responsibly, a worker

welfare program that examines global workforces and the steps the engineering and construction industry can take to combat modern slavery in operations and the supply chain.

RISK MANAGEMENT

In many areas of the world, ensuring that a complex project can be completed expertly and ethically has far-reaching implications. Our clients' projects take us around the world, and each new engagement has its own unique set of risks. Through our Business Risk Management Framework (BRMFSM), we assess the corruption risks of each project against a background of project location, business culture, locally required third parties and government touchpoints.

We further manage ethics and compliance risks on each project through our Project Compliance and Ethics practices, which require project-specific risk assessments and, as warranted, mitigation plans. At a corporate level, Fluor has an Enterprise Risk Management program and ethics

and compliance subject-matter-based task forces that periodically assess corruption and other risks.

THIRD PARTIES

Fluor seeks to do business only with third parties that share our standards and values. Because the actions of third parties can reflect on our company, Fluor chooses partners that also adhere to strong conduct and ethics standards.

In our business relationships, we must be confident that our partners do not engage in bribery, modern slavery or other unethical behavior. Risk-based due diligence is conducted when selecting third-party business partners, and approval, contractual and other anti-corruption controls are in place.

Furthermore, all subcontractors and suppliers are expected to uphold high ethical standards in compliance with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors, which is modeled on our Code.



Petronas Refinery and Petrochemical Integrated Development (RAPID), Johor, Malaysia



Recognized among the
World's Most Ethical
Companies® by the
Ethisphere Institute for
the 12th consecutive year.

Reinforcing The Code

One of our top priorities is to constantly reinforce our strong ethical foundation. We achieve this in a multitude of ways, including through ongoing communication and training programs.

INTERNAL COMMUNICATIONS

Consistent and frequent ethics and compliance communication is vital to Fluor's culture of integrity. To clearly highlight risks and illuminate the ethical courses of action, case studies are published on our company intranet. The articles detail real-life instances of ethical issues and detail how all parties involved handled them, identifying the right course of action. Topics in 2018 included cybersecurity, inappropriate gifts and extortion. Consistent with our risk-based approach, craft employees at projects

around the world received communication about avoiding extortion attempts while passing through customs or border checkpoints, and how to recognize the warning signs of modern slavery.

TRAINING PROGRAMS

Training has proven to be an extremely effective way to introduce and reinforce ethical conduct and the protocols that should be followed when issues arise. Our training focuses on how to identify risks, the actions we should take when faced with them and consequences we all suffer when these risks are not handled properly. In 2018, we trained more than 21,000 global employees on our anti-bribery and sexual harassment policies. We conducted live training of 300 workers in two offices

in Kazakhstan, covering project-specific risks and anti-corruption. And our Board of Directors and senior executives were updated on international compliance risks, including those related to trade sanctions, anti-corruption and data privacy.

In 2018, we developed an innovative Core Values training program that was delivered to offices in Sub-Saharan Africa. In interactive, live sessions, our leadership introduced a series of scenarios and case studies specific to the region, covering political climate risks, bribery and corruption, sexual harassment and retaliation. The training also provided a format for individuals and small groups to discuss scenarios where these risks may arise and determine the correct courses of action.

Through these exercises, 231 employees learned how to work through challenges locally, which in turn creates a more sustainable framework of support for our program. Due to the success of the training, we intend to continue this training format at other global locations.

300

KAZAKHSTAN WORKERS
TRAINED IN PROJECT-
SPECIFIC RISKS &
ANTI-CORRUPTION

231

SUB-SAHARAN AFRICA
EMPLOYEES TRAINED
IN INTERACTIVE,
LIVE SESSIONS

Promoting Open Communication To Protect Every Employee, Contractor And Stakeholder

Maintaining open lines of communication is vital to ensuring our culture of accountability and integrity. We provide and publicize access to channels of support and guidance to promote ethical behavior and doing the right thing. Employees, clients, partners and other stakeholders are empowered and encouraged, if not required, to seek guidance and report good-faith concerns about suspected behavior that violates Fluor's Code.

OPEN AND ACCESSIBLE

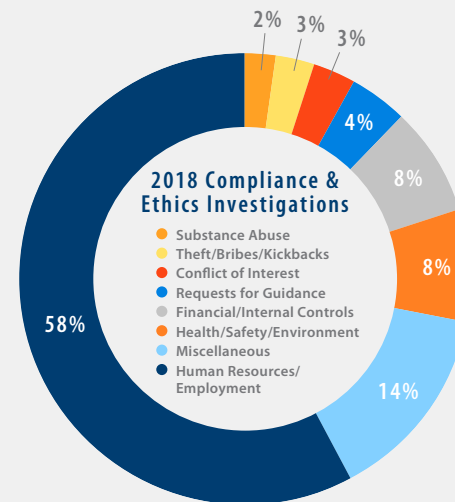
Fluor maintains a formal open-door policy, enabling employees to have honest conversations with managers without the fear of suffering negative consequences. We have provided managers and leadership with training to help them respond to questions and concerns. Any complaints or issues that are raised undergo a consistent, unbiased investigation to support the employee and come to a resolution.

Employees can and do protect the company's reputation by promptly raising a concern when they know or suspect that a colleague is involved in unethical, illegal or dangerous behavior. Employees who have concerns are encouraged to speak directly with the person involved, if appropriate.

Additionally, they are encouraged to contact any of the following: their immediate supervisor; supervisor's supervisor (and up the reporting structure as necessary); the local Human Resources manager or, if applicable, their Industrial Relations manager; a company subject-matter expert; or, if they are uncomfortable discussing the matter with any of these resources or the response is inadequate, Fluor's Compliance and Ethics Hotline at www.fluorhotline.com. The hotline provides translation/interpretation support in more than 150 languages, and reports may be made anonymously where allowed by law. Investigations are timely and thorough in order to maintain trust and integrity. In 2018, we trained more than 120 investigators on Fluor's Investigation Guidelines.

OUR PATH FORWARD

Fluor's programs for ethics and compliance are well-established and highly regarded throughout the industry. While we continually strive to improve and enhance our program by monitoring evolving risks and benchmarking, we are proud of the fact that our programs are mature and strong and stand as a model for our clients, suppliers and peers. As we have since our founding more than a century ago, our efforts will continue to focus on upholding Fluor's reputation of integrity and making a positive impact on our employees and others with whom we work.



**734 TOTAL
INVESTIGATIVE
CASES**



U.S. Department of Energy Strategic Petroleum Reserve, Louisiana, USA

SUPPLY CHAIN



Operating A Sustainable, Values-Driven, Project-Centric Supply Chain

A supply chain is only as strong and effective as its guiding principles. At Fluor, we operate upon an unbreakable foundation of Core Values and unwavering supply-chain policies that we believe lead us to excellence. Though cost always must be taken into consideration when making supply-chain decisions, at Fluor, it is not the overriding factor. Driven by our integrity-based culture, our clients' specific goals and a project-based focus, we strive to invest in local and diverse spending — spending that can benefit all stakeholders from one end of the supply chain to the other. To us, that is an investment in ourselves, our clients and, most of all, the global economy.

UPHOLDING THE HIGHEST DEGREE OF BUSINESS STANDARDS

Responsible spending is a term often included in a company's supply-chain objectives. Yet many organizations take the easier route, the low-cost route, the "we've always used this supplier" route. At Fluor, our supply chain incorporates responsibility into every aspect of our process, from prequalification to post-project review. We maintain healthy business relationships with diverse suppliers around the world, spanning more than 80 countries. For each engagement, we look at specific project parameters and goals. Then we tap into our supply-chain community down to the local level and explore our options, selecting the optimal partners that will meet our objectives for responsible spending and ultimately will support and sustain our clients' efforts.

SUBCONTRACTOR AND SUPPLIER PREQUALIFICATION PROCESS

At the onset of a relationship with Fluor, suppliers are taken through our prequalification process. This streamlined and comprehensive pre-award assessment assists in revealing potential risks or threats a subcontractor or supplier could pose to Fluor's operations or our client's project. During this assessment, we also seek to confirm that suppliers will be able to comply with local environmental laws and regulations mandated in a project's prime contract.

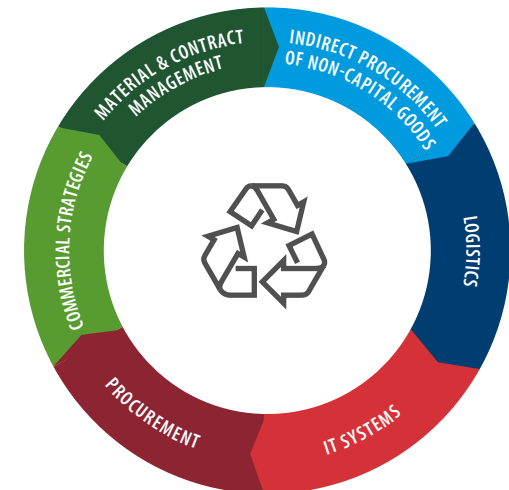
This process continuously bears fruit. In 2018, Fluor conducted business with approximately 15,000 well-qualified subcontractors and suppliers, which resulted in an estimated 50,000 purchase orders and subcontract awards.

SUBCONTRACTOR AND SUPPLIER POST-AWARD PROCESS

Equally as important as prequalification is the post-project review. At the conclusion of every project, we analyze the performance and outcomes of our supplier and subcontractor engagements. We measure these against Fluor's exacting standards for safety, quality, and overall execution and delivery. This analysis allows us to improve our supplier and subcontractor relationships and refine our partners list so that each supply-chain solution that we design for each new project is better than the last.

2018 HIGHLIGHTS:

- Conducted business with approximately 15,000 subcontractors and suppliers, which resulted in an estimated 50,000 purchase orders and subcontract awards.
- Introduced mandatory training covering worker welfare and modern slavery to 1,000 employees.
- Increased our spend with certified diverse suppliers and contractors within the United States from 11 percent to 16 percent.





Cusiana and Cupigagua Operations and Maintenance Contract, Colombia

Protecting Fluor's Ethics And Welfare In The Supply Chain

For more than a century, Fluor has built a reputation among its clients, suppliers, subcontractors and peers for exemplifying the highest Core Values of safety, integrity and delivery excellence. While our supply-chain activities engage many parties outside of Fluor, all are held to our unshakable standards, with the most important focus on the areas of safety, ethics and human rights. We integrate every aspect of our integrity-first culture into our supply chain and seek to ensure that those with whom we work do, as well, for the benefit of every individual who comes anywhere near a Fluor project.

SUPPLIER COMPLIANCE

When a supplier or contractor is moving through the proposal stage, it has two options for sustainability compliance: It can agree to adopt Fluor's program and terms or develop its own program that certifiably meets or exceeds ours.

Furthermore, prior to partnership, all subcontractors and suppliers agree to comply with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors. This document covers ethical risks across the globe, including bribery and trade controls; conflicts of interest; financial and operational controls; human rights and employment practices; and health, safety and environmental stewardship.

WORKER WELFARE AND MODERN SLAVERY TRAINING

One of the most deplorable realities of the modern global workforce is the use of slavery. In 2018, Fluor escalated its efforts in fighting this insidious practice. We introduced mandatory worker welfare and modern slavery training through our Fluor University online platform to educate all supply-chain stakeholders and to help them conduct business in a manner that protects workers around the world. Last year, 1,000 individuals received this training.

CREATING OPPORTUNITIES



"We partner with our clients to build a better world. Our commitment to inclusion of diverse suppliers in the supply chain creates economic impact that helps communities to thrive."

Located in Sugar Land, Texas, Annie Lidge is responsible for increasing the visibility of [Fluor's Supplier Diversity program](#) throughout the corporation and for promoting growth through increased spend with diverse suppliers. She has revamped the program by creating best practices to aid and assist Minority- and Women-Owned Business Enterprises (MWBEs) on how to do business with Fluor. The revamped program has received numerous awards and recognitions.

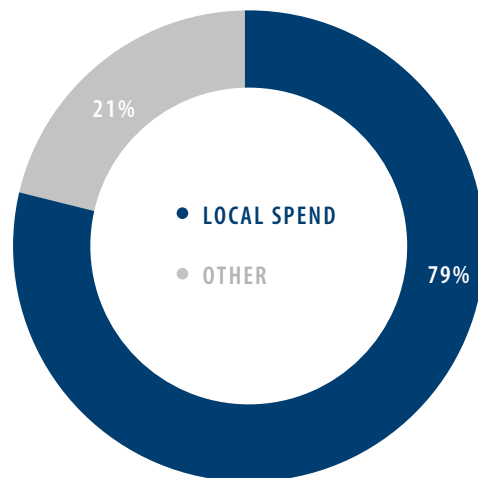
Lidge is passionate about utilization of diverse companies within Fluor's supply chain. She understands the challenges that MWBEs encounter in their attempts to navigate the process of connecting for successful bid opportunities within corporations and is committed to streamlining the entry process at Fluor.



LNG Canada, Kitimat, British Columbia, Canada

LOCAL SUPPLIER SPENDING

2018 TOTAL SUPPLIER
SPEND (WORLDWIDE)



Supporting Supplier Diversity And Local Spending

Every time we spend a dollar in our supply chain, we have an opportunity. We can choose to spend that dollar close to our projects — no matter where they are in the world — and support local economies, and we can choose to promote diversity across our supplier and contractor base. While Fluor always works to be the best steward of our clients' budgets, we have found that being a force for good in how we choose to spend is often just as important to these clients as it is to us.

SUPPLIER DIVERSITY PROGRAM

Fluor defines our supplier diversity program as a proactive business initiative that works to expand opportunities offered to diverse suppliers, building upon our combined strengths to drive mutual success. In short, we do not seek diversity to check a box; we do it because it makes us all more successful, including our clients.

Three pillars uphold this program — environmental stewardship, economic growth and social progress. These pillars align with related goals and standards

of the U.S. government regarding small, minority- and women-owned businesses. Our program also acts in accordance with Fluor's Corporate Procurement Policy.

For a supplier to qualify for the diversity program, it must self-certify through an online application. We are proud to report that in 2018 we achieved strong results — increasing Fluor's spend with certified diverse suppliers and contractors within the United States to 16 percent from 11 percent in 2017.

Improving Lives Around The World

Our sustainability goals reach far and wide to every Fluor project around the world. This means local spending and community improvement are key factors in all of our supply-chain decisions. We operate on a simple but important philosophy: We spend where we're working. If the project site is in Peru, we'll spend in Peru — and simultaneously work to invest in the population and protect the environment. If we're working in India, we'll do the same there.

This is done in part to empower local economies and foster sustainability everywhere we go, which is often in underdeveloped countries that have great potential for growth and need support to achieve and prosper. It is also an important way to support our clients' own goals for the communities around them.

AUSTRALIA ABORIGINAL COMMUNITY

In 2018, for a large mining project in Australia, we sourced a large percentage of our workforce from the aboriginal community. We supported the local economy and met both Fluor and client objectives.

LNG CANADA

For the LNG Canada project underway in British Columbia, we are supporting the Indigenous population through our supply-chain spending.

TCO IN KAZAKHSTAN

We have built a highly capable, sustainable craft workforce in Kazakhstan. We provided training to improve the skills and capabilities of local workers in

support of our TCO project for Chevron, which allowed us to reduce imported labor, improve productivity and reduce project costs due to rework and worker turnover. Not only did this positively impact our project deliverables in everything from safety to quality of execution, but it also allowed us to create lasting value in the community, providing skills that local workers will put to use long after we are gone.

BRITISH COLUMBIA GROUNDWATER CLEANUP

In 2018, we supported local resources for a facilities project to clean up groundwater in British Columbia as a result of runoff rainwater from nearby mines.

OUR PATH FORWARD

We have made great leaps this past year in using our supply chain as leverage to contribute to the sustainability of our clients' projects and to the communities where their projects take us. We will continue to make both diversity spending and local spending major priorities into 2019 and beyond — and by doing so, sustain healthier economies and empower societies around the world.



TEXAS DEPARTMENT OF TRANSPORTATION HORSESHOE PROJECT

A Fluor-led joint venture, Pegasus Link Constructors LLC (PLC), completed the design-build contract for the [Horseshoe Project in Dallas, Texas](#). The project rebuilt a major highway interchange near downtown Dallas, replacing deteriorating roadways and bridges and improving capacity.

PLC, while self-performing 60 percent of the construction work, also subcontracted with additional specialty consultants responsible for design, independent quality assurance and environmental compliance geotechnical engineering, as well as local and Disadvantaged Business Enterprise (DBE) subcontractors and material providers.

An 8 percent DBE participation goal was established.

The PLC awarded more than \$74 million in commitments for subcontracts and purchase orders to DBE firms, exceeding the established goal by committing 10.34 percent to DBE firms.

This represents an additional \$16,889,734 paid to DBE firms.

APPENDIX A: MEMBERSHIPS, AWARDS & CERTIFICATIONS

2018 INDUSTRY RECOGNITIONS



MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

North America Dow Jones Sustainability Index
Listed for fourth consecutive year

No. 1 Design-Build Firm in 2018
Engineering News-Record

Lisa Davies
Global Energy Awards Rising Star finalist
S&P Global Platts

ENR's 2018 list of Top 20 Design Firms
Ranked first in Industrial Process/Petrochemical sector for the 15th consecutive year

ENR's 2018 list of Top 20 Design Firms
Ranked first in the Refineries and Petrochemical Plants sector for the fifth consecutive year

World's Most Ethical Companies for the 12th year
Ethisphere Institute

Ashly Coggins
Top 20 Under 40
Engineering News-Record

BASF Automotive Coatings Plant, China
Global Best
Engineering News-Record

Procter & Gamble manufacturing project
2018 Construction Industry Project Excellence Award, Construction Users Roundtable

Most Admired Company for the 19th year
Fortune magazine

Best of the Decade
Minority Business News USA

South Mountain Freeway
Arizona Million Dollar Circle of Excellence
Arizona Hispanic Chamber of Commerce and the Minority Business Development Center

Tolani Azeez
Sarah Cook
Stephen Mogose
Jennifer Oakham
Liz M. Smith
Finalists in the 2018 European Women in Construction and Engineering Awards

Sheikh Rafik Manihar Ahmed
Design Thinking Personality of the Year, UBS Transformance

2018 Top Leader Under 40, Control Engineering and Plant Engineering

KNPC Clean Fuels Project
HSE Excellence 2018 Gold Award

American Society of Safety Engineers – Kuwait Chapter

Chris Farrell
Top Young Professional
Engineering News-Record

Bryant Lynch
Most Promising Engineer finalist
Hydrocarbon Processing magazine

Abdullah Dirani
Best Innovator for Oil and Gas
TahawulTech.com Future Enterprise event, Dubai

Gordie Howe International Bridge project
2018 Transport Deal of the Year
Project Finance International

LAX Automated People Mover
2018 P3 Deal of the Year
Project Finance International

Savannah River Nuclear Solutions
2018 Excellence in Workplace Diversity Award
South Carolina Chamber of Commerce

Just 100: Companies Doing Right By America
Forbes

Best Use of Labels
Fluor's Southern California Construction team
Construction Orange County

Julie Cook
2018 40 Under 40
Building Design and Construction

Fluor Greenville Office
2018 Corporate Partner Unsung Hero Award
Greenville Technical College

Fluor Philippines
Nation Builder Award
Quantity Solutions Inc.
and the American Chamber of Commerce, Philippines

Fluor Supply Chain
2018 Brandon Hall Excellence in Learning Award
Human Capital Management Excellence Conference

Joseph Connors
2018 Rising Star
Oilweek

Max Eklund
2018 Top Adoption Leader
BuiltWorlds

Kevin McCann
2018 Rising Star of Safety
National Safety Council

APPENDIX A: MEMBERSHIPS, AWARDS & CERTIFICATIONS

2018 INDUSTRY MEMBERSHIPS

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

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

Human Resources, Management and Professional

- Associated Builders and Constructors (ABC). Pelican Chapters, Baton Rouge, Louisiana
- American Benefits Council
- Catalyst (India and United States)
- Construction Benefits Group (United States)
- Council of Employee Benefits: Board of Directors (United States)
- Dallas-Fort Worth Business Group (Local Benefits Group)
- Foreign Benefits Study (International)
- International Foundation of Employee Benefits (IFEB) - International Society of Certified Employee Benefit Specialists is the membership group under the IFEB
- International Society for Quality in Healthcare (International)
- National Association of Colleges and Employers (United States)
- National Center for Construction Education and Research (NCCER) (United States)

Ethics

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

HSE

- American Society of Safety Engineers
- ANSI A10 Accredited Standards Committee for Construction & Demolition (United States)
- Board of Certified Safety Professionals (United States)
- British Safety Council (United Kingdom)
- BuildSafe South Africa, founding member
- Dropped Objects Prevention Scheme (United Kingdom)

- Energy Facilities Contractors Group (United States)
- Institute for Sustainable Infrastructure (United States)
- Institution of Occupational Safety and Health (United Kingdom)
- National Construction Safety Executives (United States)
- National Safety Council (United States)
- Offshore Contractors Association (United Kingdom)
- Oil & Gas UK
- Royal Society for the Prevention of Accidents (United Kingdom)
- Step Change in Safety (United Kingdom/Africa)
- U.S. Green Building Council

Supply Chain

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

APPENDIX B: PERFORMANCE METRICS

SAFETY, HEALTH AND THE WORKPLACE

	2016	2017	2018
Total case incident rate per 200,000 work hours	0.43	0.42	0.36
Days away, restricted or transferred (DART) case rate per 200,000	0.17	0.21	0.21
Number of regular employees at year-end, thousands	61.5	56.7	53.3
Percent of salaried employees	47.0	56.0	60.0
Percent of women among salaried employees	25.0	23.0	24.0

ENERGY AND GREENHOUSE GAS EMISSIONS

	2016	2017	2018
Scope 1 – Direct GHG emissions, absolute (CO2-equivalent emissions) thousands of metric tons*	-	-	14.37
Scope 2 – Indirect GHG emissions from consumption of purchased electricity, heat or steam, absolute (CO2-equivalent emissions) thousands of metric tons*	-	-	50.48
Scope 3 – Indirect GHG emissions from travel, absolute (CO2-equivalent emissions) thousand of metric tons*	-	-	38.23
GHG, normalized by revenue, metric tons per million \$ per year*	-	-	5.38
Scope 1 – Direct GHG emissions (without Stork), absolute (CO2-equivalent emissions) thousand of metric tons	8.0	7.0	6.9
Scope 2 – Indirect GHG emissions from consumption of purchased electricity, heat, or steam (without Stork), absolute (CO2-equivalent emissions) thousand of metric tons	56.6	50.3	42.0
GHG, normalized by revenue, metric tons per million \$ per year (Scope 1+2 only, without Stork)	3.39	2.93	2.55
Direct energy use (thousands of gigajoules) for natural gas, diesel and gasoline	79	65	147
Indirect energy use (thousands of gigajoules) for electricity	370	331	356

*Emissions data for Stork were not available for 2016 and 2017

ENVIRONMENTAL PERFORMANCE

	2016	2017	2018
Recycled waste (paper, cardboard, batteries, plastic and assorted bulk material), tons	2,238.5	1,839.3	1,693.3
Diverted waste (donated or reused items), tons	47.4	75.7	220.1
Conserved water in Fluor offices, thousands of gallons	711.5	343.1	577.6
Planted trees, flowers and shrubs, thousands	7.0	17.3	14.0

COMMUNITY AND SOCIAL IMPACT

	2016	2017	2018
Community investments, initiatives and programs, million \$	7.5	7.4	7.5
Community investments, employee volunteer time, million \$	1.0	1.3	1.3
Hours of STEM academic training, enrichment or increased awareness, millions	1.9	1.8	2.2
Life skills enrichment training of youth, thousands	205.6	204.1	158.3
Meals to the hungry, millions	0.67	0.77	0.81
Assisted individuals with preventive and emergency services, thousands	39.8	47.9	40.5
Grants to universities, millions	1.6	1.2	1.4
Scholarships for children of Fluor employees, thousands	600	675	637
Volunteered hours by Fluor employees globally, thousands	42.2	53.7	52.6

LOCAL DEVELOPMENT AND SUPPLY-CHAIN MANAGEMENT

	2016	2017	2018
Fluor spending with US-based suppliers and subcontractors, billion \$	2.8	3.8	5.1
Fluor spending with US small, minority- and women-owned businesses, million \$	277	418	811
Fluor spending with local suppliers worldwide, billion \$	11.3	9.2	13.4

United Nations (UN) Sustainable Development Goals

Fluor's sustainability actions support the UN's Sustainable Development Goals. Please note the icons at the beginning of each chapter of this report, identifying applicable SDGs.



GOAL 1:
NO POVERTY



GOAL 2:
ZERO HUNGER



GOAL 3:
**GOOD HEALTH
AND WELL-BEING
FOR PEOPLE**



GOAL 4:
**QUALITY
EDUCATION**



GOAL 5:
GENDER EQUALITY



GOAL 6:
**CLEAN WATER
AND SANITATION**



GOAL 7:
**AFFORDABLE AND
CLEAN ENERGY**



GOAL 8:
**DECENT WORK
AND ECONOMIC
GROWTH**



GOAL 9:
**INDUSTRY,
INNOVATION AND
INFRASTRUCTURE**



GOAL 10:
**REDUCING
INEQUALITIES**



GOAL 11:
**SUSTAINABLE CITIES
AND COMMUNITIES**



GOAL 12:
**RESPONSIBLE
CONSUMPTION AND
PRODUCTION**



GOAL 13:
CLIMATE ACTION



GOAL 16:
**PEACE, JUSTICE
AND STRONG
INSTITUTIONS**



GOAL 17:
**PARTNERSHIPS FOR
THE GOALS**

APPENDIX D: ABOUT THE REPORT

Fluor has published a Sustainability Report annually since 2008. Prior reports are available online at www.fluor.com. In 2009, Fluor became a signatory to the UN Global Compact, which enables companies to voluntarily align their operations and strategies with 10 universally accepted principles regarding human rights, labor, the environment and anti-corruption efforts and to actively support UN Sustainable Development Goals for these issues.

Fluor management appointed Marc van Heynigen, Vice President, Health, Safety & Environmental, executive sponsor of Fluor's Sustainability Committee, leading an internal team of subject-matter experts in developing the report.

Fluor used the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Sustainable Development Goals to develop 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 and clients. In this document, Fluor reports on the standards and goals relevant to its business operations and measurable in 2018.

SCOPE

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

ALIGNMENT WITH GRI STANDARDS

In addition to Fluor's 2018 Sustainability Report, Fluor has prepared a GRI Table in accordance with the GRI Standards: Core option. The GRI Table, as reflected on the Aspect table, can be found at www.fluor.com and addresses those standards that Fluor has determined are pertinent for its operations.

Fluor did not employ an external organization to audit this report. External assurance is provided by Fluor's independent, registered public accounting firm for Fluor's 2018 Form 10-K.

RIDER A

Except where noted, the information covered in this report highlights our performance and initiatives in fiscal year 2018. We have prepared the information solely to provide a general overview of our sustainability activities, and this report should not be used by anyone making an investment decision. In addition, the information in this report is summarized and is not a complete description of all of our activities; therefore, we have made qualitative judgments as to certain information to include that could be determined to be inaccurate or incomplete. For example, some data are not included in this report for privileged, proprietary and/or competitive reasons or because resources for consolidated data are limited. The inclusion of information on this site should not be construed as a characterization regarding the materiality or financial impact of that information. For a discussion of information that is material to the company, please see our filings with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

RIDER B – FORWARD-LOOKING INFORMATION

This report contains forward-looking statements relating to the manner in which we intend to conduct our activities based on our current plans and expectations. These statements are not promises of our future conduct or policy and are subject to a variety of uncertainties and other factors, many of which are beyond our control. Therefore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report, and we do not undertake to publicly update any statements in this report. You should read our Annual Report on Form 10-K and quarterly reports on Form 10-Q, which include a list of factors that could cause actual operational and financial results to differ from those expected.

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

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GRI ASPECTS

GRI Standard #	Aspect
102	GENERAL DISCLOSURE ECONOMIC
201	Economic Performance
202	Market Presence
203	Indirect Economic Impacts
204	Procurement Practices
	ENVIRONMENTAL
302	Energy
305	Emissions
306	Effluents and Waste
307	Compliance
308	Supplier Environmental Assessment
103-2	Environmental Grievance Mechanisms
	SOCIAL – LABOR PRACTICES AND DECENT WORK
401	Employment
402	Labor/Management Relations
403	Occupational Health and Safety
404	Training and Education
405	Diversity and Equal Opportunity
414	Supplier Assessment for Labor Practices
	SOCIAL – HUMAN RIGHTS
412	Investment
406	Nondiscrimination
407	Freedom of Association and Collective Bargaining
408	Child Labor
409	Forced or Compulsory Labor
410	Security Practices
411	Indigenous Rights
412	Assessment
	SOCIAL – SOCIETY
413	Local Communities
205	Anti-Corruption
415	Public Policy
206	Anti-Competitive Behavior
419	Compliance



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